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# VIETNAM COMPETITIVENESS INITIATIVE – PHASE II (USAID/VNCI-II)

COMPLETION REPORT

**JUNE 2013**

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# VIETNAM COMPETITIVENESS INITIATIVE – PHASE II (USAID/VNCI-II)

## COMPLETION REPORT

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# PREFACE

Sections F.7 (4) of the U.S. Agency for International Development’s Vietnam Competitiveness Initiative – Phase II (USAID/VNCI-II) Task Order provides that DAI shall, at the end of the contract activity, prepare a completion report, which summarizes “the work carried out over the life of the activity, including the results achieved and problems encountered, as well as a summary of context and design of the activity, key activities, performance and achievements, lessons learned, and other relevant information as the Contractor may choose.”

The Task Order also specifies the objective of USAID/VNCI-II (Section C.3 (I)) as follows:

The purpose of this task order is to provide assistance to the Government of Vietnam – through a portfolio of strategic governance and economic competitiveness initiatives – in fulfilling its commitments : (a) to develop a modern, competitive, market-oriented economy – in partnership with a robust private sector and civil society; b) to accelerate Vietnam’s integration into the global system of trade and investment; and, c) to reduce the obstacles to business and citizens in their relations with the public sector, thereby liberating resources for higher economic, human productivity and quality of life. In this context and framework, the Vietnam Competitiveness Initiative – Phase II (USAID/VNCI-II) will amplify and extend beyond the original goal of USAID/VNCI Phase 1 as stated over five years ago: “to support the development and growth of the Vietnamese private sector, and through this growth to accelerate the country’s transition toward a more open and market-based economy...by removing constraints to growth and competitiveness of the indigenous private sector...(and) to foster a strong, viable, domestic private sector that can harness the benefits of integration into the world economy.”

Based on this direction, DAI submits the following Completion Report for USAID/VNCI-II.



# ACKNOWLEDGMENTS

We would like to acknowledge the strong support and cooperation and guidance provided by U.S. Agency for International Development (USAID) in Vietnam and the U.S. Embassy to the Vietnam Competitiveness Initiative – Phase II (USAID/VNCI-II) throughout the term of the project. Particularly, we want to thank U.S. Ambassador David Shear; his predecessor, Ambassador Michael Michalak; USAID/Vietnam Director Joakim Parker and his predecessor Francis Donovan; and the highly supportive staff of the Embassy and USAID, especially Todd Hamner, Director, and Le Thi Thanh Binh, Senior Development Specialist, of USAID’s Economic Growth Office.

We also want to acknowledge our government counterparts and partners for their collaboration and support. In particular, we want to thank the Office of Government, the Ministry of Planning and Investment, the Vietnam Chamber of Commerce and Industry, and the Central Institute of Economic Management for their sustained support and commitment to USAID/VNCI-II, especially for creating an environment that allowed USAID/VNCI-II to collaborate effectively with a large number of government agencies. We also want to thank our other key partners and collaborators, including the National Assembly, Ministry of Justice, and Ministry of Finance.

Finally, we want to thank the more than 60,000 private businesspeople and professionals who played key roles in the project’s outreach and engagement with the private sector for their participation in the five surveys and diagnostic workshops of the Provincial Competitiveness Index; more than 70 working groups, advocacy workshops, and publicity campaigns; and more than 100 interactions with the media for the Prime Minister’s Master Plan to Simplify Administrative Procedures in State Management (Project 30), the Regulatory Impact Assessment program, and the Infrastructure Financing and Development program. Without their engagement, dialogue, and feedback to guide reforms, our work with the government would not have been possible.



# ABBREVIATIONS

ACAPR	Advisory Council on Administrative Procedure Reform
ADB	Asian Development Bank
AFD	French Agency for Development
AmCham	American Chamber of Commerce
AP	administrative procedure
APCA	Administrative Procedures Control Agency
ASA	Assigned State Agencies
BOO	build-own-operate
BOT	build- operate-transfer
BT	build-transfer
BTA	U.S.-Vietnam Bilateral Trade Agreement
CIEM	Central Institute for Economic Management
CII	City Infrastructure Company
DCA	Development Credit Authority (USAID)
DFID	U.K. Department for International Development
DPI	Department of Planning and Industry
EuroCham	European Chamber of Commerce
FDI	foreign direct investment
HANIF	Hanoi Infrastructure Fund
HASTC	Security trading center in Hanoi
HCMC	Ho Chi Minh City
HFIC	Ho Chi Minh City Investment Fund for Urban Development
HIFU	Ho Chi Minh City Investment Fund for Urban Development (now called HFIC)
IFAD	International Fund for Agriculture Development
IFC	International Finance Corporation
IFF	Infrastructure Financing Facility
JICA	Japan International Cooperation Agency
KOTRA	Korea Trade-Investment Promotion Agency
LDIF	Local Development Investment Fund
LND	Legal Normative Document
MDE	Master in Development Economics and Public Policy
MOC	Ministry of Construction
MOF	Ministry of Finance
MOJ	Ministry of Justice
MOT	Ministry of Transport
MPI	Ministry of Planning and Investment

NA	National Assembly
ODA	official development aid
OECD	Organisation for Economic Co-operation and Development
OOG	Office of the Government
PCI	Provincial Competitiveness Initiative
PDF	Project Development Fund
PERQ	Program for Enhancing Regulatory Quality
PPA	Public Procurement Authority
PPP	public-private partnership
RIA	Regulatory Impact Assessment
STAR	Support for Trade Acceleration Reform Project (USAID)
STF	Special Task Force (OOG)
TPP	Trans-Pacific Partnership
UNDP	United Nations Development Programme
USAID	United States Agency for International Development
VAT	value-added tax
VBF	Vietnam Business Forum
VCCI	Vietnam Chamber of Commerce and Industry
VGf	Viability Gap Facility
VNCI	Vietnam Competitiveness Initiative (USAID/VNCI-II)
VNIF	Vietnam Infrastructure Fund
WB	World Bank
WTO	World Trade Organization

# EXECUTIVE SUMMARY

The Vietnam Competitiveness Initiative – Phase II (USAID/VNCI-II) is widely viewed by the U.S. Agency for International Development (USAID), the U.S. Embassy, Vietnamese government agencies, the media, and foreign and Vietnamese business leaders as a flagship program that redefined the concepts of governance and competitiveness and supported the high-priority, complex initiatives in regulatory reform and infrastructure development required to improve competitiveness and economic growth in Vietnam.

USAID/VNCI-II evolved from USAID/VNCI-I, which began focused on business-specific and sector-specific support with ad-hoc policy studies. It evolved into a highly strategic, integrated project that responded to some of the most complex institutional reform challenges facing Vietnam. From October 2008 to April 2013, USAID/VNCI-II concentrated on achieving the following interconnected goals within Vietnam’s transition toward a market economy and global economic integration through trade agreements and liberalization of foreign investment and private sector:

**To strengthen the regulatory system to reduce the costs and risks of doing business in Vietnam.** This goal includes simplification of administrative procedures, implementation of the Regulatory Impact Assessment, and public consultation in the development of a modern regulatory system for Vietnam.

**To support infrastructure development and financing to sustain economic growth and improve public services.** This goal includes building the regulatory framework and institutional and financing models for Vietnam to have the needed funding for infrastructure development and provide better public services such as power, transportation, water and sanitation, and export-led infrastructure related services.

**To improve competitiveness and democratic governance in Vietnam for better economic performance and prosperity.**

## KEY ACCOMPLISHMENTS

**USAID/VNCI-II addressed in concrete terms the policy, institutional, and regulatory issues related to governance** within a unitary but highly fragmented and diffused bureaucracy that is not yet prepared to manage the opportunities and challenges of a more open, complex global economy. The project did not work at the margins, but undertook the biggest challenges and aimed at the highest levels of leadership in the government, the private sector, and civil society to bring about change. The outcomes and impact are considerable in the context of a relatively inwardly focused administrative system that needs to quickly change the culture, institutions, and practices of regulatory management to improve economic competitiveness and protect citizens and the environment.

**USAID/VNCI-II demonstrated innovation by supporting Vietnam in rolling out the most comprehensive and largest administrative reform initiative to date.** The project provided strategic technical support to the Office of Government (OOG) and the Prime Minister’s Special Task Force (STF) to implement the Prime Minister’s Master Plan to Simplify Administrative Procedures in State Management (Project 30). With USAID/VNCI-II’s strategic and technical assistance, the OOG/STF completed an enormous reform exercise, inventorying all of the applicable administrative procedures (APs) at all four levels of government, standardizing them, abolishing the unnecessary ones, and

amending thousands more. The savings in compliance costs for business and citizens is a sizable amount estimated at about US\$1.5 billion per year based on full implementation of reform measures by government agencies.

With our recommendations and technical inputs, the Government of Vietnam, for the first time since independence in 1975, established the National Database for Administrative Procedures. The database was officially launched in November 2009 and it has contributed to increased accountability and transparency of regulators toward businesses and citizens. In addition, the Government of Vietnam established a central agency, the Administrative Procedures Control Agency (APCA) in November 2010 and a whole system of 87 AP control units at both central and provincial levels. The legal foundation for a permanent AP quality control was also laid by the Decree 63/2010/ND-CP.

**USAID/VNCI-II supported the development of a modern regulatory system in Vietnam** by building capacity for government agencies to comply with the requirements of the Law on Promulgation of Legal Normative Documents (Law on Laws, revised November 2008 with USAID/VNCI-II and USAID/STAR Plus assistance) for public consultation and Regulatory Impact Analysis (RIA), which is an effective tool to develop effective and efficient laws and regulations. USAID/VNCI-II worked with relevant government agencies, including the National Assembly (NA), Office of Government (OOG), the Ministry of Justice (MOJ) and others to promote the idea of a central mechanism to coordinate policy formulation and legislative development which is essential for a modern regulatory system to emerge. While there was considerable demand for RIA and success in its application for many laws and decrees, the Government of Vietnam did not adopt USAID/VNCI-II's recommendation to assign a central agency required to oversee the implementation of RIA in government.

**USAID/VNCI-II supported the government in beginning to tackle one of the biggest impediments to development in Vietnam, namely infrastructure.** The project worked in partnership with the Ministry of Planning and Investment (MPI), Ministry of Finance (MOF), and related government agencies to explore various financing models for developing infrastructure, which is a bottleneck for economic growth in Vietnam. Particularly, USAID/VNCI-II supported the MPI to develop the conceptual framework for a market-based roadmap and a legal framework, as well as the institutional capacity for attracting private investment in infrastructure and public provision of services under a market-based and transparent public-private partnership (PPP) program. In addition, USAID/VNCI-II actively supported and coordinated the formation of new institutional and financing models with Government of Vietnam and key donors:

- A Project Development Facility (PDF) funded through an official development aid (ODA) loan from the Asian Development Bank (ADB) and French Agency for Development (AFD) for project preparation and transaction advisors to support a competitive procurement process supervised by MPI;
- The Viability Gap Facility (VGF), with the Government of Vietnam setting aside \$1 billion of intergovernmental transfers over the next three years to be allocated to selected infrastructure projects proposed by Assigned State Agencies (ASA) for state contribution toward PPP projects, with a Steering Committee chaired by Deputy Prime Minister Hoang Trung Hai, the Minister of MPI, and representatives of MOF and other key agencies approving allocations; and

- An Infrastructure Financing Fund (IFF), the Vietnam Infrastructure Fund (VNIF), to nurture PPP-based project development and funding, with the Japan International Cooperation Agency (JICA) and directly with the MOF exploring models for private and donor investment.

### **Working closely with the Vietnam Chamber of Commerce and Industry (VCCI), USAID/VNCI-II continued to promote better economic governance and competitiveness**

through the firm benchmarking Provincial Competitiveness Index (PCI), which was refined and broadened to become an influential policy tool. The PCI provides a transparent, evidence-based ranking and analysis of the quality of regulatory environment and economic governance in all 63 provinces of Vietnam. The annual PCI report and findings—that augment the voice of an annual average of 8,000 domestic enterprises and provide the views of 2,000 foreign enterprises through the most comprehensive firm survey in the country—are widely quoted and referenced in policy dialogue by the Prime Minister, the U.S. Ambassador, ministers, academics, bilateral and multilateral donor officials, and journalists to identify constraints and obstacles to private sector development, investment, and local business environment. Provincial leaders in more than 40 provinces have worked with USAID/VNCI-II, VCCI, and other donor projects to use the PCI to analyze the strengths and weaknesses of local government in each province. Private sector investors also reference the PCI in making investment decisions. Most importantly, to our record, more than 25 provincial People’s Committees issued decisions and resolutions with specific action plans to improve governance, economic performance, and investment climate. These decisions and resolutions, often based on the province’s PCI results and rankings, show government determination to support the private sector while contributing to the enhanced capacity of local administrations. In short, PCI changed the dialogue, allowing sensitive issues of corruption, transparency, legal institutions, land tenure, and security to become part of the national dialogue directly and through the media.

## **MOVING FORWARD**

Based on the partnerships and networks that USAID/VNCI-II has developed, USAID, in the future, should continue to play a catalytic role in supporting the transition of Vietnam to a market economy, tackling tough issues in regulatory management, infrastructure development, economic governance, and competitiveness within a global trading system. These reforms require champions in government who understand the important changes required to overcome the old economy institutions and mindset and create a modern regulatory system that supports private sector investment and development in a competitive market while protecting citizens and the environment.

The anticipated USAID direct grant to VCCI to continue the PCI is both an achievement of USAID/VNCI-II’s project-based technical assistance and USAID goal to strengthen local institutions. USAID should continue to support Vietnam’s decentralization process by ensuring that a new economic growth project leverages and develops the PCI’s pioneering role in supporting economic governance at the national and local levels.

This report presents, among other things, details on USAID/VNCI-II’s key accomplishments, constraints, and recommendations about addressing Vietnam’s key challenges and supporting counterpart organizations to improve the regulatory environment, quality of economic governance, and competitiveness, which ultimately lead to better economic growth and prosperity.



# CHAPTER ONE: INTRODUCTION

## 1. BACKGROUND

The Vietnam Competitiveness Initiative – Phase II (USAID/VNCI-II) was conceived when Vietnam was intensifying its integration into the global economy following its accession to the World Trade Organization (WTO) in 2006. While opportunities for market expansion and growth were enormous, the challenges, in terms of the private sector’s weakness and global competition, were huge as well. At the same time, macroeconomic fluctuations due to high inflation and fiscal and trade deficits were posing serious challenges for government. To fully exploit the opportunities and build economic strength to compete in the global economy, Vietnam needed an efficient and effective economic governance system— in other words, a more business-friendly environment—in place to foster economic growth and competitiveness.

By international comparison, Vietnamese administrative and regulatory capacity was relatively low. In the World Bank’s Doing Business Report<sup>1</sup> 2008, Vietnam was ranked low, at 91 out of 178 countries. In the Global Competitiveness Report<sup>2</sup> 2008–2009, Vietnam was ranked 70, dropping from 68 in the 2007–2008 report. According to the report, the weakest points in Vietnam’s competitiveness were the quality of regulation, policy stability, and infrastructure. Another widely cited measure of governance quality is the World Bank’s Governance Indicators, which ranked Vietnam 108 in terms of government effectiveness and 142 in terms of regulatory quality out of 207 countries and territories in 2008<sup>3</sup>.

These rankings revealed the weaknesses in Vietnam’s administrative system despite the administrative reform that was initiated in the early 1990s. In 2001, the Government of Vietnam started to implement a Master Plan on Public Administration Reform for 2001–2010. However, by 2006, the quality of Legal Normative Documents (LND) was not satisfactory and transparency in the public administration was weak. Government agencies were reluctant to carry out administrative reforms as directed by government leaders. The reform was also constrained by the legacy of central planning and bureaucratic inertia<sup>4</sup>. The administrative system was still geared toward law-making and legalistic control of the economy rather than creating an administrative and regulatory system that could enable private sector investment and development. The Provincial Competitiveness Index (PCI), developed under USAID/VNCI-I, highlighted fundamental issues of transparency, legal institutions, land access and security, and leadership pro-activity that needed to be addressed across the country and within each province<sup>5</sup>.

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<sup>1</sup> World Bank Doing Business Report is a project to benchmark regulatory cost of doing business across countries in the world.

<sup>2</sup> Global Competitiveness Reports are annual publications of the World Economic Forum on competitiveness of world economies.

<sup>3</sup> Government Effectiveness reflects perceptions of the quality of public services, the quality of the civil service and the degree of its independence from political pressures, the quality of policy formulation and implementation, and the credibility of the government’s commitment to such policies. Regulatory quality reflects perceptions of the ability of the government to formulate and implement sound policies and regulations that permit and promote private sector development. Visit [www.govindicators.org](http://www.govindicators.org) for more details.

<sup>4</sup> “Report on the implementation in the period of 2001–2005 of the 2001–2010 Master Plan for Public Administration Reform” by the PAR Steering Committee, dated April 27, 2006.

<sup>5</sup> Provincial Competitiveness Index 2007, USAID/VNCI Policy Research Report Number 12, VCCI and USAID/VNCI.

As pointed out by the Global Competitiveness Report, Vietnam's infrastructure is increasingly a major competitive disadvantage for enterprises and the economy as a whole. Poor planning results in misallocation of limited resources. In addition to the planning problems, the resources available for infrastructure investment through the state budget, general obligation bonds, and official development assistance could not meet the demand for the infrastructure development needed to sustain growth. Meanwhile, there was lack of understanding in relevant government agencies and the business community about how infrastructure investment can be developed and financed more efficiently through market mechanisms.

Decentralization of economic governance has led to marked differences in economic performance across provinces in Vietnam. Some provinces have taken the opportunity to make their local business environment more conducive to investment and growth while others have been slow and ineffective. There is a need for the government to understand what policies are driving these local economies forward and what are holding them back so experience can be shared across provinces for the improvement of the national business climate. At the same time, modern economic governance requires inputs from business communities so that reforms can be made to generate investment, job creation, competitiveness, and prosperity.

The PCI is an important piece of communication between central and local governments and the business communities and can serve the purpose of promoting modern and effective governance in Vietnam. However, PCI data was not highly valued in its initial period and its use as inputs for policy reform was not widely applied by the government. It is important that such an important tool for reform and improvement of governance quality was promoted and its use broadened for the sake of Vietnam's improved economic governance and growth.

## **2. THE USAID/VNCI-II PROJECT**

The USAID/VNCI-II was an extension of the Vietnam Competitiveness Initiative Project (USAID/VNCI-I) funded by the USAID that started in 2003 and lasted until October 2008. USAID/VNCI-II was not a mere continuation of activities that were implemented under USAID/VNCI-I. Experience with PCI under USAID/VNCI-I showed that policy reforms that created an empowering business policy environment could generate greater benefits in terms of investment, job creation, prosperity, and national competitiveness. With a goal to have a larger impact, USAID/VNCI-II was designed to provide assistance to the Government of Vietnam: 1) to develop a modern, competitive, market-oriented economy in partnership with a robust private sector and civil society; 2) to accelerate Vietnam's integration into the global system of trade and investment; and 3) to reduce the obstacles to business and citizens in their relations with the public sector, thereby liberating resources for higher economic returns, increased human productivity, and a better quality of life.

The logic and approach of USAID/VNCI-II for achieving the above-mentioned objectives was 1) to provide the Government of Vietnam with a strategy, the capacity, and the tools to implement long-awaited reform to create a more efficient and market-friendly administrative system; and 2) to create conditions and momentum for a participatory governance mechanism whereby the government and the private sector cooperate to create a market economy where investment and growth are promoted while adhering to social and political objectives. USAID/VNCI-II employed an integrated approach under which all activities were interconnected and geared toward creating an efficient administration and regulatory system that could nurture competitiveness and economic development with a strong business

sector capable of benefiting from global integration and creating more jobs and higher income for Vietnam.

USAID/VNCI-II had three interconnected components: 1) support legal, regulatory, and administrative reform and policy coordination; 2) develop new policy/legal frameworks and financing models for infrastructure development; and 3) support the trend of decentralization to improve national and provincial economic governance for better economic performance.

The first component dealt with a massive transformation of the administrative system and the relationship between government and business, to be implemented in new structures and processes that have been developed with strategic inputs and recommendations from across 22 ministries and 64 provinces. This component constituted the pivotal focus of USAID/VNCI-II resources, driving the reform process from the inside the Office of Government.

Its first objective was to assist the Government of Vietnam to reduce the cost and risk of doing business by implementing the Project 30, commissioned by the Prime Minister, by inventorying, reviewing, and simplifying all administrative procedures at central, provincial, and local levels—a massive effort undertaken simultaneously at four levels of government. The Project 30 is implemented by a centralized Special Task Force (STF) and a public-private Advisory Council for Administrative Procedures Reform (ACAPR) for more effective policy coordination and regulatory management across the government.

The second objective was to assist the Government of Vietnam to build the capacity for a modern regulatory system by applying the Regulatory Impact Assessment (RIA). RIA is a tool for managing the quality of laws and regulations, which is widely applied in advanced countries and adopted in the 2008 Law on Laws.

This component was also intended to enhance public consultation, creating opportunities in many economic sectors to support the development of more responsive and effective governance institutions. Through the Office of Government (OOG), USAID/VNCI-II helped strengthen mechanisms for transparency and accountability and built capacity to conduct more rigorous, evidence-based debate on the development and effective implementation of laws and regulations.

The second component focused on the critical lack of necessary physical infrastructure-related services of transportation, water and sanitation, and power through innovative legal frameworks for public-private partnerships (PPPs) and financing mechanisms to leverage capital markets and private participation in and stakeholder input into the process of prioritizing investment projects. Both components required navigating the sensitive issues of intergovernmental budget transfers and revenues and the devolution of economic decision making. The main counterpart of this component was the Ministry of Planning and Investment (MPI), which is responsible for coordinating public investment and infrastructure development.

The last component involved measuring perceptions of economic governance through the PCI and working directly with both central and local government agencies to strengthen a market-friendly decentralized governance system that devolves key decision making and authorities in administrative and fiscal areas to provincial governments. Under this component, data about perceptions of national and local business environment was used to support policy reform initiatives and dialogues and best practices were shared to enhance the quality of governance across the country. The component also supported appropriate central government supervision and priority setting to optimize economic performance. The local counterpart for this component was the Vietnam Chamber of Commerce and Industry (VCCI).



# CHAPTER 2: PROGRAM STRATEGY

## IMPLEMENTING DEMAND-DRIVEN INTERVENTIONS

USAID/VNCI-II adopted a demand-driven approach to all activities. Rather than undertake activities on its own initiative, USAID/VNCI-II focused resources in areas and on activities where a project partner expressly requested technical assistance. This approach is manifested in the way workplans were prepared. USAID/VNCI-II assisted partners to define their needs and provide them with the technical skills and best practices available to achieve shared goals. In fact, USAID/VNCI-II switched from firm- and sector-specific assistance to comprehensive improvement of the business environment that can bring about benefits for firms across the economy and improved national competitiveness for Vietnam.

Staff secondment to the STF for administrative procedure (AP) simplification was an innovation in official development aid (ODA) technical assistance in Vietnam in response to the request from the OOG to simplify administrative procedures.

In supporting the development of a modern regulatory system, we provided RIA training workshops, RIA coaching, and RIA manuals at the request of government agencies and the National Assembly (NA), many of whom were new clients who approached us through recommendation from the Ministry of Justice (MOJ) and the Central Institute for Economic Management (CIEM).

Regarding infrastructure development and financing, the demand-driven method is even clearer. Upon request from the Public Procurement Authority (PPA) within MPI, we shifted our focus from developing a sub-sovereign bond market to supporting its efforts to build a PPP model for attracting private sector involvement in infrastructure development more efficiently. We focused our resources on supporting MPI to establish a revolving Project Development Facility (PDF), the resources of which would be used for undertaking prospective PPP project feasibility studies, preparing contract documents, and engaging project specific transaction advisors. Support of the PDF, included preparing the PDF operating guidelines, and the terms of reference for legal and technical advisors.

The e-Government Procurement project was also singled out as a priority for us by the PPA ; we provided resources toward technical preparation of the project and coordination of donors' interest and assistance to expedite the process and because it also would serve as a pilot project for "learning by doing," a preferred approach in Vietnam. MPI relied on us for legal and financial advice in working with Ubitec, the information technology technical advisers from South Korea on the e-government project.

Regarding economic governance and PCI, we fully supported VCCI's ownership in all public events to position VCCI as the focal contact point for working with local governments in 63 provinces and cities, and with the media. The aim was to empower VCCI for policy reform advocacy and outreach of the PCI. We changed agenda of PCI launching events to give VCCI the opportunity to grant awards to top performing and reforming provinces. We also modified and expanded the PCI survey contents to reflect and support VCCI's mandate.

## COMBINING EXPERTISE: DOMESTIC AND INTERNATIONAL

In providing technical assistance to the Government of Vietnam, USAID/VNCI-II always tried to employ the best international and domestic experts available to ensure that reform recommendations were in line with both international best practices and Vietnam's socio-economic context. The international and domestic experts USAID/VNCI-II employed were highly appreciated by local partners. For example, Edmund Malesky, the lead researcher of PCI, is widely respected in Vietnam's academic and business community because of his excellent analytical skills and profound knowledge of the Vietnamese economic governance.

To maximize the benefit of international experts, USAID/VNCI-II applied different methods to suit the needs and the nature of our relationships with our clients. For administrative and regulatory reform, including AP reform, RIA, and PCI, we used a combination of international experts and local technical staff since the experts and staff both established a strong and effective relationship with our local counterparts. For infrastructure development and financing, using domestic short-term technical consultants who have strong local knowledge and relationships, alongside international experts proved very effective since many of these activities were new and relationships between local staff and relevant government agencies were critical.

## BUILDING CAPACITY THROUGH IMMERSION

USAID/VNCI-II developed a unique capacity building approach: seconding experts to work inside OOG and under OOG management. USAID/VNCI-II dispatched eight of its long-term technical staff to work on-site for the Project 30's STF and the ACAPR, enabling our staff to share knowledge and skills with government officials from various ministries and agencies. This hands-on and leading-by-doing approach proved successful in driving the difficult AP reform agenda forward during the course of the USAID/VNCI-II. The close and continuous interactions between USAID/VNCI-II experts and the STF increased substantially the knowledge and skills of those government officials and the sustainability of our technical assistance.

Similar efforts were implemented but to a lesser degree within the PPP Office at MPI. All project assessment teams included at least one local PPP Office staff member who would work with USAID/VNCI-II local staff in supporting provincial governments and line ministries in determining 1) which potential PPP projects would qualify under the Decision 71 and 2) roughly what level of state contribution would be required to make them financially viable.

On the down side, a different working culture within government sometimes created difficulties for the seconded staff to work to their full capacity within the bureaucracy. This led to some friction and difficulty in terms of USAID/VNCI-II project management.



**A training workshop organized by USAID/VNCI-II and partners on the use of RIA for appraising legal proposals for policymakers in Hanoi.**

## ENGAGING THE MEDIA

In communications and public relations, USAID/VNCI-II used different strategies to build and deepen media networks while maintaining direct contact with reporters, editors, TV networks, and radio

producers (particularly those with influence on policymakers), on the business sector, and on Vietnam's economic development and competitiveness at large. We considered the media as both information multipliers and partners. For workshops, forums, or any type of events, the importance of key media outlet participation was recognized and acted upon to maximize discussion, communications, outreach, and impact. By the end of the project, the media showed significant interest in each of the USAID/VNCI-II components. In fact, based on media demand, a special RIA training was held exclusively for media within the USAID offices two weeks after the RIA component officially ended on February 28, 2013. (The project was extended until April 30, 2013, in order to complete the PCI and infrastructure PPP programs.) In collaboration with local partners, we also proactively prepared the best possible response to media requests and tapped in to all possible channels and windows of opportunity. This helped the project maintain and even expand already strong relationships with media agencies. Finally, press coverage was provided on a regular basis to partners and key stakeholders as an important basis for refining communications strategies and approaches.

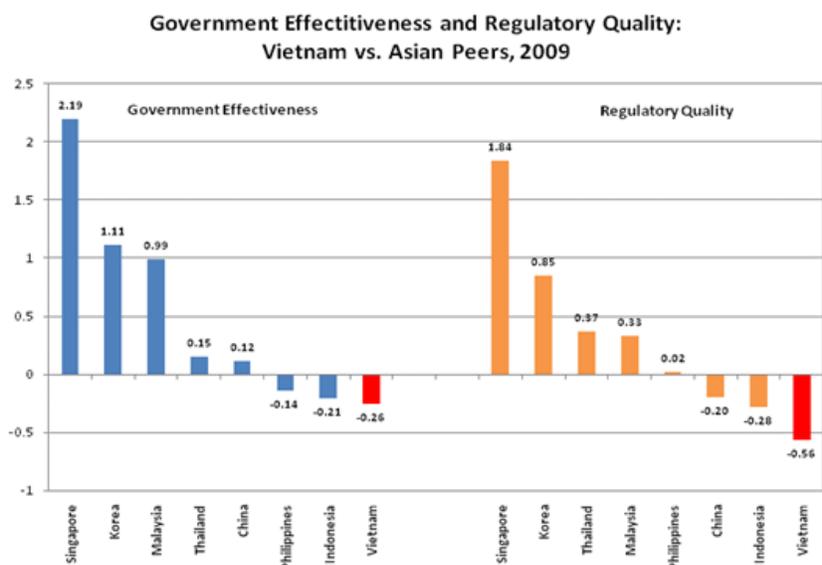


# CHAPTER 3: SUMMARY OF ACCOMPLISHMENTS OF ACTIVITIES

## 1. STRENGTHENING THE REGULATORY SYSTEM TO REDUCE THE COSTS AND RISKS OF DOING BUSINESS IN VIETNAM

As noted in the “Report on the Implementation of the 2001–2010 Master Plan for Public Administration Reform, 2001–2005 period” published in April 2006 by the Government of Vietnam’s Steering Committee for Public Administration Reform, Vietnam’s administration system suffered from its state-controlled economic model of a planned economy and society. Bureaucratic behavior and an anti-service mindset among civil servants, lack of transparency, low competency, and low quality of laws and policies are the common symptoms. Though administrative reforms had been initiated since early 1990s, the administrative and regulatory system was still cumbersome for citizens and businesses. Figure 1 shows that Vietnam lags behind its East Asian neighbors with regard to government effectiveness and regulatory quality—both very important for economic development and prosperity.

**FIGURE 1: GOVERNMENT EFFECTIVENESS AND REGULATORY QUALITY IN SOME EAST ASIAN COUNTRIES**



Source: World Bank Governance Indicators

According to Joseph Stiglitz, a Nobel laureate in economics, the economic success of East Asia is built on effective and market-friendly government interventions<sup>6</sup>. The World Bank Development Report 1997

<sup>6</sup> “Redefining the Role of the State,” an interview by Brian Snowdon, *World Economics*, Vol. 2, No. 3, July–September 2001.

recognizes that the working of market depends very much on how the state performs its main functions. Therefore, to assist Vietnam to accelerate economic integration and improve economic growth and competitiveness, it was essential that USAID/VNCI-II support the Government of Vietnam to conduct administrative and regulatory reforms toward modern and effective governance.

### **1.1. IMPLEMENTATION OF THE PROJECT 30 AND SUPPORT FOR A LONG-TERM REFORM STRATEGY**

The Project 30 is the most comprehensive administrative reform program that the Government of Vietnam has ever undertaken to improve the administrative system to upgrade the country's business climate and make people's lives easier. Continuing the engagement of USAID/VNCI-I with the OOG in implementing the unprecedented Project 30, USAID/VNCI-II assisted the Government's STF in implementing the tasks assigned by the Government of Vietnam, laying a firm foundation for a system of quality control of APs and further administrative reform in the country. Summaries of the key activities in this program follow.

**Support a comprehensive inventorying of all existing APs at all government levels.** Using methods and tools recommended by USAID/VNCI-II, the STF and ministerial/provincial task forces throughout the country were able to inventory all applicable APs at all levels of government. The effort produced, for the first time in the history of the Socialist Republic of Vietnam, an inventory of all existing APs. The inventory consisted of more than 5,700 APs that were contained in 9,000 LNDs, 10,000 APs used at the commune level, and 700 at the district level. The inventory was then standardized and synchronized into 63 commune collections and 63 district collections for uniform application in 63 provinces and cities.

#### **Support simplification of inventoried APs.**

USAID/VNCI-II and the STF worked together to create a modified Standard Cost Model for calculating administrative burden, use a customized e-Guillotine software and templates for reviewing all inventoried APs, and identify the APs that could be revoked or amended to reduce compliance costs. Using these tools, the APs were examined for necessity, reasonability, and legality. As a result, out of more than 5,700 APs reviewed, 4,751 APs were selected for simplification. At the proposal of the STF, the Government of Vietnam passed 25 resolutions to simplify these APs at the end of 2010. Accordingly, ministries and agencies had to revoke or amend 1,016 LNDs while provinces, so far, have revoked or amended about 3,000 LNDs (about 50 each). In recognition of these reform efforts, the World Bank Doing Business 2011 Report named Vietnam one of the top 10 reformers and ranked Vietnam 10 places higher than in 2010 (78 out of 183). By end of USAID/VNCI-II, 3,776 simplification measures were implemented. These are significant results compared with the limited progress made by previous reform attempts.

#### **Abolition of the Red Value-Added Tax (VAT) Invoice—a Symbol of Administrative Reform**

VAT management in Vietnam was complex, with procedures that cost a great deal of time and money for enterprises. One of the requirements involved enterprises queuing for hours, if not days, to purchase pre-printed, blank VAT invoices from local tax offices, which were wasteful and ineffective in preventing tax fraud. However, effective from January 2011, thanks to Project 30 recommendations, enterprises are now permitted to design their own invoices with their own logo. The change to self-printed invoices will help save nearly VND 400 billion (nearly US\$20 million) of compliance cost per year and has received positive feedback from the business community.

For various reasons, Project 30 did not fully achieve its potential gains. The comprehensive simplification approach, a choice made by the Government of Vietnam, was not recommended by USAID/VNCI-II. USAID/VNCI-II believed the huge volume of administrative procedures and the management challenges

of working across the entire system would increase risks in attaining tangible results. The Government of Vietnam leaders believed the unitary government system required engagement horizontally and vertically to simplify complex administrative procedures at local levels where enterprises and citizens come into contact with civil servants. The OOG leaders had studied the challenges of the administrative system for many years and believed that the reform was not feasible at only the central level, but had to be vertically and horizontally integrated due to overlapping LNDs, APs, and administrative responsibilities. The USAID/VNCI-II team deferred, of course, to the OOG's decision after rigorous analysis and debate over reform design and options. While it showed the Government of Vietnam leaders' determination in "getting things right" across the board to meet the needs of the country, the Government of Vietnam ran the risk of opposition by different interest groups inside and outside of the government. Some important simplification measures proposed by the STF were delayed or dropped. For example, the procedures for compulsory notarization of contracts for some kinds of properties transaction were kept intact despite of all the evidence against their necessity<sup>7</sup>.

**Support building a legal and institutional framework for continuing quality control of APs.** Reform is always continuous work; legal and institutional frameworks must be in place to maintain the reform momentum and sustain the capacity to improve the administrative system. In this regard, USAID/VNCI-II supported the Administrative Procedures Control Agency (APCA) to sustain reform, which was an objective of the Project 30. APCA was created to take over the work of STF at the end of 2010. APCA is authorized by a government decree on AP control, which was passed on June 08, 2010 (Decree 63/2010/ND-CP). The decree created a new state function and a new system of AP control with permanent staff at both central and provincial levels. At the central level, APCA is responsible for performing state functions in controlling the quality of APs across 24 ministries and state agencies, including commenting on LNDs that issue new APs, reviewing existing APs, and running the National Database of APs. At the ministerial and provincial levels, dedicated AP control units were created and located in the offices (administration departments) of 24 ministries and 63 provincial governments (people's committees). In total, almost 500 civil servants were recruited to staff these AP control units.

For this new system to work effectively, capacity had to be built. To this end, USAID/VNCI-II supported APCA and AP control units to develop necessary tools such as revised AP assessment templates and guidelines, a guidebook for burden calculation, the guidelines on publication of APs at local levels, and more. Tools are only as good as their users, of course, so USAID/VNCI-II supported APCA technically and financially in organizing training workshops for AP control staff at all levels. The AP control staff was trained on using AP assessment templates to assess new APs and review existing ones. They were also trained on how to upload newly enacted APs to the National Database in a timely and appropriate manner (details about the number of the training workshops and participants can be found in Annex E).

**Support the establishment and operation of the National Database of APs.** Good regulations on paper may still be abused when transparency is weak and people cannot tell what actual legal requirements should be followed for compliance. From the beginning of the Project 30, USAID/VNCI-II provided the STF with the e-Guillotine software that was used to generate a national database of applicable APs. The e-Guillotine software has proven to be an effective tool to increase the transparency in public administration. This transparency empowers people and businesses to protect themselves from

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<sup>7</sup> Under the current Land Law, property transactions are only legally valid if contracts are notarized, which is the cause of numerous legal disputes. It is a costly regulation and it was shown by the Project 30 STF that it is unnecessary due to the existence of other regulations. It was recommended to be dropped but it was decided by the Government later in 2012 that only five out of 14 types of property transactions were waived of compulsory public notary.

misconduct by civil servants. With the support of the project, Vietnam established for the first time in its history an online National Database that includes more than 5,700 administrative procedures, 9,000 LNDs, and 100,000 dossiers. To keep the database up to date and useful, USAID/VNCI-II assisted APCA in creating a legal requirement (Decree 63/2010/ND-CP dated June 8, 2010) that forces ministries, agencies, and provinces to upload new APs to the National Database. Currently, it is storing 106,229 APs as found in 10,113 LNDs, and the site had 2,684,057 hits in 2011–2012 period. While the database is an excellent starting point toward transparency and regulatory certainty, its usefulness and effectiveness in improving transparency are negatively affected by failures to keep it updated on a timely basis. It is reported that in some cases, APs downloaded from the Database are not accepted by relevant authorities and some applicable APs are not found on the Database. Currently, the Database does not have legal security, that is, APs are not required to be posted on the Database website to be legally binding.



**Prime Minister Nguyen Tan Dung at the launching ceremony of the National Database in December 2009.**

**Support a long-term strategy for a modern regulatory system with APCA as part of the MOJ.** The Project 30 was a huge undertaking to simplify the stock of existing administrative procedures, but it was only an initial step toward a comprehensive and effective regulatory management system. Everyone recognizes that the Government of Vietnam needs to broaden and deepen its reform efforts by improving the quality of new laws and regulations in order to become a modern and effective administration that can nurture investment, economic growth, national competitiveness, and prosperity. In November 2012, APCA was moved from OOG to MOJ, together with the state functions of AP quality control and reform. While the move made the reform program weaker because it lost its direct link with the top leaders in the Government—including the Minister Chairman of OOG and the Prime Minister, who played a critical role in the implementation of the Project 30—it also created opportunities for the Government of Vietnam to consolidate and integrate different quality control tools for improving the quality of policies, laws, and regulations.

MOJ is responsible for the implementation of legal requirements under the Law on Laws—assessing LND development projects against a set of regulatory impact assessment criteria before submitting decrees to the Government of Vietnam or laws and ordinances to the National Assembly for approval and passage. Now that it has APCA, MOJ has all the functions and responsibilities to ensure the quality of policies and the way they are implemented—along with a new skill set and a great deal of reform experience brought from the Project 30 by APCA. Meanwhile, the MOJ is proposing amendments to the Law on Promulgation of Legal Normative Documents (Law on Laws). At the request of MOJ/APCA, USAID/VNCI-II brought in experts in administrative and regulatory reform to study and make recommendations for a long-term administrative and regulatory management strategy. USAID/VNCI-II produced a strategy paper and made recommendations about how MOJ should build a system of quality control using its existing resources and capacity. The title of the full paper can be found in Annex F. The most important recommendations are:

- *Reorganize policy processes in the ministries so that policy is based on good assessment and consultation early in the drafting process.* The purpose of this recommendation is for ministries and agencies to concentrate on adequate policy analysis before drafting LNDs.

- *Upgrade the central government web portal on consultation, managed by APCA.* This is aimed to centralize policy consultation to improve the quality of laws, regulations, and APs by effectively collecting inputs for law and regulation making.
- *Focus on reducing net burdens in simplifying APs.* So far, AP reform efforts are geared toward simplifying the stock of existing APs while the burden of the inflow of new APs continues to rise. Control of net burden will ensure that recent burden reduction thanks simplification of existing APs is not overwhelmed by the new burden caused by new APs and that the overall cost and risk for doing business in Vietnam is kept at bay, if not reduced.
- *Simplify the RIA method in the Law on Laws and Decree 24 on the Implementation of the Law on Laws.* Currently, the detailed requirements for RIA in the Decree 24 are too complicated. Government agencies find it impossible to comply with it. Instead, the spirit of RIA can be maintained by simpler and more appropriate methods and tools. It is recommended that APCA, with its expertise in assessing impacts of APs and regulation, be responsible for controlling the quality of RIAs in the framework of general LND assessment function of MOJ.

**Support the operation of the ACAPR.** In June 2008, the Advisory Council on Administrative Procedure Reform was established for the first time by the OOG as proposed by USAID/VNCI-II. The ACAPR membership included both governmental and nongovernmental bodies, such as business associations, research institutions, and professional groups. This was a historical move toward inclusive economic governance in which nongovernmental actors are allowed to get involved directly in state management activities, namely reviewing and amending regulations. This public-private dialogue and engagement was a critical part of successful regulatory reform programs worldwide.

USAID/VNCI-II supported the ACAPR directly, by seconding two long-term technical staff to its Secretariat to support the coordination of the Council’s activities, and indirectly, by persuading business associations and international donors to get involved and provide time and material support for implementing AP reviews and simplification tasks assigned to the Council. ACAPR members contributed thousands of their employees’ working hours to review APs and recommend simplification measures. They organized two rounds of review, set up 15 working groups that met regularly, and held 78 meetings to discuss how to reduce the unnecessary burden caused by 366 APs that they chose to focus on. As a result of their contribution, the ACAPR recommended measures to simplify 350 APs considered the most problematic by the private sector.

USAID/VNCI-II also supported the ACAPR to conduct a survey to collect inputs for an evaluation report on performance of government agencies regarding service provision and regulation making. In November 2012, APCA, which was the Secretariat of the ACAPR, was moved to the MOJ. This move brought up questions regarding the structure and functions of the ACAPR. In this context, USAID/VNCI-II supported APCA to make a proposal to the Prime Minister for restructuring ACAPR with new status and functions. The new body would be an advisory body of the Prime Minister instead of the Chairman of the



**Members of the new ACAPR are expected to lead working groups and provide their expertise and recommendations to the current AP reform led by the Government of Vietnam**

OOG and it would have the mandate to, apart from advising on AP reform, evaluate performance of ministries and provinces in terms of administrative service provision and administrative reform. On February 28, 2013, the last day of USAID/VNCI-II, the Prime Minister issued a decision to establish the new ACAPR, headed by the Minister of Justice with 26 members, with the new additional mandate. This is a big step forward for the course of AP reform in Vietnam. With appropriate strategies, the ACAPR can bring about concrete reform measures to improve the regulatory environment in Vietnam.

**Support coordination of donors' assistance.** USAID/VNCI-II always worked actively and strategically to coordinate donors' assistance for reform activities of both STF/APCA and the ACAPR, with the full encouragement of OOG officials who wanted additional support for the reform. Some important results in donor coordination follow:

- USAID/VNCI-II facilitated International Finance Corporation (IFC) assistance to APCA on developing a monitoring and evaluation system for AP reform that will be used by the Advisory Council. The APCA-IFC cooperation was agreed to by the relevant authorities in 2012 and the monitoring and evaluation methodology and tools were designed and implemented with USAID/VNCI-II support.
- USAID/VNCI-II also facilitated private sector assistance for APCA's communication activities. With our coordination, Dong Tam Corporation helped both in cash and in kind for building the APCA brand image and the organization of the National Contest for APR Initiatives.

At the request of the Korea Trade-Investment Promotion Agency (KOTRA) Vietnam, USAID/VNCI-II team supported APCA in drafting a funding proposal for the Republic of Korea's consideration. The document focused on e-government-related initiatives, including the expansion of the USAID-supported National Database of APs, the implementation of the annual review plans, and development of reform tools and standards. Together with the World Bank's Economic Management and Competitiveness Credit program, this will ensure the continuity of external support to the AP reform in Vietnam after USAID/VNCI-II ends.

**Support the communication and involvement of stakeholders on AP reform.** USAID/VNCI-II considered public outreach and communications critical for reforms from the beginning of the project. During the implementation of the Project 30, we assisted the OOG/STF to conduct a comprehensive communication strategy to raise awareness and generate consensus in both the government apparatus and with the general public. Noticeable public awareness and communications activities supported by USAID/VNCI-II include the following:

- A huge media campaign on the Project 30 throughout the country and across all sectors and industries was organized to create support and consensus on this reform effort by the government. Designed with the assistance of Ogilvey & Mather, this campaign included a new logo and slogan, social marketing, media coverage on TV, radio, print, and online newspapers with the involvement of all news agencies at central and local levels. A series of public events hosted by the Minister of OOG were organized to show the government's determination and highlight the importance of the Project 30. USAID/VNCI-II also provided the technical assistance to the series of roundtable discussions on AP simplification in important business areas—such as tax, customs, and mining—to raise the profile of the Project 30 and the ACAPR. Many of these roundtable events were televised by VITV and covered by Vietnam Economic Times, both media partners, as well as other prominent media organizations.

- USAID/VNCI-II assisted APCA to develop a website on administrative reform ([www.thutuchanhchinh.vn](http://www.thutuchanhchinh.vn)) that served as the official channel on AP reform activities of the OOG/STF. Later, the website was upgraded, with financial support from the European Chamber of Commerce (EuroCham), to become a general information portal legally allowed to publish news and in-depth articles relevant to administrative procedures. In addition, the website hosted an online forum for the Advisory Council to discuss and disseminate information on reform issues. USAID/VNCI-II provided APCA with advice on the concept, design, and management of the forum.
- USAID/VNCI-II also worked with APCA to promote the implementation of Decree 20/2008/ND-CP through print materials, web-based materials, and radio/TV interviews. This Decree allows businesses and citizens to provide feedback and comments on APs through telephone, in writing, or via surveys. Citizen comments may deal with specific problems regarding civil servants' conduct and APs, in terms of practicality, consistency, and legality.
- USAID/VNCI-II supported APCA to design a communication campaign for the national competition "Join hands for AP reform initiatives," which was widely broadcast. The competition was covered by many news agencies and posted on many online newspaper websites. The competition received more than 31,000 entries, many of which were valuable and used by APCA for reform recommendations.

## **1.2 RIA AND THE DEVELOPMENT OF A LONG-TERM STRATEGY FOR A MODERN REGULATORY SYSTEM**

AP simplification under Project 30 is an important but incomplete reform effort because it mainly deals with the way policies and regulations are implemented, leaving their objectives and impacts untouched. For Vietnam to be more competitive, new laws and regulations must be made only after rigorous analyses of costs versus benefits and with sufficient evidence to prove their net positive impact on the economy. In parallel with supporting AP reform efforts, USAID/VNCI-II supported the Government of Vietnam in adopting and applying the Regulatory Impact Assessment (RIA) methodology in making laws and regulations to build a modern, efficient, and effective regulatory system. This activity started in 2007 under the previous phase of USAID/VNCI project. In June 2008, RIA was adopted in the Law on Laws and the detailed implementation of RIA was guided by the Decree 20 effective as of April 24, 2009. RIA is a proven tool for improving the quality of laws and regulations that has been legally required in many advanced and developing countries. To support Vietnam to utilize RIA to achieve the goal of making good laws and regulations that help Vietnam improve its regulatory system to attract investment and promote economic growth, USAID/VNCI-II provided technical assistance to the Government of Vietnam in the following ways:

**Support building capacity for applying RIA in Vietnam through the Program for Enhancing Regulatory Quality (PERQ).** Under the Law on Laws, the MOJ is the government agency responsible for the implementation of RIA requirements in the process of law and regulation making. However, MOJ lacked the willingness and capacity to ensure full compliance by building the needed capacity and exerting appropriate supervisory power. In this context, USAID/VNCI-II teamed up with the CIEM, a well-known policy think tank under the MPI, to establish PERQ to build the capacity in government agencies to develop more efficient and effective laws and regulations through application of RIA methodology. Under PERQ, USAID/VNCI-II organized training workshops for all the stakeholders in the law and regulation making process, namely employees of ministries and agencies, National Assembly deputies and members of provincial people's councils, lawyers, business associations, and media agencies. We also provided RIA training at workshops organized by partners and other donors such

as VCCI training workshops for members and workshops organized by the NA’s Training Center for Elected Representatives and Financial Affairs Committee for NA deputies and members of provincial councils<sup>8</sup>. In addition, we provided RIA coaching—guiding RIA discussions—for drafting committees of some selected LNDs to demonstrate the usefulness of RIA in making evidence-based, high-quality LNDs. Some important LNDs supported by USAID/VNCCI-II were the Ordinance on Codification, Law on the Capital of Vietnam<sup>9</sup>, Law on Planning<sup>10</sup>, Law on Civil Registration, and revision of the Law on Laws.



**The PERQ web portal provides useful information for regulators and other policy makers, academia, and media on RIA.**

A lasting impact of PERQ is that a network of RIA experts outside of USAID/VNCCI-II and enthusiasts was formed as a result of training activities. A group of RIA ambassadors actively involved in RIA training and a large group of reporters established an online forum (Facebook) to discuss how to comment on policies using RIA methodology. We also provided the MOJ and NA’s Training Center for Elected Representative with different RIA manuals as guidance for compliance with the Law on Laws by law drafting agencies and appraisal by the NA. Our draft manual was used in the book *Manual for Drafting, Appraising and Assessing Impacts of LNDs* published by MOJ.

**Assist in raising awareness, compliance, consensus, and support for RIA in Vietnam.**

Successful implementation of RIA requires a cultural change in public administration—from controlling the business sector and general public to evidence-based law-making that aims to facilitate business activities while effectively protecting people and the environment. Though the RIA requirement became legally binding in 2009, the awareness and support for it in the government and the general public was not commensurate to its importance and effectiveness in improving the quality of laws and regulations.

To improve the situation, USAID/VNCCI-II organized workshops, seminars, and media events under PERQ, and took every opportunity to showcase RIA in policy-making forums. In 2011, USAID/VNCCI-II evaluated the implementation of RIA, publicizing the results in the PERQ inauguration event and through other channels to bring to the attention of relevant authorities and the public the importance of RIA, the weaknesses in complying with the RIA requirements, and ways to improve the situation. USAID/VNCCI-II experts made a presentation on the role of RIA in improving regulatory quality in a series of workshops organized by the NA Financial Affairs Committee for NA deputies and members of provincial people’s councils. USAID/VNCCI-II also set up a series of roundtables and interviews on the role of RIA with the participation of domestic and international experts on regulatory management such as Nguyen Dinh Cung of CIEM and Scott Jacobs. These events were broadcast on radio and on websites of prominent news

<sup>8</sup> For the number of training workshops and number of trainees refer to Annex E.

<sup>9</sup> Ironically, the drafters of this law did not follow what was recommended in the RIA report and proposed strict administrative rules to curb population increase in the Capital. This was pointed out by a prominent scholar, Dr. Nguyen Quang A, and one of the main reasons why the draft law was voted down by the National Assembly in March 2011.

<sup>10</sup> Interestingly, MPI withdrew this project from the National Assembly’s 2012 legislative development calendar due to better understanding about the complication and the effectiveness of the law after many RIA-based discussions guided by PERQ experts.

agencies in Vietnam, including the National Radio Voice of Vietnam and VietnamNet, one of the most popular online newspapers in Vietnam.

All these efforts have led to higher awareness among law-making agencies, the media, and the general public. Now, almost all legislative projects submitted to the NA have an RIA report—though the quality of these reports varies. In fact, the real impact of RIA remains limited due to poor implementation. Nonetheless, RIA is increasingly used by law makers in assessing legislative development projects and by journalists in commenting on legal and policy issues. Noticeably, an NA deputy has called for an impact assessment of proposed changes in the 1992 Constitution though it is not required under the Law on Laws<sup>11</sup>.



**Trainers and trainees of a RIA training workshop for journalists in May 2012. A Facebook page was created after this event by the journalists to discuss policy issues and learn more about RIA.**

**Support building policy coordination mechanisms as part of a modern regulatory system.** International experiences show that a central policy coordination mechanism for reforms is required in order to bring about quick and definitive results, especially in the socio-political context of Vietnam. Therefore, USAID/VNCI-II tried every conceivable method to support the Government of Vietnam to build a central coordination institution that could have political support and technical capacity for coordinating and seeing through complicated and cross-sectoral reform initiatives. Ideally, the institution would be located at the center of the Government (like as it is in the United States, South Korea, Singapore, the United Kingdom, and other countries).

Currently, the MOJ has the legal function and responsibility to ensure the quality of laws and regulations. However, the ministry does not have the policy analysis capacity needed to guide laws and regulations toward a more market-friendly and modern governance system. Despite the unfavorable conditions, USAID/VNCI-II made many efforts to raise awareness and build consensus for the need of such a central coordination mechanism. In October 2011, USAID/VNCI-II organized PERQ-Organisation for Economic Co-operation and Development (OECD) workshop “Enhancing regulatory quality: International experience and solutions for Vietnam” with the participation of top OECD experts on RIA and regulatory management. The workshop attracted participants from relevant government agencies such as the NA,



**Nguyen Dinh Cung and Nick Malyshev (right) at the roundtable with VietnamNet on Regulatory Reform to improve economic policies.**

<sup>11</sup> “Các quy định mới, các sửa đổi, bổ sung của Hiến pháp cần được đánh giá tác động” (New clauses and amendments of the Constitution must be impact-assessed) [http://duthaoonline.quochoi.vn/DuThao/Lists/DT\\_DUTHAO\\_NGHIQUYET/View\\_Detail.aspx?ItemID=32&TabIndex=4&YKienID=878](http://duthaoonline.quochoi.vn/DuThao/Lists/DT_DUTHAO_NGHIQUYET/View_Detail.aspx?ItemID=32&TabIndex=4&YKienID=878), accessed April 17, 2013.

OOG, MPI, MOJ, VCCI, the American Chamber of Commerce (AmCham), EuroCham, international donors (Asian Development Bank [ADB], World Bank [WB]), various research institutes, and media agencies. Following the workshop, we organized an Online Roundtable on Regulatory Reform hosted by the Vietnam Economic Forum of the VietnamNet with Nguyen Dinh Cung of CIEM, Nick Malyshev of OECD, and Scott Jacobs of USAID/VNCI-II to discuss the need for further reforms in Vietnam, including a mechanism to manage the regulatory system from the center of the Government. There were more than 250,000 hits on the roundtable in two months.

Despite these efforts, the Vietnamese political system and culture did not allow the formation of central agency that has the veto power to coordinate RIA and policies. Even APCA, a central government agency legally authorized to control the quality of administrative procedures, could not have enough political capital to get all AP reform measures implemented.

## 2. SUPPORTING THE DEVELOPMENT AND FINANCING OF INFRASTRUCTURE TO SUSTAIN ECONOMIC GROWTH AND IMPROVE COMPETITIVENESS

The Vietnam Competitiveness Report 2010 names infrastructure as one of the roadblocks to the economy's competitiveness. The gap between the investment need and public finance ability is huge; private infrastructure financing is a must for Vietnam<sup>12</sup>. Vietnamese and international private sector firms have invested in PPP-based infrastructure development, primarily through build-operate-transfer (BOT), build-transfer (BT), and build-own-operate (BOO) concession contracts under Decree 108. The private involvement in infrastructure has mostly been on a noncompetitive basis and therefore has not been transparent. The lack of competition is believed to have also compromised the efficiency and value for money of the various PPP projects. In many of these cases, all pre-feasibility, feasibility, and transaction (preparation of the PPP contracts) submitted to the MPI and Ministry of Finance (MOF) for approval were prepared by the selected private investor. For the most part, the authority to decide on terms of the contracts and the nature and amount of any state guarantee provided to the private operator/investor was undertaken on a decentralized basis at the provincial and/or line ministry agencies. Government leaders in OOG, the MPI, and the MOF noted many illegal land deals among provincial and state authorities that compromised the public interest and contributed to public investment inefficiency in infrastructure investments.

In addition, the legal, institutional, and human capacity to manage PPP projects is very weak within the MPI, MOF, line ministries, and provinces. Due to these shortcomings, PPP-financed infrastructure



**A poster promoting PPP as the way forward for Vietnam to achieve sustainable infrastructure development.**

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<sup>12</sup> It is estimated that Vietnam will need US\$160 billion for infrastructure development from 2010 until 2020 (<http://ttvn.vn/20120321040820521p0c1004/ppp-khong-phai-phuong-phap-than-ky-de-giai-quyet-bai-toan-thieu-nguon-von-cong.htm>).

development in Vietnam has been limited and often has not met value-for-money standards as compared to other countries of a similar level of development. USAID/VNCI-II's aim was to assist the Government of Vietnam to promote private sector investment and technical capacity in infrastructure development in a more transparent, market-based, and efficient manner.

## **2.1. EXPLORATION OF ALTERNATIVE OPTIONS FOR INFRASTRUCTURE FINANCING AND DEVELOPMENT**

While funding from the Government and international donors for infrastructure development has increased significantly in recent years, public budgetary financing of infrastructure can only go so far in meeting the total US\$160 billion infrastructure financing demand for 2010 through 2020 in Vietnam.<sup>13</sup> Scarce public budget resources and reduced and declining amounts of official development aid (ODA) result in a need to explore ways in which funding from sovereign debt can be leveraged to obtain sub-sovereign debt and private sector financing from local and international financial markets through PPPs.

USAID/Vietnam's interest in infrastructure began in 2005 when a U.S. Trade and Development Agency-financed team met with USAID and other donor agencies to discuss the findings of a study on municipal bond financing—"Technical Assistance on Sub-Sovereign Urban and Infrastructure Financing in Vietnam", completed in March 2006—that focused on Ho Chi Minh City Investment Fund for Urban Development (HIFU) (now called HFIC). Roy Torkelson participated on a team led by Tony Pelligrini to conduct this study in 2005. The study team consulted and discussed its findings for national legal reform with David Brunell, Manager of the USAID's Economic Growth Office, who took a strong interest in developing the infrastructure financing capability in Vietnam because of its importance to the country's growth and need to leverage capital markets. This study occurred on a parallel track with the work by the USAID Support for Trade Acceleration Reform (STAR) Project on the Securities Law completed by Bob Strahoda. David Brunell hoped that similar assistance could be provided by USAID to the government to address infrastructure financing shortcomings.

Under the direction of Dennis Zvinakis, USAID Representative, David Brunell, USAID/Development Credit Authority (DCA), and USAID/VNCI-II collaborated and co-financed a study led by Roy Torkelson and Tony Pelligrini to assess options for financing infrastructure. This study, "A Comprehensive Framework for Sub-National Debt Financing in Vietnam" (May 2007), provided a road map to subnational debt financing. It gained significant interest from provinces and the National Assembly that were interested in exploring new financing mechanisms and policy and legal solutions. The same team came back in September 2007 and did a series of workshops with HIFU, City Infrastructure Company (CII), Security Trading Center in Hanoi (HASTC), Hanoi Infrastructure Fund (HANIF), the Vinh Phuc Chairman of the People's Committee, their Departments of Finance and Departments of Planning and Industry (DPIs), the Da Nang DPI, the Bank for Investment and Development of Vietnam, and several private investors. These workshops focused on the feedback from the findings and recommendations in the May 2007 Report (above) and invited all Local Development Investment Funds (LDIF) and provinces that participated to surface potential pilot projects for development into revenue bond-financed projects. The team also prepared a comprehensive workplan to take pilot candidates through the preparation and financing execution stages, established criteria for review and selection of pilot projects, and established a team of central Vietnamese government, local government, and USAID/VNCI-II staff and consultants. In

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<sup>13</sup> Asian Development Bank estimation of investment needed in infrastructure from 2010 to 2020.

addition, the team met with the U.S. Counsel General, the leaders of the WB and ADB, the head of the newly established Budgetary Affairs Committee of the National Assembly, and USAID staff from Vietnam and the Regional Office in Thailand.

In continuation of USAID/VNCI-I's efforts to explore different financing options for infrastructure in Vietnam, USAID/VNCI-II worked with donors such as the Japan International Cooperation Agency (JICA), ADB, WB, and Australian Agency for International Development (AusAID) to find new infrastructure funding models for Vietnam. The funding models explored included the potential issuance of subnational debt or subnational revenue-based bonds. The effort to create a subnational debt market was followed by evaluating the possibility of developing and implementing an infrastructure finance fund (IFF) and establishing an enabling PPP environment that included the setting up of a PPP Viability Gap Facility (VGF).

USAID/VNCI-II provided MOF with the support of evaluating two types of IFFs. The first IFF model was to be developed in conjunction with JICA using Japanese ODA and would incorporate the DCA program. USAID/VNCI-II's second IFF model (the Vietnam Infrastructure Fund, VNIF), which culminated in the "Report on the Establishment of a National Infrastructure Financing Fund in Vietnam" (prepared by Roy Torkleson and Nguyen Thanh Ha), was developed directly with the MOF. The report included an evaluation of existing longer-term Government of Vietnam funding programs (LDIFs), the presentation of three potential international models, and a recommended model, based on consultation with the MOF.

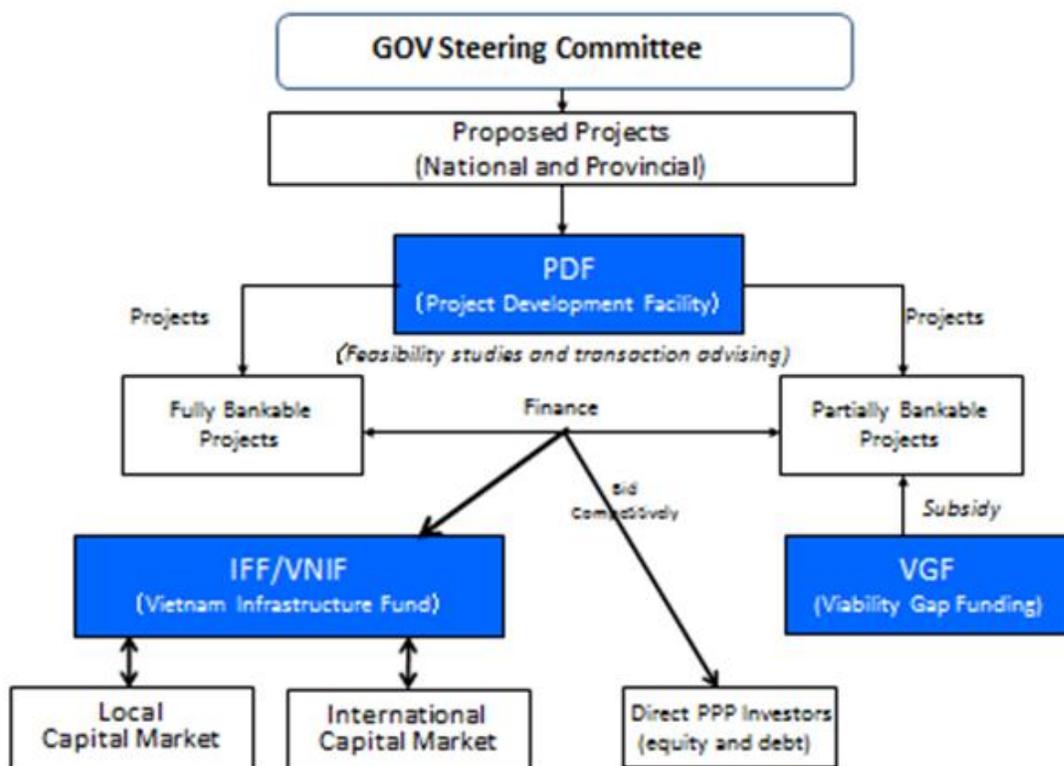
USAID/VNCI-II and USAID/DCA also worked on subnational debt financing with two major studies and consultative meetings and workshops with government officials and private sector representatives between January 2007 and December 2010. These efforts focused on how Vietnam could issue municipal bonds (including subsovereign revenue-based bonds) to finance infrastructure. This work closely paralleled the work of U.S. Treasury on sovereign debt and public investment.

On a return visit to Ho Chi Minh City (HCMC) on July 6, 2010, Roy Torkelson visited with Vuong Duc Hoang Quan, Deputy General Director of the HFIC, to brief him on the current work with the MPI and USAID. Mr. Quan credited the study of Mr. Torkelson and Mr. Pellegrini from 2005 as HFIC's guide to reorganizing and focusing themselves away from being an LDIF to a state-owned company. Furthermore, it was from the recommendations of the HIFU Study that the Government of Vietnam studied and created Decree 138 establishing the governance framework for all of Vietnam's LDIFs. This new Decree was part of the impetus for HCMC to reconstitute HIFU into HFIC so it could be governed by corporation laws.

Later on, USAID/VNCI-II continued to work with the MOF to develop the concept of a sovereign wealth revolving fund. In August 2009, USAID/VNCI-II, through the U.S. Ambassador, submitted "A Market-based Solution for Infrastructure Development and Financing" by Roy Torkelson and Ed Roche to Deputy Prime Minister Hoang Trung Hai. This move was aimed at bringing to the attention of Vietnam's top leaders the need to set up different financing vehicles such as subsovereign bonds, revenue bonds, and PPP to speed up investment in infrastructure. It later became clear to USAID/VNCI-II that PPPs should be our focus since MPI was officially responsible for infrastructure planning and the partner of USAID/VNCI-II in this component. In fact, it was in this report that the USAID/VNCI-II first presented the three funding facilities that have become the backbone of Vietnam's entire PPP program and set the foundation for USAID/VNCI-II's future work in supporting the Government of Vietnam's PPP program. The three funding sources which are described in additional detail above and below are the PDF, IFF or

VNIF, and VGF, on all of which significant progress was made during the last year of the project. Figure 2 demonstrates the purpose of and interrelationship between the three funding sources for PPPs.

**FIGURE 2: USAID/VNCI-II'S RECOMMENDED STRATEGY FOR PPP FUNDING**  
**Recommendation for GoV Infrastructure Financing and Development**



## 2.2. SUPPORT FOR THE DEVELOPMENT OF A SOUND REGULATORY SYSTEM TO ATTRACT PRIVATE INVESTMENT FOR INFRASTRUCTURE FINANCING (PPP)

As set forth above, Vietnam has been active in developing and implementing PPP infrastructure (primarily in the power generation and transport) for several years, most recently under the Decree 108. The PPPs implemented prior to and under Decree 108 were all BOTs, BTs, and BOOs and were awarded almost exclusively on a noncompetitive basis. In 2008 and 2009, the Government realized the limitations of the Decree 108 and began creating a PPP Master Plan through MPI. For a variety of reasons—including a lack of an Assigned State Agencies (ASA) budget to follow, a proper PPP tendering process, and vested interests in the existing Decree 108 process—the Master Plan failed to generate the high-level support required to move forward.

Following MPI's failure to adopt the PPP Master Plan, MPI requested USAID/VNCI-II's support in creating an Action Plan to prepare and implement a PPP Pilot Decision 71 that was meant to facilitate the development of a PPP project pipeline that would be reviewed and approved by the Prime Minister and subsequently prepared for tender following a proper feasibility study, PPP structuring, allocation of risk analysis, and transaction advising process. Working with MPI, USAID/VNCI-II soon learned that because of the nature of the competing legislation (Decree 108 and Decision 71), PPP projects that were financially sustainable with minimal if any state contribution were continuing to be developed under Decree 108 (sovereign and subsovereign guarantees without MPI or MOF authorization were often

included in the concession contract). As a result, the Decision 71 has become the preferred modality used for projects where the ASA would need to come to MPI for significant state contribution anyway. Of the nine project assessments performed by USAID/VNCI-II, only two may have met the requirements under the Decision 71. As intended from the beginning, the Decision 71 was issued on a pilot basis. USAID/VNCI-II joined other government and private sector stakeholders in identifying the shortcomings of the Decision 71 and recommending revisions, which are currently underway.

### **Support the legal framework for PPP pilot projects: the Decision 71.**

Initially, USAID/VNCI-II supported the MPI in developing a Master Plan for PPP development in Vietnam. Later, partly due to lack of high-level political support, the draft was scaled back for quicker and broader consensus by the whole Government to

become a new regulation for PPP pilot projects in Vietnam that will pilot a new structure proposed in the Master Plan. On November 9, 2010, the Prime Minister issued the Decision 71/2010/QĐ-TTg (Decision 71) to promulgate the “Regulation for Pilot PPP Infrastructure Investment Projects,” which was aimed at setting up a new path for attracting private investment in infrastructure development through a transparent, market-based, and efficient process and to put a cap on the contribution from state budget.

While this regulation was a step forward in achieving efficiency in PPP-based infrastructure development, it brought about implementation difficulties due to technical ambiguities, such as lack of guidance for ASAs to identify potential projects, unclear approval processes, and questions about the 30 percent cap on state contribution. Toward the end of the project, USAID/VNCI-II provided technical assistance for the MPI to study and propose revision to the Decision 71 to make it easier to attract private investment. We assisted the MPI to organize three stakeholder consultation workshops in 2012 and 2013 on the MPI’s proposed changes to the Decision 71.

### **Support building institutional and technical capacity needed to implement the Decision 71.**

The PPP regulation under the Decision 71 is a new approach to attracting private capital for infrastructure development that requires government agencies to have technical capacity to be able to conduct economic assessment and negotiate contracts with investors. It also requires a strong coordination mechanism at the center of the government and a great deal of technical guidance for implementation. To assist the Government of Vietnam to meet the capacity need, USAID/VNCI-II provided technical assistance as follows:

- *Support to set up a central coordination mechanism for PPP—the Inter-Ministerial Task Force and the Steering Committee on PPP.* We assisted the MPI on a proposal to the Government of Vietnam for the establishment of an Inter-ministerial Task Force on PPP (the Task Force) led by MPI to coordinate the implementation of the Decision 71. The Task Force was composed of representatives from relevant government agencies such as the MOF, the Ministry of Transport (MOT), Ministry of Construction (MOC), and others. Unfortunately, this interministerial mechanism turned out to be ineffective due to lack of consensus on different technical and budgetary issues. Later, USAID/VNCI-II supported MPI to make a proposal to the Government of Vietnam on setting up a steering



**USAID/VNCI supported the MPI to organize a seminar to launch the PPP program with key stakeholders and donors in Hanoi in May 2011.**

committee on PPP to raise the PPP profile and attract attention from relevant stakeholders. The Government’s Steering Committee on PPP Investment was established by the Prime Minister’s Decision 1624/QĐ-TTg dated October 29, 2012. The committee is headed by Deputy Prime Minister Hoang Trung Hai and includes the MPI and the MOF as key members. This is a firm step toward building a strong coordination mechanism to move the PPP agenda forward.

- *Support to build capacity for the Task Force, the PPP Office, and relevant government agencies.* Following the Decision 71, MPI established a PPP Office in the PPA to assist MPI leaders and the Steering Committee to implement the new regulation. USAID/VNCI-II helped build the necessary capacity for the PPP Office by:



**Two PPP workshops were organized with support of USAID/VNCI-II in Hanoi and Ho Chi Minh City to receive inputs from key stakeholders on the revision of the Decision 71 in January 2013.**

- Assisting the interministerial Task Force by organizing a three-day training workshop in the beginning of the process. We supported them in drafting a detailed Action Plan to implement the Decision 71.
- Providing on-the-job capacity building for the PPP Office by leading several rounds of training that focused on project finance, Public Sector Comparator, defining “State Contribution,” and exploring different credit enhancement mechanisms to make projects bankable. The training aimed to provide the PPP Office staff with the capacity to appraise the financial and economic feasibility of proposed projects.
- Providing the PPP Office with a quick assessment tool to determine required revenues of projects to be considered for a Decision 71 PPP.
- Providing capacity building to the provincial and line ministry ASAs. USAID/VNCI organized several workshops for representatives from central and provincial ASAs to learn about how to prepare infrastructure development proposals for the PPP model, especially with reference to water treatment projects in Hanoi.
- Providing three full days of training for the MPI PPP Office, ASAs, local consultants, and media on the concept of PPPs.

In the end, USAID/VNCI-II’s goal was to make the PPP Office staff capable of providing training for ASAs in project preparation and assessment.

- *Support the PPA/PPP Office to develop guidelines for implementation of the Decision 71.* USAID/VNCI-II drafted or provided comments for technical operation guidelines on project identification, ASA preparation of pre-feasibility studies, PPP Office procedures for screening and

evaluating pre-feasibility studies, and PDF (included already prepared project identification and selection as well as preparing a pre-feasibility study).

**Support pilot PPP projects.** To determine the financial feasibility of the various projects submitted by ASAs through a preliminary letter requesting MPI support, USAID/VNCI-II conducted preliminary assessments to determine financial viability, the expected state contribution required to make the project financially viable, the anticipated value and allocation of risk, and the PPP structure options available of the following projects:

- e-Government Procurement Project
- Hai Phong-Quang Ninh Expressway
- Expansion of Soc Trang Water Treatment Plant
- Dang Nang Lien Chieu Port
- Dong Nai Inter-port Highway
- Ha Noi Ring Road No. 4
- Nghi Son Waste Water Treatment

USAID/VNCI-II also performed a quick review of several other potential PPP projects as requested by the PPP Office and various ASAs.

### **2.3. SUPPORT FOR THE ESTABLISHMENT OF NEW FINANCIAL INSTITUTIONS FOR DEVELOPING AND FINANCING PPP INFRASTRUCTURE PROJECTS**

One problem of the PPP market in Vietnam is the lack of financial resources for ASAs to prepare and evaluate projects and long-term funding for infrastructure development. Therefore, VNCI-II supported the Government of Vietnam in establishing the PDF, VGF, and IFF resources for developing its PPP program. All three resources were first presented by USAID/VNCI-II in “A Market-based Solution for Infrastructure Development and Financing,” a report prepared by Roy Torkelson from USAID/VNCI-II and Ed Roche from USAID/DCA.

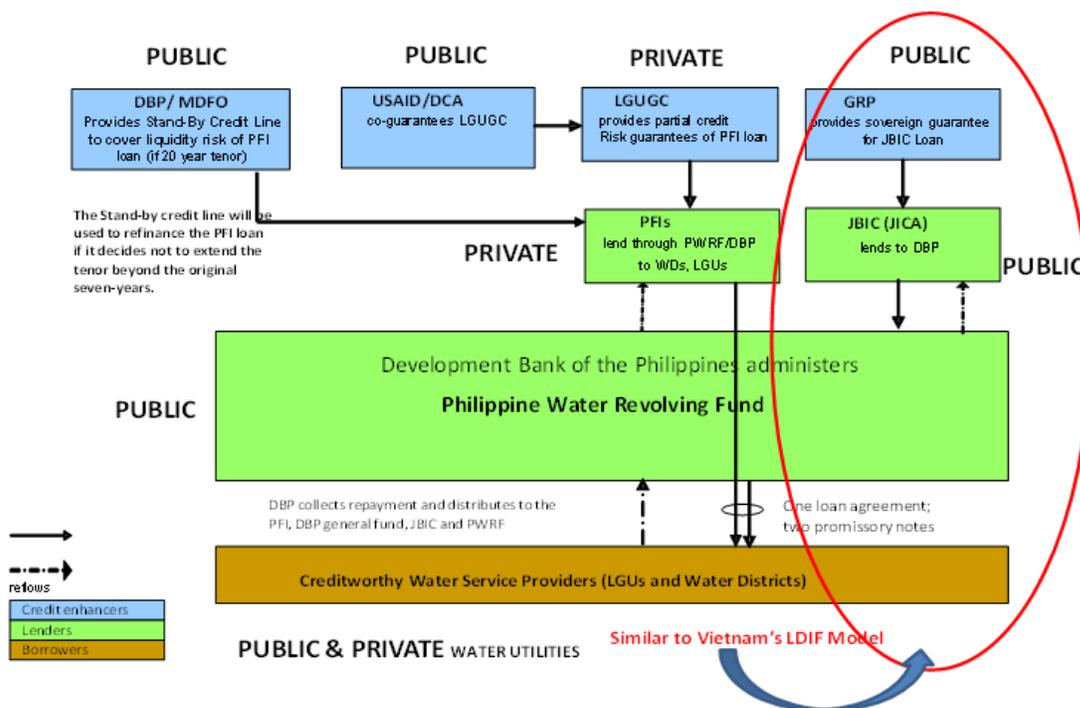
**Support the establishment of the Project Development Fund (PDF).** Following USAID/VNCI-II’s recommendation, the MPI decided to develop the PDF concept and request our assistance in coordinating with donors and financial institutions in setting up the PDF. The purpose of the PDF is to facilitate the preparation of potential PPP projects proposed by ASAs for approval under the Decision 71. The PDF is being created using US\$20 million of ODA funds from the ADB and a €5 million grant fund from the French Agency for Development (AFD). The PDF will consist of a revolving fund to be reimbursed by the ASAs using funds provided by the winning bidders of each of the PPPs that come to closing. Should the PPP project not come to closing, the ASA will not be responsible for reimbursing the PDF as long as it acted in good faith through the process.

Zachery Kaplan, Nguyen Thi Thanh Ha, and Dang Chien Thang of the USAID/VNCI-II developed the PDF operating guidelines and bidding documents (terms of reference) for hiring the PDF technical and legal advisors that will support the Government of Vietnam in managing the PDF. USAID/VNCI-II also worked with the PPP Office, ADB, and AFD in finalizing the terms of reference. The operating materials were presented to ASAs for comments during three workshops in December 2012 and January 2013.

USAID/VNCI-II assisted MPI in preparing for negotiations with ADB on the ODA loan by providing comments on the draft loan agreement and developing the Project Management Manual as required by ADB as a pre-condition for the loan. As it stands now, the PDF is expected to be finalized and implemented in 2013.

**Support the establishment of the Infrastructure Financing Fund (IFF).** USAID/VNCI-II also supported the Government of Vietnam in exploring possible IFFs. This effort was two-fold. First, we explored IFF possibilities with JICA and the USAID/DCA program. Through the evaluation process, it became apparent that the JICA funding, per policy, would be focused on Japanese companies interested in entering the Vietnamese PPP market and that the currency of the investments, although at very low interest rates, would be Yen based. USAID/VNCI-II consultants (Mr. Torkelson and Mr. Nguyen Thi Thanh Ha) worked with the MOF to study and propose a second IFF. Following an in-depth analysis of the potential funding sources that currently exist in Vietnam, the “Report on the Establishment of a National Infrastructure Financing Fund in Vietnam” (January 2013) presented some fund options based on existing models, including the “Philippines Water Revolving Fund Model” and the “Colombia Infrastructure Group Fund Model.” In discussions with the MOF, it appears that it has an interest in a structure similar to the Philippines Water Revolving Fund Model (Figure 3). In December 2009, USAID/VNCI-II and JICA co-sponsored a study tour to the Philippines to evaluate this fund.

**FIGURE 3: PWRF FINANCING STRUCTURE – RESPONSIBILITIES OF PUBLIC/PRIVATE**



**Support the establishment of the Viability Gap Facility (VGF).** Although no formal VGF has been set up, the Government of Vietnam clearly recognizes the need for funds to be set aside for the purpose of making “State Contributions” to socially and economically justifiable projects. The “State Contribution” can consist of capital up front during the construction process and/or regular or periodic payments based on the quality of service provided. Recognizing the importance of making such funds available, the Government of Vietnam has verbally committed to allocating \$1 billion of its budget for

this purpose over the next three years. The Government of Vietnam is also in discussions with the ADB and other multilateral and bilateral donors/financial institutions on participating in such a scheme.

## **2.4 SUPPORT TO RAISE THE AWARENESS AND UNDERSTANDING IN RELEVANT GOVERNMENT AGENCIES ABOUT THE NEW PPP REGULATORY FRAMEWORK OF THE DECISION 71**

**Support building a communication strategy and activities on PPP.** USAID/VNCI-II assisted the MPI/PPA to develop a communication campaign to raise public and government awareness about PPP, which included a web portal, a media briefing, and interviews with relevant domestic and foreign stakeholders.

**Coordinate with donors to generate support in the donor community.** USAID/VNCI-II worked with international donors such as ADB, AFD, WB, the U.K. Department for International Development (DfID), IFC, Institutional Development Fund (IDF), JICA, KOTRA, and commercial banks to introduce the PPP concept and urge them to support the initiative and to bring it to their Vietnamese partners' attention. Among them, JICA, AFD, and ADB showed interest and willingness to participate in the PDF and IFF for implementing PPP projects. DfID is particularly interested in capacity building, with a £1.8 million three-year PPP project that is expected to be implemented in July of 2013.

**Organize a PPP study mission.** To provide relevant government officials with hands-on experience with PPP practices in other countries, USAID/VNCI-II organized a study mission to the Philippines learn about the PPP model there and the experience of the Philippines Water Revolving Fund (PWRF) in coordination with JICA in December 2009. The delegation was led by Vice Minister Dang Duy Dong and senior government leaders from MPI, MOF, MOC, MOJ, MOT, and OOG to learn the importance of competitive bidding and new infrastructure institutions that can be adapted to Vietnam. This Philippines study mission may have contributed to the MOF selecting, on a preliminary basis, the PWRF as the preferred IFF/VNIF structure in 2013. USAID/VNCI-II also organized and co-funded a study mission to Canada in February 2013. The mission included high-ranking officials (including four vice ministers) from MPI, MOF, MOT, and other government agencies. The delegates had the opportunity to experience first-hand successful PPP projects in Canada and learned about the institutional set-up for the PPP to work in Canada.

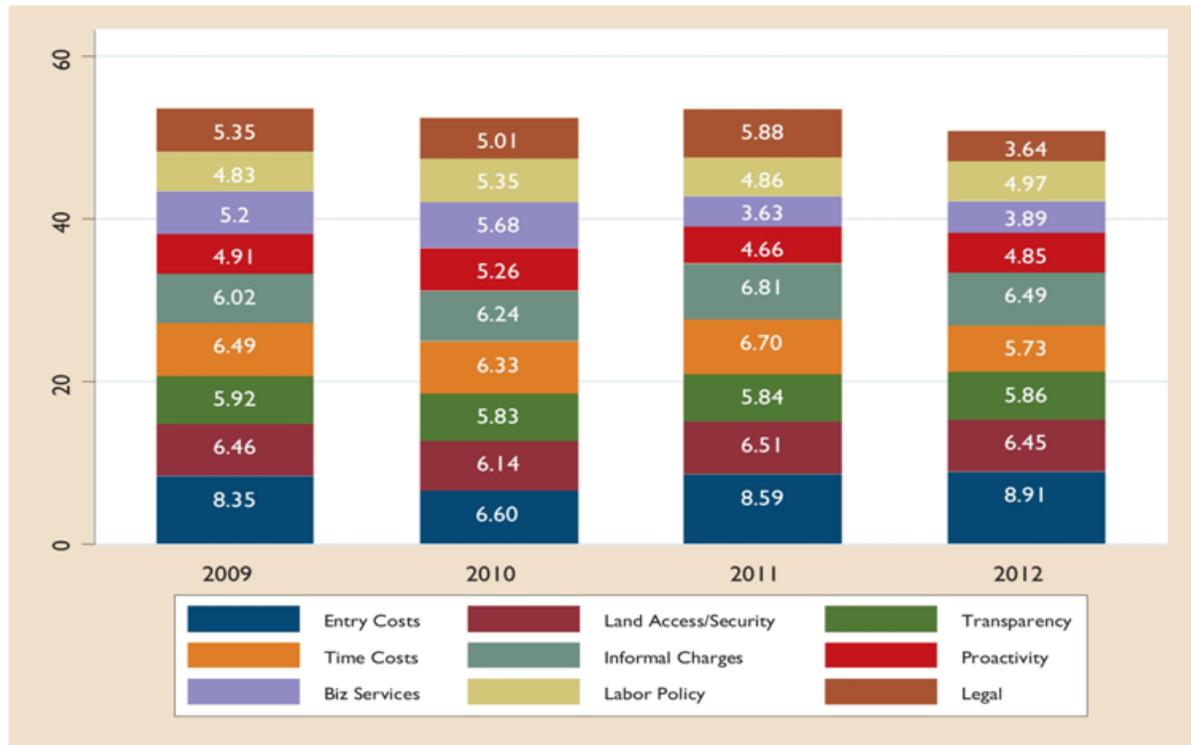
## **3. IMPROVING COMPETITIVENESS BY PROMOTING BETTER GOVERNANCE IN VIETNAM AT CENTRAL AND PROVINCIAL LEVELS – THE PROVINCIAL COMPETITIVENESS INDEX**

### **3.1. BACKGROUND**

To promote the development of private sector, the Provincial Competitiveness Index (PCI) is designed to assess the ease of doing business, and economic governance and administrative reform efforts by the local governments of 63 cities and provinces in Vietnam. The PCI collects and benchmarks local businesses' feedback on economic governance areas that affect the business sector, including entry costs, land access, time costs, transparency, informal charges, proactivity of the leadership, business development services, labor training, and legal institutions. Figure 4 presents the change over time in PCI sub-index scores with the maximum in each category being 10 and the minimum 0. The PCI is constructed based on a comprehensive firm-level survey and hard data from various published sources. The methodological rigor

needed to construct the index required not only international experts in survey research and statistics, but also intense local knowledge to understand the economic governance context.

**FIGURE 4: SUB-INDEX SCORES OF THE PCI IN MEDIAN PROVINCE OVER TIME**



First introduced in 2005 by VCCI and USAID/VNCI-I, the PCI pioneered new aspects of economic governance in Vietnam and it has continued to grow into an influential policy tool that promotes greater transparency and accountability. The PCI has its origin from a joint research project of VCCI and The Asia Foundation that aimed to explain why some parts of the country perform better than others in terms of private sector dynamism, job creation, and economic growth.



The PCI was inaugurated right at the beginning of the decentralization in Vietnam in 2005, when all provincial administrations were formally empowered to reform economic governance and improve their business climate. The crucial milestone was the Government Resolution 08/2004/NQ-CP and the Unified Investment Law 2005, which transferred the authority in governing local businesses operations and licensing power regarding foreign investment projects to provincial governments. Together with the implementation of the landmark Enterprise Law 1999 that opened up tremendous business opportunities and fiscal decentralization specified in the Budget Law 2002 that raised provinces' power in collecting and spending tax revenue, provincial

leaders are now clearly incentivized to attract more investment and support business growth.

Since its inception, the PCI drew tremendous attention from local governments, much of it positive. A number of provincial authorities have used the PCI to understand the problems faced by private sector, engage them in frequent dialogue, and try to address these issues to improve the local business environment. The shifting approach in dealing with the private sector from state managing and controlling to partnering is encouraging. It establishes the state recognition of the private sector as an important driver of economic growth and job creation and empowers the private sector to enter the policy dialogue and policy reforms. In the absence of a well-established, effective dialogue forum between the government and the private sector in Vietnam, the PCI—as an unfiltered collective voice of the private sector in all provinces—has garnered considerable weight to contribute to the policy advocacy for building an enabling investment climate.

*Understanding* the problems is essential for bringing about needed reform actions but not sufficient. The government needs to be *responsive* to the private sector's needs and be capable of acting timely and effectively on areas that are pressing to business development. To this end, the PCI highlights the proactivity of the leadership and provides a relevant diagnostic tool to benchmark strengths and weaknesses of provincial government along critical governance areas, helping to improve provincial capacity and facilitate learning good practices. Within three years of the PCI's launch, more than 25 provinces requested the PCI team to provide detailed analysis of their PCI performance to better understand the current local regulatory environment and seek advice on how to remove hindrances in the business environment. Responding quickly to the demand, the PCI team developed the PCI diagnostic tool, which analyzes the provincial performance of PCI sub-indices, compares it over time and across the region, highlights areas of improvement and decline, recommends areas for prioritizing reforms, and identifies top performing provinces in those areas for reference. The customized analysis is presented by the PCI team during a diagnostic workshop for provincial leaders and businesses. Throughout extensive dialogue and discussions with provincial leaders, the PCI team also collects and documents good initiatives and policy adopted by high-performing provinces, and incorporates these good practices in our presentation. This approach facilitates the learning and replication of best practices between provinces. In this way, the PCI informs provincial leaders not only about problems in their province, but also ways to enhance their capacity and performance, and deliver better services to businesses.

The PCI also supports the decentralization process by informing policy makers about gaps in policy implementation between the national and local levels. During the past few years, Vietnam has seen considerable market-oriented reforms at the national level, such as the new Enterprise and Investment Laws, the Bankruptcy Law, the Competition Law, and the Commercial Law, to name a few. The challenge is in implementing these reforms at the provincial level in a way that ensures uniform application of laws across the country. Some national policies and regulations (or the lack of effective policies and regulations) impair the ability of provinces to create a better regulatory environment for local businesses, and hamper national competitiveness. Moreover, with Vietnam accession to the WTO, the country faces increased pressure to reform national laws and regulations to comply with international standards and requirements. The economic governance challenges are most notable in provinces that are responsible implementing thousands of regulations and interacting directly with enterprises. The PCI benchmarks firm perception and experience on provincial regulatory environment, providing valuable information on where local reforms progress or require stronger intervention from the central government.

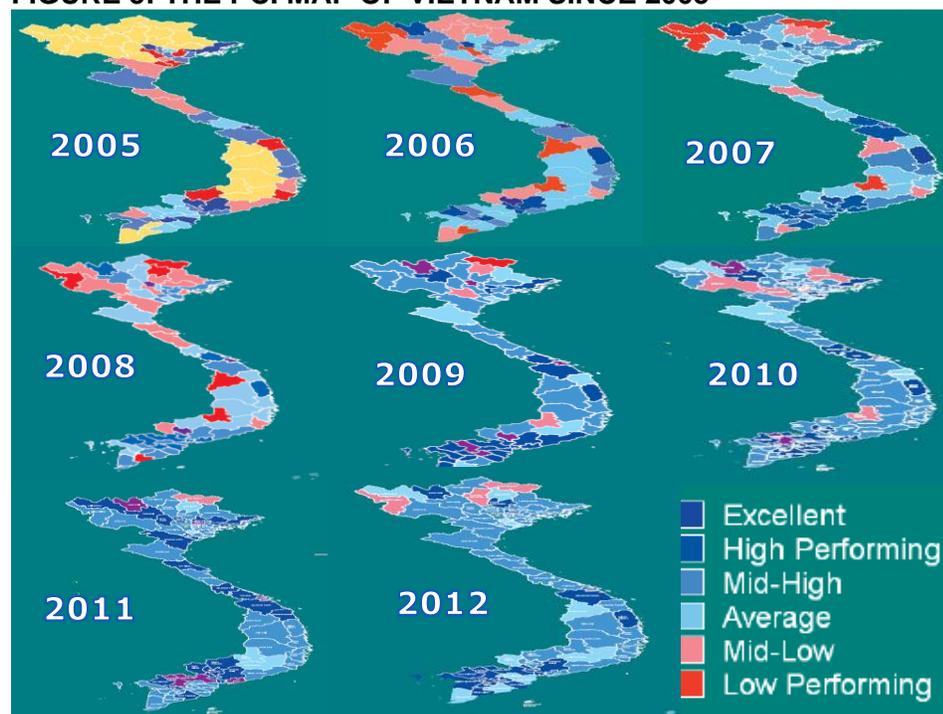
Building on its success, the PCI under VNCI-II was expanded to continue the policy dialogue and reform efforts stimulated by the PCI aimed at improving business regulatory environment. It was also

repositioned to support a broader range of policy reforms with an emphasis on linking with ongoing national reform initiatives and monitoring and evaluation efforts, with the goal of transferring PCI to VCCI by end of the project.

### 3.2. SUPPORT CONTINUED USE AND SUSTAINABILITY OF THE PCI AS AN EFFECTIVE POLICY ADVOCACY TOOL OF THE PRIVATE SECTOR TO IMPROVE ECONOMIC GOVERNANCE

**Conduct the annual PCI survey and national launch of the PCI reports.** Over four and a half years, USAID/VNCI-II worked with VCCI to conduct five annual PCI firm surveys and launch five editions of the PCI reports, from PCI 2008 to PCI 2012. Each year, the PCI team mailed out the PCI questionnaire to between 30,000 and 40,000 currently operating domestic firms to seek their perception on the regulatory environment of the province where they locate their business headquarters. On average, a quarter of the surveyed firms responded, a relatively high response rate for a mail-out survey. Accumulatively, more than 40,000 local firms chose to participate in this regulatory advocacy effort to help inform provincial leaders about problems in their implementation of national policies that impair business growth and require local government action. The repetition of PCI survey on yearly basis enables the over-time comparison and tracking of reform progresses, stagnation, or back-sliding, see Figure 5.

**FIGURE 5: THE PCI MAP OF VIETNAM SINCE 2005**



While maintaining the set of core indicators for keeping PCI scores compatible and comparable, survey areas were expanded to reflect new challenges in Vietnamese business environment. Since PCI 2008, firms were asked in different survey modules to assess their access to capital, quality of infrastructure, labor relations, custom, the role of local business associations, and how they would respond to certain

policy risks. Though not all these areas are in the authority and responsibilities of local government, is the primary focus of the PCI, important findings highlight what the PCI could complement in raising national competitiveness. Since 2008, the PCI research began including the Infrastructure index, which tracks the quality of infrastructure at the provincial level as business owners and policy makers continued to cite it as one of the most critical barriers to investment and growth in the country. Results of the Infrastructure Index are not used to rank provincial governance; rather, they provide a complementary assessment of provincial competitiveness and business environment.

Another innovation of the PCI research was to collect and report on the views of foreign-invested enterprises located in all Vietnam's provinces to provide insights about the foreign direct investment (FDI) situation in the country, its drivers of investment location, and supplemental perception and experiences of the local business environment as opposed to the domestic private sector's. This change reflects recognition of the vital contribution of FDI sector to Vietnam's economic growth, trade, and employment. This addition helps to inform provincial leaders, in particular, many of whom believe FDI attraction is a key pillar in their economic and private sector development strategies. The PCI-FDI survey started in 2010; since then it has been iterated annually with the PCI domestic survey.

The format of the PCI publication was also expanded to include the provincial profile report, which tabulates provincial rankings and scores since PCI 2007 and visualizes PCI performance of all 63 provinces in the last two years, allowing for immediate identification of improved and declined governance areas. This proved to be highly useful to provincial leaders and quickly became their PCI handbook. Additionally, the policy focus of PCI report was enhanced with key messages and policy implications set forth in the Foreword co-signed by VCCI and USAID, and PCI testimonies by noted specialists in the National Assembly, central government, academia, and donor and foreign business community.

The release of PCI reports was bolstered to keep up high interest of local governments and media—key driving forces of the PCI's success. Since the launch of PCI 2009, VCCI, as the national representative of the Vietnamese business community, started to communicate awards to cities and provinces with the best economic governance quality or that were performing most the prominent reforms in order to recognize efforts by provincial authorities in developing enabling the business climate for private sector growth. The national PCI launch in Hanoi is co-chaired by the Chairman of VCCI and the U.S. Ambassador to Vietnam and includes up to 500 representatives of central and local government, ministries and government agencies, the business community, donors, and the media. About 50 provinces sent their leaders to attend the launch of the last two PCI reports: PCI 2011 and 2012. The public recognition and fame at the PCI launching ceremony fosters attention and the participation of top provincial authorities and the media. The PCI is featured prominently in more than 100 central and local media publications every year, and is increasingly cited in international media. To USAID/VNCI-II's record, about 200 articles, printed and online, covered news about the launch of PCI 2011 and 2012 each year.



**Dr. Vu Tien Loc (left), Chairman of VCCI and Mr Joakim Parker, USAID Mission Director presented awards to top reforming provinces in PCI Launch Event 2012**

**Build technical local research capacity for VCCI.** For the sustainability of PCI and full transfer of PCI to VCCI, USAID/VNCI-II developed technical capacity to assist VCCI in constructing the index and conducting policy advocacy research using the PCI data. In 2010, USAID/VNCI-II produced Terms of Reference and went through the bidding process with three local research institutes, including the local team in the Vietnam–Netherlands Master in Development Economics and Public Policy (MDE), who conducted research using the PCI data in 2005; the Development and Policy Research Center; and the Vietnam Centre for Economic and Policy Research. The competitive process led to the selection of the local team under MDE who were then contracted to assist with the PCI 2010 construction. Regrettably, the performance and result of the selected team was far from satisfactory due to lack of commitment. The approach of commissioning a local research institute to build technical capacity for the PCI team under VCCI appeared to run the risk of affecting the PCI integrity as the institute may take advantage of accessing PCI data to try to gain consultancy contracts with provincial governments on improving their PCI scores. For the PCI 2011 and PCI 2012, USAID/VNCI-II integrated a statistical expert with extensive econometrics and research experience who worked with the PCI team on the index construction. This helped ease the technical burden on the PCI lead researcher, strengthening the technical capacity of the PCI team to conduct other research initiatives while maintaining the PCI credibility.

**Support policy and national competitiveness dialogue.** Using the PCI data to track policy reform efforts, measure policy impacts, provide investment reference, and take advantage of the PCI time-series data, the PCI team conducted and reported on relevant policies and issues that affected local governance reform efforts and business development. In addition to the well-anticipated annual PCI rankings, PCI reports provide in-depth analysis on the one-stop shop in business registration, annexation of Ha Tay into Hanoi, PCI Infrastructure index, progress of notable ongoing government reform efforts such as the Project 30, and corruption in public procurement. Since 2010, the PCI-FDI chapter in PCI reports also shed light on important policy issues including determinants of foreign investment, illustrating that Vietnam is selected for its labor cost advantage and political stability, but not its quality of governance. It also tracked profiles and business confidence of foreign investors and their perception of risks and risk mitigation strategies in Vietnam’s business environment. USAID/VNCI-II also collaborated with the AmCham and EuroCham in Vietnam to facilitate the participation of and dissemination of PCI reports to foreign investors. PCI became a good reference for investors, particularly those looking to invest in a location with simple, transparent administrative procedures and accountable officials.

**Provide data and local expertise.** USAID/VNCI-II supported Supporting Implementation of Labor Laws and Promotion of Sound Industrial Relations, another USAID-funded project on industrial relations, with research to improve the industrial relations in Vietnam by designing a specific module on labor relation in the PCI questionnaire, collecting and providing survey data on industrial relations. The team also provided comments on formulated research questions and draft report. USAID/VNCI-II assisted the Asia Competitiveness Institute with soliciting expert views and provided inputs to the drafting of the institute’s Vietnam Competitiveness Report. The project also supported the development and sharing experience of implementing the PCI and the Provincial Governance and Public Administration Performance Index, the PCI of local citizens. Additionally for the USAID-funded Sapan project based in Thailand, USAID/VNCI-II helped develop its provincial governance index. For DFID, USAID/VNCI-II provided six-year time series data for its synthesis analysis of corruption issues in 10 selected provinces in preparation for the regional anti-corruption dialogues. USAID/VNCI-II also collaborated with the Secretariat of the Vietnam Business Forum (VBF) to broaden the coverage and receptivity of the PCI 2012 findings and its policy implications through presenting at the VBF 2012 on the views and business confidence of the foreign sector on Vietnam’s current investment climate.

### 3.3. SUPPORT BETTER GOVERNANCE AT THE NATIONAL AND PROVINCIAL LEVEL

**Assist provincial governments in conducting provincial diagnostic workshops to improve governance and business environment.** Since PCI 2008, the PCI team participated and presented in nearly 100 regional and provincial diagnostic workshops with more than 10,000 participants who were primarily provincial leaders, government officials, and business leaders. The diagnostic workshops were usually chaired by the Chairman or Vice Chairman of the provincial People's Committee, sometimes even by the provincial Party Chief and were well attended by leaders of different line departments, local business associations, and investors. In the workshops, participants openly discussed their PCI performance and surveyed firms' perception of the local business environment. By VCCI's latest count, 60 out of Vietnam's 63 cities and provinces have conducted PCI diagnostic workshops to analyze their governance areas of strengths and weaknesses and to monitor progress in economic and administrative reforms. All the workshops were conducted at the request of provinces or the VCCI local branches, such as the ones in Can Tho, Da Nang, Ba Ria-Vung Tau.

#### **Dong Thap Leads the Nation on PCI 2012**

Dong Thap Province topped Vietnam's 2012 Provincial Competitiveness Index (PCI) based on investor perceptions. The improved ranking of Dong Thap in the overall PCI ranking resulted from continuous, combined efforts from top leadership as well as contribution from various departments to improve the business climate in the province. Some initiatives taken by Dong Thap authorities included assisting investors with required administrative procedures, and processing them as quickly as possible. Dong Thap also discussed making capital accessible to potential investors, and prioritizing the appointment of qualified and efficient personnel to local authorities. Le Minh Hoan, Chairman of Dong Thap People's Committee noted that "the PCI helps improve the quality of provincial economic governance in a practical way. The index has contributed to healthy and effective competition between localities and enterprises".

In 2009, USAID/VNCI-II provided technical staff and covered travel and accommodation costs for the PCI team of both USAID/VNCI-II and VCCI staff. To make the PCI financially sustainable, provinces that requested diagnostic workshops were asked to cover all these incurred costs in 2010. This conditional assistance worked but the number of workshops conducted halved.

The PCI team was also concerned that our assistance might bias better endowed provinces and drive out demand from poor provinces who often ranked low on the PCI chart and were in bigger need of support. At the request of the province, and when schedules allowed, the Director of USAID/VNCI-II joined the team and co-chaired the PCI workshop to share international experience and provide strategic advice on how to improve the provincial competitiveness and sustain the economic success.

Three important developments arose from these diagnostic workshops. First, the focus of the discussions have switched from questioning the PCI methodology—mainly on whether the provincial PCI survey sample is representative of its firm population and sufficient to generalize about the local business environment—to seeking to understand problems and issues faced by firms and look for solutions to ease those business burdens. Second, the workshop attendants have expanded from leaders and government officials primarily at the provincial level to include district and commune level representatives, reflecting the coordination required to bring about bureaucratic changes in mindset and behavior, particularly for those who deal directly with enterprises. Third, an increasing number of provinces have conducted self-diagnostics, with and without the participation of the PCI team, indicating a strong, self-sustained demand and improved capability of provincial governments to enhance the local business climate. This is an encouraging result driven by the PCI team efforts to share our diagnostic tool, provide all provincial benchmarking and provincial-level data on the PCI website, and quick responses to inquiries on

information and data regarding the PCI survey. Notably, between April 2012 and April 2013, the PCI team presented in 33 regional and provincial diagnostic workshops and recorded another 10 self-conducted diagnostics. During and after these events, we observed greater engagement with the private sector from the government side—including extending invitations to these workshops, establishing more result-oriented dialogues, and raising firm participation in policy-making process.

This reform effort has paid off. During the eight-year course of the PCI, a number of provinces have risen to the top ranks on the PCI charts and brought about significant improvements in their governance performance by partnering with local businesses and proactively adopting good reform initiatives. In 2012, the Institute of Social Study of the UK collaborated with VCCI to undertake a policy research study on *Who drives economic reform in Vietnam*. Their meetings with various stakeholders inside and outside of the governments and analyses of the PCI 2006–2010 panel data show that the diagnostic efforts by the PCI team does help provinces to improve their scores: *“There is a strong positive correlation between PCI scores and PCI team visits. Of course, correlation is not causation – we do not know whether PCI scores are high because of the support provided by the PCI team, or whether provinces with high scores for other reasons were more likely to invite the VCCI to visit. Our analysis suggests that there is a strong, although not always statistically significant, impact of a PCI team visit on a province’s PCI performance”*<sup>14</sup>.

**Assist provincial governments to develop reform plans to improve the PCI and the local business environment.** A positive outcome of these PCI diagnostic workshops are reform plans issued by local governments to improve the PCI scores and enhance their business environment. During USAID/VNCI-II, the PCI team provided technical assistance to various provinces to help them design and effectively implement their PCI action plans. The team provided requesting provinces with detailed PCI analysis to help them identify areas for prioritizing reform efforts and recommended general and specific activities to help remove hurdles in the local business environment. The recommendations focused on promoting public-private dialogue; increasing greater transparency and access to information; streamlining administrative procedures particularly in business registration, tax, and land; and improving the quality of labor training. Crosscutting issues included coordination among government agencies, which could be improved through formalizing and monitoring the internal process, and mindset and behaviors of front-line officials, to be addressed by collecting feedback from firms and training for officials on business-friendly practices.

As mentioned in the PCI 2012 report, from 2005 to October 2012, at least 28 provinces issued 60 documents (both legal and non-legal) citing PCI reports, many of which were devoted to remedy specific PCI-highlighted problems. The number of legal documents has increased notably in recent years as compared with nonlegal ones, signifying serious commitment by provincial leaders to improve the PCI scores by making such a goal binding on their annual plans. Importantly, provincial performance seemed to improve after issuance, with more provinces performing better in subsequent years than those performing worse. Of course, the commitment and proactivity of provincial leaders in implementing these reform plans eventually determines the actual improvement in the business environment. Analyses of the PCI time-series data from 2006 to 2012 reveals that the PCI helps to promote reform efforts within and across provinces, leading to reform progresses nationwide and observed convergence in the PCI scores. It contributes to great success in some of the reform areas we observe today, including lower waiting periods for business registration and licensing, less time spent and payment of informal charges on

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<sup>14</sup> VCCI and ISS, 2012, “Who drives economic reforms in Vietnam”.

bureaucratic procedures, and greater allocation of land use rights certificates. It is fair to say the PCI has motivated reforms in the provinces and helped make private sector development broad-based and not concentrated in just major cities. *“The PCI has become a driver of quality improvements in its own right. The survey is conducted in a professional and impartial way; the indicators it generates have legitimacy. They can be compared across provinces and over time, enabling entrepreneurs, researchers, media, central government and provincial governments themselves to make broad judgments on both improvements and deterioration. It gives rise to numerous learning effects. It leads provincial governments to engage in positive competition with other provinces and emulate successful provinces. Provincial leaders are aware that high scores can enhance their promotion prospects and vice versa. It is a low cost way of enhancing an upward dynamic in governance reform”*<sup>15</sup>.

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<sup>15</sup> VCCI & ISS, 2012, “Who drives economic reforms in Vietnam”.



# CHAPTER 4: CONSTRAINTS

USAID/VNCI-II was implemented with various constraints that hindered the project from achieving the greatest influence possible on strengthening Vietnam's regulatory environment and improving Vietnam's competitiveness, economic growth, and prosperity.

## 1. BUDGET

On average, the USAID/VNCI-II annual budget was only US\$2.5 million, relatively small compared to the objectives and activities set out in the project's terms of reference and, more importantly, compared to the demand from counterparts. Under USAID/VNCI-II, the number of full-time staff working on the PCI program was reduced from five to two. This meant the PCI program lacked the human resources required to engage in some activities that could have improved the quality and impact of the program, such as supervising and overseeing the mail-out survey process implemented by VCCI, systematically keeping track of the implementation of governance reform agendas in provinces and updating and maintaining the website to be an active and effective channel of information and interaction between the program and PCI users.

In addition, budget constraints made the program unable to extend further activities. There were few research or studies following the PCI, which meant a number of topics and data that were available from the PCI surveys, such as access to capital, labor relations, and infrastructure, were unexploited. Similarly, the PCI encouraged the sharing of good practices in local governance reform among provinces but the program budget limit made it impossible to support extensive research on such practices. Lastly, there were no training programs to improve the capacity of program staff or local partners. Expertise and experience to implement the program activities mainly came from learning-by-doing. Unfortunately, the PCI requires more than that, especially knowledge and skills in statistics and analysis. This made it difficult to sustain the PCI, and may have been one of the reasons why the program found it hard to find local experts to assume the job of the lead researcher.

Budget constraints also limited our support to the development of a modern regulatory system, which requires a change in the governance culture and tradition. It took numerous training and communication efforts to persuade adult civil servants to adopt a new way of governing the economy and the society, let alone vested interests. Toward the end of the project, RIA became more popular and there were more and more requests for training from government agencies, business communities, and the media but we had to turn down many of them, knowing that they were still in need of training. In supporting infrastructure development and financing, USAID/VNCI-II was also under pressure from the demand of our counterparts. Setting up new regulatory and financial institutions and building up their capacity required a great deal of technical assistance with expensive consultancy costs as USAID/VNCI-II had a limited number of permanent staff.

Despite these budget constraints, USAID/VNCI-II made considerable achievements as described in Chapter 3. Annex B provides a summary of how the funds were used to implement project activities. Under the tight budget, USAID/VNCI-II actively and effectively cooperated with other donors working in Vietnam, the local business communities, and the USAID/STAR project in order to do more with less.

The limited budget also presented certain advantages: we were obliged to rely on greater counterpart contributions and ownership of the program and creativity in supporting large national reforms. USAID/VNCI-II played a central role in coordinating donors' and the private sector's assistance to the Project 30, serving as a bridge between OOG/STF and other stakeholders. Private sector members of the ACAPR contributed a sizeable number of working hours to study and recommend AP reform measures. They also supported (financially and technically) the ACAPR meetings to discuss the reform recommendations that would be made to the Government. In supporting a modern regulatory system, we cooperated with VCCI to organize training workshops for local government officials on how to conduct policy analysis when drafting local LNDs so that resulting high-quality LNDs reduce cost and risks to local business communities. We also worked with the USAID/STAR project to provide joint training for government officials on RIA and policy issues related to Vietnam's international commitment under WTO and the U.S.-Vietnam Bilateral Trade Agreement (BTA).

To promote better economic governance through the PCI, we took every opportunity to present findings about the local regulatory environment at workshops organized and funded by other donors, including the World Bank's Agriculture Competitiveness Project and the International Fund for Agriculture Development (IFAD). USAID/VNCI-II also worked with AmCham and EuroCham to organize luncheons on FDI perceptions on economic governance with funding provided by these business associations and their members.

We leveraged outside resources to support infrastructure development and financing. At the request of the MPI, we coordinated with groups of donors such as the WB, DFID, ADB, AFD, and JICA to provide support in all related activities, from capacity building to setting up financial models for PPPs. We also organized a study mission at the request of MPI on PPP for a group of high-ranking government officials. The study mission organized with the support of the Canadian Chamber of Commerce and was partially funded by corporate members of the chamber.

## **2. PROJECT APPROVAL**

USAID/VNCI-II was not officially approved by the Government of Vietnam until the end of 2011 and detailed project documents were not approved by respective government counterparts until June 2012. Typically, one agency oversees one technical assistance project that may assist many agencies, however, OOG did not want to supervise USAID/VNCI-II's programs with VCCI, CIEM, and MPI and have any responsibilities over their resources. Consequently, USAID/VNCI-II had to get four separate project approvals. This required more work with the MPI's International Cooperation Department, which had to figure out an acceptable solution to not having a single agency oversee USAID/VNCI-II, and coordinating four project approval documents. While this, in a sense, was the result of USAID/VNCI-II's strategic technical assistance approach, which aimed to improve economic governance and competitiveness of Vietnam on several critical fronts, it created more work for everyone and slowed the approval process considerably.

Thanks to the flexibility on the part of our government counterparts who "owned" and valued their respective programs, project activities were still implemented smoothly and significant achievements were made, as described above. However, there were some difficulties in USAID/VNCI-II carrying out some activities. On a number of occasions, Ngo Hai Phan, Director of APCA, raised the concern that he could not arrange a workshop or participate in a study mission without the approval of the relevant authorities. The Legal Affairs Department of OOG cited the lack of official approval as the reason it

could not cooperate with USAID/VNCI-II to explore the possibility of setting up a central policy coordination mechanism. While the true reason might be different, it was a reasonable reason in Vietnam's context where people always work by the book to avoid complication and blame. Additionally, DAI was not able to recover VAT during the period the project was not approved.

### **3. LOCAL SOCIO-POLITICAL CONTEXT AND WORKING CULTURE**

Vietnam had a long history of war and command economy, which has created a command and control culture of governance. This culture and tradition is strong even today, 25 years after the initiation of *Doi Moi* and the transition to a market economy. It was the biggest challenge we faced in implementing the project. The administrative system is so heavily legalistic that policy debates are considered less important than completing legal development programs of the government and the NA. Comparing with other countries that have undergone regulatory reforms, Vietnam had the lowest rate of cutting (only 8 percent) due to the control mindset. When supporting and coordinating activities of the ACAPR, we had difficulties in making STF/OOG believe in the role and contribution of the private sector and appreciate the public-private dialogue for the purpose of improving economic governance. For many in the government, policy and governance were off limits for the private sector. In addition, RIA trainees often cited the top-down approach to state management as an obstacle to applying RIA in Vietnam because lower-ranking officials had to find ways to accommodate their superiors' decisions regardless of policy analysis outcome.

Vested interests were a major challenge to all reform efforts. The logic of a market economy and transparency does not fit with a tradition of corruption. For Project 30, we were warned about the challenges of "breaking rice bowls" of civil servants who gain additional income through corruption and kickbacks related to administrative procedures. The PCI measured and presented business problems and difficulties in dealing with local governments while many local officials with vested interests were doing their own business. In doing so, the PCI touched a variety of sensitive issues, such as corruption and transparency. This created pressure on national and provincial leaders who were used to giving orders, which made them nervous and uncomfortable and led to backlash. PCI annually published the Informal Charges indicator that monitored corruption. In several cases, efforts were made to research, survey, and analyze such topics in hopes for better reform but due to the sensitivity of the issues themselves and political context, parts of reports had to be removed, wasting time and effort.

In the context of collective decision-making and accountability, few individuals would stand out and risk their political capital to take the lead on reform. A key reason for success in AP reform was that the OOG Minister was a real champion who devoted time and efforts to implement the Project 30, a comprehensive reform program. With his support, the Project 30 became a historical achievement in the administrative reform saga of Vietnam. Notably, the next OOG Minister was not interested in carrying on this reform agenda, and transferred APCA from OOG to MOJ.

Strong champions were not obtainable for other reforms supported by USAID/VNCI-II's programs. Building a modern, effective regulatory system with RIA as an analytical tool required a central coordination mechanism. The message was communicated to relevant government agencies and leaders many times but no such mechanism was considered and the government continued to operate in a fragmented manner and conflicting, ineffective policies continued to be applied. The PCI was popular in the government apparatus yet no leaders officially considered it an important input for any national policy agenda to promote investment, economic growth, and competitiveness. Similarly, in the infrastructure

development and financing program, the Inter-ministerial Task Force for PPP did not work well because of the lack of a strong and devoted champion.

The control and command culture was also demonstrated by our counterparts' lack of full understanding of and appreciation for the role of public awareness and communications at the beginning. We had a hard time persuading the Office of the Government to use a more proactive communication strategy to engage the key stakeholders, in particular, the private sector. The approval process for communications activities was extremely time-consuming and discouraging at times, especially when it came to "creative concepts" that were considered "too sensitive" to address or reform barriers in the Vietnamese context.

# CHAPTER 5: RECOMMENDATIONS

After four and a half years of providing technical assistance to the government of Vietnam under USAID/VNCI-II, DAI has learned important lessons from all of USAID/VNCI-II's programs. Based on these lessons, we would like to make recommendations for future USAID assistance activities in Vietnam.

## 1. REGULATORY REFORM – AP REFORM AND RIA

Regulatory reform for more effective and efficient economic governance is crucial to long-term economic growth and prosperity. Regulatory reform in a transition economy like Vietnam's means reshaping the roles of the government and private sector in a market economy, not just simplifying rules and changes to institutions. Therefore, regulatory reform is what USAID's Economic Growth program should continue to support and emphasize. In doing so, combining good choices of sectoral reforms and a strong local champion(s) can result in even greater success. That does not mean that USAID should not support comprehensive reform approaches such as that of APCA. The Project 30 succeeded in different ways, such as by putting pressure on government at all levels to reform and improve the quality of public services in many areas. However, the reform exercise did not necessarily bring about the highest benefit for the country regarding cutting the costs and risks of doing business. Selective sectoral reform efforts that focus on strategic sectors may have resulted in larger economic impacts.

It is said that the Trans-Pacific Partnership (TPP) involves some agreement on establishing a national mechanism for regulatory coordination. TPP might be the needed push for the Government of Vietnam to recognize the need for a central policy coordination mechanism. If it is the case, finding a real champion in the Government of Vietnam and supporting Vietnam to build capacity for that institution/mechanism would have lasting impact on economic growth and development in the country.

OECD research has demonstrated across developed and developing economies that RIA is an effective tool to improve regulatory quality. But it can only bring about real benefits when it is applied properly under strong supervision and with technical capacity within the center of government. Future support for regulatory reform should focus on promoting the concept of a central agency responsible for RIA and policy coordination that 1) has the power to reject ill-thought policy and legal proposals and 2) has the competency to supervise and build capacity for the whole government system. In the current legal and political setting, an interministerial agency sponsored by both the MOJ and OOG could be a good way forward. A joint effort between the MPI and MOF was crucial for the PPP infrastructure program under the Steering Committee chaired by the Deputy Prime Minister. More detailed recommendations for both the Government of Vietnam to drive forward the regulatory reform agenda and for USAID to select issues for technical support can be found in USAID/VNCI-II technical reports listed in the Annex E, including *Building Capacities for Regulatory Reform in Vietnam: A Long-term Strategy for Administrative Simplification and Lessons learned in supporting the Vietnam's administrative reform activities and some recommendations for future reforms.*

## 2. IMPROVING ECONOMIC GOVERNANCE – PCI

From our point of view, the key success factors of the PCI are: 1) tapping into the motivations of the provincial government, 2) having a competent, committed local partner whose legitimacy and mandate reinforce its advocacy, and 3) strong media engagement.

First, the PCI effectively addresses political and economic incentives and motivations of Vietnamese local leaders who now have more autonomy in driving local economic growth as a result of the ongoing decentralization process in Vietnam. Under the PCI’s methodology, provincial governments with all types of endowments are compared on a level playing field, the field being their performance in implementing policies set by the central government. The PCI thus frames policy locally, highlights the role of proactivity of provincial leaders, and places reform in a competitive but achievable context. This creates a proactive and competitive process aimed at improving the local business environment. As local governments in well-performing provinces on the PCI charts can and are increasingly using the PCI as a promotion tool of their business environment to attract more investment, local governments take the PCI seriously and strive to improve their governance quality, which reinforces impacts of the PCI. This helps PCI to gain support from central government, even not so explicitly.

Second, our local partner, VCCI, is the most representative entity of the business communities in Vietnam and is entrusted by the Government of Vietnam with the mandate to improve business environment and promote business development. VCCI is active and committed, involved in almost all steps of the PCI—from designing survey materials, selecting survey sample, conducting mail-out firm survey to collecting perception data, entering and cleaning data, obtaining relevant hard-data, validating final results, and reviewing and fine-tuning final reports to organizing and co-chairing the launch of PCI report. Apart from the competency of its staff—who serve as members of the PCI research team, greatly contributing to the credibility of the PCI methodology—their strong commitment to the PCI helps build trust from different stakeholders, particularly local government leaders, and enables them to obtain high-quality work in a tight time frame when required. More importantly, their mandate provides legitimacy to continue to implement the PCI and various opportunities to communicate the PCI messages to central and local governments, investors, and businesses. To help the PCI become a more influential and powerful tool, VCCI has a strong political incentive to advocate for the PCI and changes in local governance as well as business environment. This creates a reinforcing process that promotes greater success of the PCI. Conducting the annual survey of the quality of economic governance in 63 provinces has become one of the most important and influential activities of VCCI.

Third, different stakeholders of the PCI consistently confirm the requirement of strong engagement of media. Since its inception, the PCI has gained tremendous media attention and continues to do so because it hits on top priorities of central and local government, and it benchmarks all local governments, which can stir up controversial debate and provincial competition. It is widely agreed that the PCI provides relevant and useful economic governance information to policy makers, businesses, media, and development professionals. The aim is to link its stakeholders to valid evidence to better diagnose and address problems, set out quantified targets, share best practices in local economic governance reforms, and encourage stakeholders to engage in dialogues around business environment issues. On this aspect, VCCI has maintained good relationships with the media and effective communication strategies. VCCI provides clear and consistent messages and policy implications from the PCI survey. VCCI fully supports the media in access to information, promotes frequent contact, keeps media in the loop, suggests topics of interest, identifies source persons for in-depth interviews, and informs the media about interesting provincial diagnostic workshops.

The strength of the PCI lies in the fact that it provides an independent, transparent, and objective measure of local government performance, which promotes greater transparency, accountability, and governance reform. The sustainability of the PCI critically depends on maintaining the PCI integrity. To this end, VCCI, as the local owner of the PCI, should preserve its independent constituency, building its technical capacity to continue to make the PCI relevant and influential advocacy tool. It is essential the PCI is continued and implemented by VCCI. USAID/VNCI-II encouraged USAID to give a direct grant to VCCI after DAI completes the Task Order. However, USAID should make sure that VCCI has the required capacity for implementing the survey, controlling the quality of the data and the index, and making insightful analyses to promote reform and maintain public interest in the PCI. Neutrality and independence of the PCI report is also an issue that needs protecting. Once the neutrality and independence are compromised, the PCI will be quickly discredited since there are many people who dislike the rankings and research findings of PCI report.

In addition, budget permitting, the PCI should be geared toward strengthening decentralization by showing the benefits of centralization and documenting the hurdles provincial leaders face due to central laws and regulations. Regional integration is another topic that PCI should focus on in the future. Regional coordination of development plans and regional regulatory harmonization may be a good way for provinces to improve their local business environment, attract more investment, and promote growth.

In a future USAID economic growth program, there should be areas of cooperation with VCCI to continue to evolve the PCI to support national and local economic reform programs.

### **3. INFRASTRUCTURE DEVELOPMENT AND FINANCING – PPP**

As the most important ingredient in developing infrastructure is the availability of both equity and debt capital, the “infrastructure development and financing – PPP component” began with a focus on supporting the overall reform and development of the Vietnamese financial markets and the establishment of a sub-sovereign bond market. The next step was to focus on promoting private sector investment in infrastructure through a transparent and competitive PPP program.

Although the level of interest in developing the financial sector was initially high and USAID/VNCI-II, along with several other donor international financial institutions, supported the MOF, the MPI, and other stakeholders such as HIFU, CII, HASTC, HANIF, several Peoples’ Committees, the Bank for Investment and Development of Vietnam, and several private investors through direct support, studies, and workshops, the markets are far from reaching the level required to meaningfully generate the funding required to meet even a minor portion of Vietnam’s required infrastructure investment. USAID/VNCI-II continued working with the MOF through 2013 in looking for ways in which institutions such as HIFU and HANIF could be leveraged into better meeting its infrastructure funding mandate (see the “Report on the Establishment of a National Infrastructure Financing Fund in Vietnam”).

Although begun in 2009 with support in creating a PPP policy, the Decision 71, and the interministerial PPP steering committee, USAID/VNCI-II infrastructure component truly began focusing heavily on developing an enabling PPP environment in early 2012, when a full-time PPP Office was created within the Public Procurement Authority in the MPI. USAID/VNCI-II then focused on advising, training, and assisting the PPP Office in drafting PPP guidelines for identification and selection of PPP, on preparing pre-feasibility studies, and on performing assessments on whether actual potential PPP projects would qualify under the Decision 71. USAID/VNCI-II also supported the PPP Office in preparing financial models and other standard PPP documents. The team also worked with the PPP Office in continuing to

develop its PDF. USAID/VNCI-II's support of the PDF included advising the PPP Office in negotiations with the ADB and AFD for the ODA loans that would be used as the base for the PDF, preparation of the PDF Guidelines, and writing of the expression of interest (EOI) and terms for reference for the higher of international legal and technical advisors to manage the PDF. The two latter tasks were actually conditions precedent to the ODA loan. Based on our experience, USAID/VNCI-II recommends continued support in the following areas.

The first is support in bringing Decree 108 and the Decision 71 together under one PPP Law. This would reduce a fair amount of confusion on both the investor and ASA sides, as well as creating an environment in which the process could be transparent and require competitive bidding. As learned through our support in implementing the Decision 71 "Pilot PPP" program, projects that are generally sustainable and financially feasible on their own follow the Decree 108 path, which allows for direct awarding of contracts, while projects that need state contribution, and therefore MPI involvement, tend to come in under the Decision 71. Although more financially viable, even projects under Decree 108 usually require a sovereign or subsovereign guarantee that may or may not be approved by the MOF. This effort will require that the new PPP law follow global best practices, as Vietnam will be competing against other rapidly developing economies for international investment. To be effective, the PPP law will also need to be harmonized with other related laws such as the laws on investment, regulation, construction, and labor, just to mention a few, and will need full government support through government-wide consensus.

A second recommendation, which extends well beyond the PPPs, would be for the development of a proper infrastructure project funding policy and methodology. As with many countries at this stage of development, the funding sources of all projects are generally done at the ASA or provincial/line department level. The default methodology being used is that promising/attractive projects are funded from the budget, less attractive projects are funded with available ODA and grants, and PPPs are considered for projects that are neither feasible nor fundable. A process should be developed that looks for the best funding mechanism for each project early in the budget process. Often, more attractive projects should be considered for a PPP first as they will be able to generate revenue. The sequence generally recommended is to begin by looking for potential grants, followed by potential PPP, ODA, and, lastly, budget funding resources. This process has been further exacerbated by decentralization, where capacity is even more limited at the provincial level.

A third recommendation, as recognized by AFD and DfID, will be to develop an intense capacity building program for not only employees of the MPI and MOF, but also employees of the ASAs. In fact, every ASA procurement department should have at least one staff member designated and trained (basic) as the PPP specialist. Considering the PDF will support the hiring/outsourcing of professional PPP technical, financial, and legal advisors, the PPP specialist should have a general idea of the process in order to advise senior management and properly manage the PDF advisors. As developing a PPP pipeline is critical and no capacity currently exists following the closing of USAID/VNCI-II, the PPP specialists' understanding also needs to allow for the identification and selection of potential PPP projects as well as the performing of initial assessments required for applying for PDF resources.

The fourth recommendation for the short- to medium-term is for continued support to the Government of Vietnam in developing and implementing the PDF and VGF facilities. The development of the IFF/VNIF, which is critical for several reasons, including guaranteeing access to longer-term VND loans for the purchase of longer-term assets, will require a more developed Vietnamese financial market and can therefore be considered for the medium to longer term.

The fifth recommendation is that although large international financial institutions, such as the ADB, often press for one-off mega projects (such as international airports, transshipment ports, and large toll roads) in which they will be able to invest significant funds, it is important to focus on replicable and often smaller projects, such as solid waste, water treatment and distribution, wastewater collection and treatment, urban transport, and social sector projects (such as in health and education). In the end, these replicable projects often have the greatest benefit the most people when they implemented.

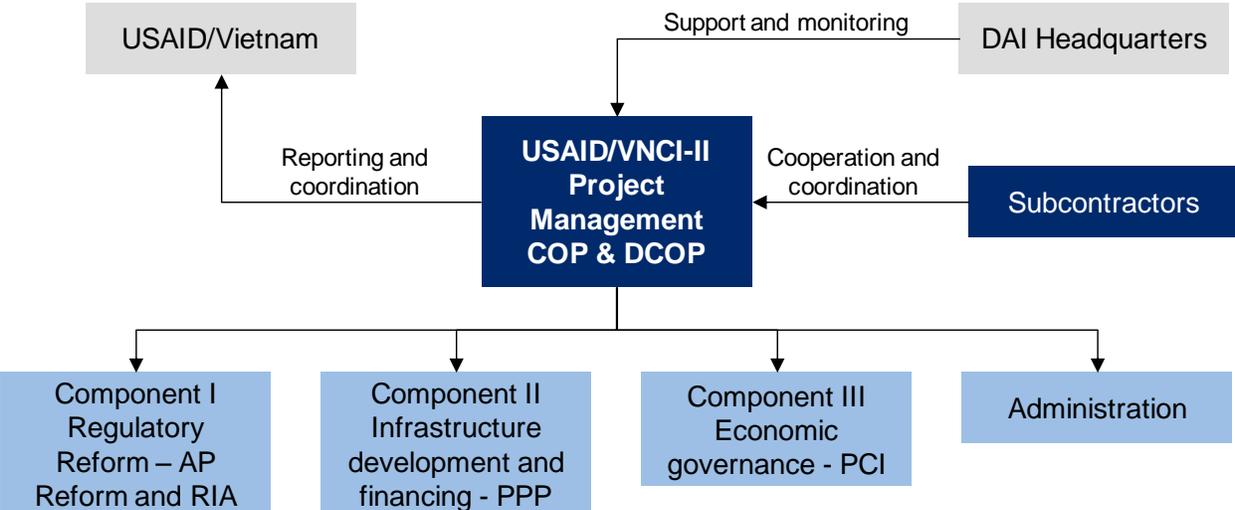


# ANNEX A: MANAGEMENT AND STAFFING

USAID/VNCI-II was managed by DAI directly by a senior manager, Jim Winkler, serving as the Director/Chief Of Party (COP) and indirectly from its Headquarters in Washington D.C which provided technical and financial oversight and reporting support. Jim Winkler was assisted by Deputy COPs Do Hoang Anh and then Nguyen Viet Anh. In June 2012, eight months before the close-down date, Jim Winkler left USAID/VNCI-II to return to DAI Headquarters for a new position in the company and shortly thereafter the DCOP Nguyen Viet Anh also left for another long-term opportunity. The COP position was transferred to Scott Jazynka, the senior PPP transaction advisor and each of the component heads were promoted and assumed additional responsibility within their components

Key subcontractors of USAID/VNCI-II were Jacobs & Associates (J&A) and Sense Consulting. J&A is established by Scott Jacobs, an international expert in regulatory reform. Scott Jacobs was directly involved in supporting the implementation of Project 30 and the development of a modern regulatory system through RIA and public consultation. Under the DAI – J&A agreement, two J&A permanent local staff worked under USAID/VNCI-II management on supporting the development of a modern regulatory system. Sense Consulting provided technical IT solutions for the e-Guillotine system and the national database of APs.

**FIGURE A-1: USAID/VNCI-II ORGANIZATIONAL CHART**



USAID/VNCI-II’s human resource was mostly local with only two long-term international experts, Faisal Naru working on regulatory reform for over three years and Scott Jazynka working on PPP for over a year (see Table 1 below for details). USAID/VNCI-II had an excellent pool of technical and administrative personnel who were competent and committed. The knowledge and skills of our staff were highly appreciated by our government counterparts. The USAID/VNCI-II brand name was largely built by the talents it possessed and employed in providing technical assistance to the GoV. With many committed staffs, it was possible for USAID/VNCI-II to develop and maintain strong and personal relationships with

key government counterparts, without which many project activities could not have been undertaken or would not have resulted in the same high level of impact.

USAID/VNCI-II management culture was special in the sense that staff were empowered to contribute to strategic decision making and to show their capability in direct engagement with government counterparts. This allowed USAID/VNCI-II to come up with creative solutions and coping strategies to respond to challenges.

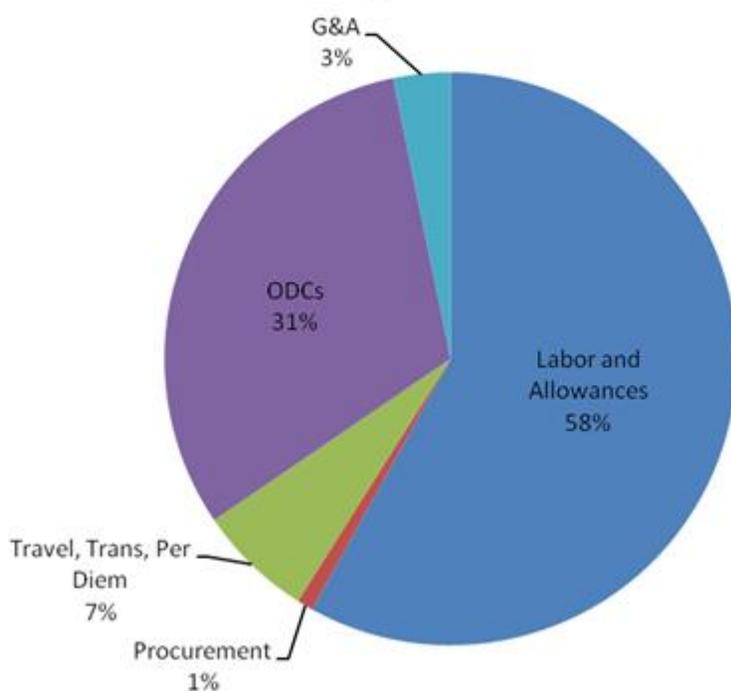
**TABLE A-1 – USAID/VNCI-II STAFF LIST**

Position	Name	Start date	End date
Director	Jim Winkler	March 2007	June 2012
Director, Senior Transaction Advisor	Scott Jazyuka	April 2012	April 2013
Deputy Director	Do Hoang Anh	August 2007	July 2011
Deputy Director, Senior Program Manager	Nguyen Viet Anh	June 2004	September 2012
Chief Regulatory Advisor	Faisal Naru	November 2008	December 2011
Senior Program Manager	Ha Huy Cuong	June 2007	April 2013
Senior Program Manager	Tran To Uyen	August 2007	August 2012
Chief Economist, Senior Program Manager	Dang Quang Vinh	October 2010	February 2013
Senior Regulatory Advisor	Vo Lan Phuong	May 2009	February 2012
Infrastructure Investment Advisor	Nguyen Liu Ba	May 2010	November 2011
Financial Infrastructure Advisor	Tran Duy Hung	March 2012	April 2013
Senior Advisor	Nguyen Hung	August 2008	February 2013
Program Manager	Le Thu Hien	October 2006	April 2013
Economist, Regulatory Reform Advisor	Ngo Quang Vinh	January 2012	February 2013
PR and Communication Advisor	Pham Tung Lam	April 2009	February 2013
Private Sector Advisor	Vo Thu Hoai	June 2009	February 2013
Program Officer	Phan Thai Ha	October 2008	February 2013
Program Officer	Nguyen Ngoc Lan	October 2007	April 2013
Translator	Do Thu Ha	February 2008	June 2011
Translator	Nguyen Thanh Thuy	March 2011	February 2013
Interpreter	Nguyen Thu Hang	February 2008	February 2013
Translator	Tran Minh Thu	November 2007	February 2013
Office Manager/Accountant	Trinh Hong Hanh	August 2004	April 2013
Procurement Officer	Bui Thu Trang	June 2006	April 2013
IT Administrator	Nguyen Vu	December 2009	May 2012
Senior Program Coordinator	Le Thanh Giang	July 2009	April 2013
Senior Program Coordinator/ M&E Officer	Trinh Thi Hang	May 2008	April 2013

# ANNEX B: SUMMARY OF PROJECT FUNDING USAGE

The following figures and tables provide information on the nature of the USAID/VNCI-II expenditures. The expenditures are broken down by overall expenditure type (Figure B-1 and Table B-1) and by component (Figure B-2 and Table B-2). The technical expenditures are also presented by project component (Figure B-3 and Table B-3).

**FIGURE B-1: USAID/VNCI-II BREAKDOWN OF OVERALL EXPENDITURES**



**TABLE B-1: USAID/VNCI-II BREAKDOWN OF OVERALL EXPENDITURES**

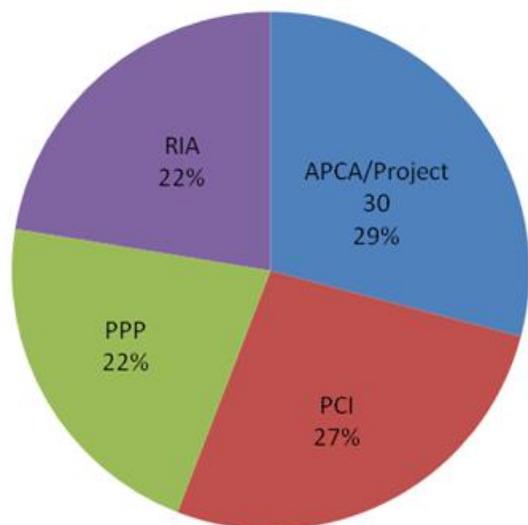
Expenditure Category	Bill Amount
Labor and Allowances	\$7,163,040.11
Procurement	\$112,991.67
Travel, Trans, Per Diem	\$804,501.80
ODCs	\$3,864,578.80
G&A	\$398,624.53
<b>TOTAL</b>	<b>\$12,343,736.91</b>

Figure B-1 and Table B-1 illustrate the breakdown across the overall cost components of USAID/VNCI-II for the duration of the project. The expenditure categories include Labor and Allowances, Procurement, Travel and Other Direct Costs. A majority of expenditures fell in the Labor and Allowances category,

which is comprised of both long-term and short-term labor for expatriates, third-country nationals and cooperating country nationals plus relevant allowances for expat and TCN LTTA. The next highest category of expenditures were Other Direct Costs, which includes Subcontractor and Independent Consultant ODCs, project office support costs including administrative staff salaries, local hire social costs, Participant Training Expenses and non-travel related expenditures related to programmatic activities such as workshops and seminars.

Figure B-2 and Table B-2 set forth the overall USAID/VNCI-II expenditures by component.

**FIGURE B-2: TOTAL EXPENDED TO DATE BY PROJECT COMPONENT**



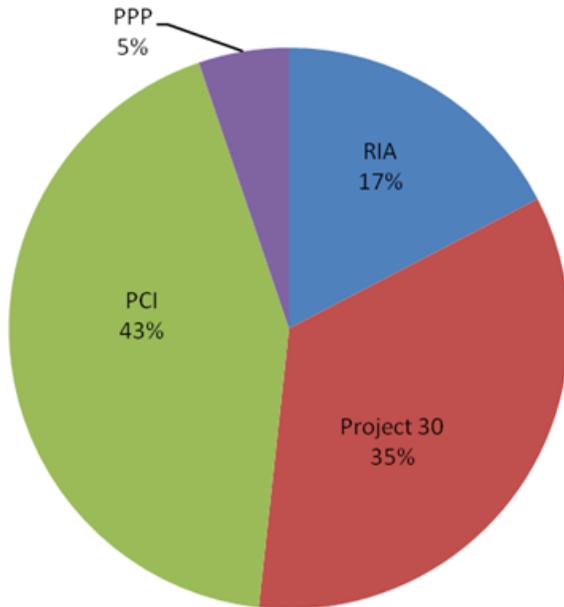
**TABLE B-2: TOTAL EXPENDED TO DATE BY PROJECT COMPONENT**

Component	Bill Amount
APCA/Project 30	\$3,591,486.38
PCI	\$3,303,372.57
PPP	\$2,681,686.54
RIA	\$2,767,191.43
<b>TOTAL</b>	<b>\$12,343,736.91</b>

Figure B-2 and Table B-2 illustrate the overall breakdown of USAID/VNCI-II’s expenditures to date by project component, including both operational and technical expenses. The APCA/Project 30 and PCI components had the largest support from USAID/VNCI-II through the amount of funding for the PPP and RIA components is not significantly lower taking in account that activities under the latter two components started later in the project’s lifetime.

Lastly, Figure B-3 and Table B-3 illustrate the breakdown of technical activities (workshops, trainings, study tours) across the project’s four main components – Regulatory Impact Assessment (RIA), APCA/Project 30, the Provincial Competitiveness Index (PCI) and Infrastructure/Public-Private Partnerships (PPP). As the component with annual reports and launches and diagnostic workshops, PCI expenditures were the highest among the four. Expenditures for PPP-related technical activities were comparatively low, likely due to increased focus on this component in the final year of the project.

**FIGURE B-3: VNCI-II TECHNICAL ACTIVITIES BY COMPONENT**



**TABLE B-3: VNCI-II TECHNICAL ACTIVITIES BY COMPONENT**

Component	Bill Amount
RIA	\$135,603.94
Project 30	\$268,534.81
PCI	\$336,481.55
PPP	\$40,723.90
<b>TOTAL</b>	<b>\$781,344.19</b>

*The figures presented in this section reflect USAID/VNCI-II expenditures at the time of writing. Actual numbers may increase slightly due to additional charges incurred under VNCI II before April 30, 2013, but not yet billed to USAID. However, the overall picture the graphs and information present is not expected to change significantly.*



# ANNEX C: SELECTION OF USAID/VNCI-II SUCCESS STORIES

## VIETNAM PROMOTES PUBLIC PRIVATE PARTNERSHIPS IN INFRASTRUCTURE

When it comes to Vietnam becoming a more competitive destination for investment in the region and achieving its full economic potential, the answer from Truong Quang Hung is clear: "People talk about different issues, but to me, improving infrastructure is vital at this stage of our development."

In Hung's case, the focus is on public-private-partnership (PPP), as he has been tasked to help implement a national plan to encourage infrastructure projects under PPPs. With a graduate degree from Hanoi Transport University and several years of hands-on experiences monitoring transport projects at the ministerial level, he is now a senior officer working within the PPP Office under the Ministry of Planning and Investment (MPI) - a one-stop-shop division in charge of national coordination of PPP projects.

PPP is a long-term contractual relationship between the public sector and a private sector party for the design, construction, financing and/or operation of public infrastructure by the private sector, with payments made over the life of the contract through services fees paid by the users to the private sector party for the use of the infrastructure delivered. In the end, the primary purpose of a PPP is for the public sector to transfer project related risk to a private sector party that is in a better position to manage such risks.

Over the past few years, USAID's Vietnam Competitiveness Initiative (USAID/VNCI) has been supporting the MPI in its efforts to develop a government wide PPP program. Activities have included study tours to other nations that have successfully implemented PPP programs, workshops with key stakeholders to build their consensus on PPP related issues, as well as technical assistance to help build capacity in central government, provincial and city agencies that will implement PPP projects. Currently, implementation of PPP projects follows an ever-evolving Decision 71/2010/QD-TTg that focuses on harmonizing potential PPP investor and Vietnamese state interests. The MPI is in the process of supporting provinces and the central government in implementing PPP projects such as e-Government Procurement, wastewater treatment, roads and inland ports.

Vietnam's rapid growth has outpaced its infrastructure, creating a major constraint to continued export-led growth and investment. An estimated \$200 billion in new roads, bridges, ports, water sanitation, power, and other infrastructure is required to sustain growth between now and 2020. Hung knows that the Vietnamese Government cannot fully finance this investment through its state budget or official development assistance loans, and that PPPs offer a new alternative.



**Tran Thi Ly Bridge in Da Nang**

"It is not only that the private sector can bring financial resource, but also that they can bring the know-how and expertise need to support infrastructure projects led by the Government," he said, noting that Vietnam could learn from the well-developed markets for PPPs in Asian countries such as India, Korea, and Singapore.

He believes that for the country to be successful in adopting PPPs as an option for meeting its infrastructure needs, there must be three elements in play and he's working very hard to address these elements. "Firstly, strong sponsorship of PPP as a policy by the relevant authorities, secondly the development of a legislative framework which is stable and allows for a fair and transparent procurement processes and thirdly capacity development of frontline staff like us," he said.

Despite Vietnam's great potential for PPP development, Hung knows that significant challenges lie ahead. "International firms are eyeing opportunities for PPP projects in Vietnam, but they will only participate in these projects until a strong and transparent legal framework is in place," said Hung. The efforts of Hung and his colleagues are supported by a technical team from USAID/VNCI-II. "Having a few competent experts behind us has been hugely beneficial," he said. "On the one hand it helps to connect us to relevant international experiences, on the other it also enhances our capacity, and these are great things."

PPPs are still at a very early stage of development in Vietnam and one of the keys to success will be the private sector's active role throughout the development of the PPP program.

The Government of Vietnam recently created a PPP office and inter-ministerial steering committee, and a critical \$20 million Project Development Facility and a Viability Gap Fund is slated to be implemented by the end of 2015 that is expected provide up to \$1 billion of state contribution required to make PPP projects.

## FROM BRICKS AND MORTAR TO STAINLESS STEEL: INVESTOR VOICES HELP BUILD A BETTER BUSINESS CLIMATE IN VIETNAM

Hanoi's skyline is rapidly changing as modern office buildings here, as in other major cities of Vietnam, are rising. Looking down from one of the capital's taller buildings, one can see shiny new water tanks glistening in the midday sun, perched like bright pods atop buildings big and small.

This is a reflection of Vietnam's transformation. Twenty years ago, water was stored in heavy brick and mortar containers that leaked and leached cement particles on roofs and into homes across Vietnam.

Back then, the average Vietnamese got by with much less. Over the past two decades, market-oriented reforms have transformed Vietnam's economic outlook. GDP per capita rose from around \$100 in 1990 to \$1,400 in 2011, dramatically reducing poverty levels and propelling Vietnam to the ranks of lower-middle-income countries.

In 1998, a new private-sector company, Son Ha, found its niche with a successful home-grown solution—lightweight and hygienic stainless steel water tanks. The industry has since boomed, and as the market leader, Son Ha now produces about 130,000 tanks a year with factories in Hanoi and Ho Chi Minh City, and ventures in solar power, steel piping, waste treatment and real estate. It recently presented its wares for export at a trade fair in Germany.

The company exemplifies entrepreneurship in Vietnam today, where firms can make informed business decisions, and where the Vietnamese people are reaping the benefits. However, it wasn't always this way. Back in the brick and mortar days, knowing where to invest and what investors were thinking was often pure speculation. That changed as a result of a partnership between USAID and the Vietnam Chamber of Commerce and Industry (VCCI), and the development of a survey tool for provincial and business leaders like those at Son Ha.

Jointly implemented by USAID and VCCI since 2005, the Provincial Competitiveness Index (PCI) is a comprehensive annual survey of Vietnamese firms about the in-country business environment. It ranks all provinces in the country in terms of transparency and ease of doing business. Few reports covering the private sector receive as much media and industry buzz as the PCI, especially about which provinces come out on top.

"The PCI helps to improve the business environment to benefit private small- and medium-sized enterprises," said Dam Quang Hung, Son Ha's deputy director general.

The 2011 version of the index surveyed almost 7,000 Vietnamese businesses across all 63 provinces and major cities. It reflects perceptions of provincial government performance regarding ease of doing business, economic governance, and administrative reform efforts that support private-sector development. The survey drew mixed reactions in the early days.

According to Dau Anh Tuan, deputy head of VCCI's legal department, economic governance at the provincial level was "not given sufficient attention" in the years before the PCI. "With the introduction of



**Employees at the Son Ha Corporation produce stainless steel water tanks in Hanoi.**

the PCI, both local and provincial governments in Vietnam could see that economic governance plays a very important role for investors while considering investment destinations. I think economic governance really matters in helping provinces to become more competitive."

VCCI, with support from USAID's Vietnam Competitiveness Initiative project, has sent the 20-page surveys to over 200,000 domestic firms since 2005 in all 63 provinces and cities. The index measures key indicators on each province's business-entry costs, land access and security of business premises, transparency, labor training, time spent on administrative procedures, quality of provincial leadership in solving problems for enterprises, and other issues of importance to businesses.

At the provincial level, the PCI provides information on where a province is excelling in economic governance, and on where improvement is needed. Rankings can help leaders improve future performance. For investors and businesses, it provides valuable information regarding business climates. For the international donor community, it is helpful in monitoring the progress of reforms and understanding the development needs of different provinces. Researchers use the rich PCI data for analysis, research and publications.

Generally, provinces are performing better since the tool was launched in 2005. The 2011 results show that the difference in scores between the top and the bottom provinces has narrowed greatly after only a few years, with only one province ranked in the "mid-low" range.

Dam Quang Hung, Son Ha's deputy director general, is banking on the confident, collective voice of his peers through the annual survey. "We use the PCI as a reference to measure changes and the ease of doing business in cities and provinces," he says. And for Sonha and so many other companies, investing in Vietnam has become easier now that provincial leaders and the private sector are listening to and working with each other to make Vietnam a better place to do business.

## INVESTORS RELY ON PROVINCIAL COMPETITIVENESS INDEX FOR SOLID CHOICES



**Kim Dong Hwan, standing at his project site, reviewed the PCI to determine where his company would invest.**

After surveying many locations in Vietnam and in neighboring countries, South Korea's Daewon Cantavil Co. Ltd decided to build the \$250 million Da Phuoc International New Town in Da Nang City in 2007. When completed the Town will sit on an area of 210 hectares and be the first new town in Vietnam to be built on reclaimed land.

According to the company's Project Director, Mr. Kim Dong Hwan, Da Nang's strategic location and competitive environment drove their investment decision.

Investors and entrepreneurs care about more than just location, as bureaucratic and cumbersome procedures can delay project implementation. To spur investment and growth, Da Nang has assumed a pioneering role in building a business-friendly regulatory environment and applying information, communications and technology (ICT). The city ranked second in the Vietnam's Provincial Competitiveness Index (PCI) in its first three years and has topped the list in 2008 and 2009.

The PCI ([www.pcvietnam.org](http://www.pcvietnam.org)), developed by the Vietnam Chamber of Commerce and Industry and the United States Agency for International Development (USAID), has showcased the Vietnam private sector's role in providing input to governance at the provincial level. Since 2005, it has served as a reference tool in all of Vietnam's 63 city and provincial governments.

"Before determining where to invest we were looking at indicators that illustrate the investment environment and prospects in a particular area," Kim said. "We learned a lot from the information provided in the PCI survey about Da Nang. We focused on the PCI because of its objective nature. The actual evolution of Da Nang's PCI over the last few years confirmed our own assessment, so we are very happy with our investment choice."

To stay on the top in economic governance, Da Nang focused on simplifying administrative procedures and the introduction of one-stop-shops and ICT in administrative procedures, pro-actively supporting businesses pre-and post-registration and promoting the public image of the city and the development of a quality labor pool to nurture business growth. And this is now paying off. As at the end of 2009, Da Nang had attracted 168 investment projects with total registered capital of US\$2.7 billion. As many as 26 projects, totalling US\$714 million, were registered in 2009 alone.

Government leaders see the benefit of the PCI. "Da Nang topped the PCI but is not a perfect performer; there remain a number of areas where improvement is needed," said Mr. Tran Van Minh, Chairman of the People's Committee of Da Nang City. "We use the PCI information to develop a vibrant business sector, particularly in high value-added industries, to make Da Nang a city of high technology and a great tourism destination with a green environment. The PCI can also contribute to increasing national competitiveness by reinforcing good practices in economic governance."

The provinces, noted Dr. Vu Tien Loc, President of Vietnam Chamber of Commerce and Industry (VCCI), are also showing great interest in the PCI. "The annual PCI results have helped leaders of many

localities know their governance capacity and are motivated to implement reforms to upgrade their business environments," he said. PCI improvement not only beautifies the image but also helps attract investment and increase State budget revenues."

Like many other investors, Kim said the PCI had confirmed his company's assessments. "It provides existing and new foreign investors with reliable indicators as they make their investment decisions. When our project is finished we will not only have a profitable business but also hope to create additional jobs and help to improve the quality of life among local people," Kim said. "We believe in what we have seen."

## **DONG THAP PERFORMANCE ADVANCES MEKONG DELTA COMPETITIVENESS**

When pharmacist Huynh Trung Chanh took up his post as General Director of Domesco in 1993, he could not have envisioned the extent of his success in turning a struggling pharmaceutical company into an industry leader in Vietnam.

Based in the Mekong Delta's southern Dong Thap province, Domesco has specialized in the manufacture of pharmaceutical drugs and medical equipment since 1989.

According to Mr. Chanh, Dong Thap province developed a very favorable business environment over the past two decades and has enormous potential to attract local and international investors. Out of 63 cities and provinces countrywide, Dong Thap rose from 21st in the 2005 Vietnam's Provincial Competitiveness Index (PCI) to third place in the national standings in 2010, the highest among provinces in the Mekong Delta. A number of innovative local investors, such as Mr. Chanh, have benefited from the provinces progressive regulatory environment.

With eight branches nationwide and four factories, all following sound manufacturing practices of the World Health Organization, the company's annual sales have reached VND 1.1 billion (\$55 million) in 2010.

Through the support of the Trade Promotion Center under Dong Thap People's Committee, Domesco managed to enter the Cambodian medical market, securing a lucrative contract with the Thy Holding Group to distribute antibiotics, pain-killers, and drug ingredients.

Mr. Chanh believes the province derives its strong performance from its legal framework, commitment to administrative reform, and dynamic local leadership. The ease of doing business has accelerated the growth of entrepreneurs such as Mr. Chanh.

"Our business no longer makes numerous trips to collect mandatory signatures and stamps from the provincial authority. The paperwork has been significantly simplified," he said, noting that business registration certificates are now received quickly, and investment promotion information is clear and transparent.

The improvement in Dong Thap's PCI ranking resulted from continuous, combined efforts of the province and the business community to improve the business climate. The survey results allow provinces to assess their strengths and weaknesses, and identify targets for future improvement. "After the 2009 PCI rankings were unveiled, our management sat down with technical experts from the Vietnam Chamber of Commerce and Industry (VCCI) and USAID's Vietnam Competitiveness Initiative project to discuss our strengths and weaknesses," said Mr. Le Minh Hoan, chairman of Dong Thap People's Committee. "In particular, we looked at ways to provide effective support for businesses."

Some initiatives taken by the province included assisting investors with required administrative procedures, and processing them as quickly as possible. Dong Thap also discussed making capital



**Domesco staff members conduct a training session with new equipment.**

accessible to potential investors, and prioritizing the appointment of qualified and efficient local authorities. In addition, the province places a high value on environmental protection, social welfare, and fighting corruption and waste.

"The PCI helps improve the quality of economic governance in a practical way. The index has contributed to healthy and effective competition between localities and enterprises," said Mr. Hoan.

Among many other businesses, Domesco has been applying new management tools acquired from the PCI methods. These include administrative reform, information technology management, and staff training, particularly for middle managers and scientists driving research and innovation.

Developed by USAID/VNCI-II and the VCCI and published annually since 2005, the PCI ([www.pcivietnam.org](http://www.pcivietnam.org)) is widely viewed as a tool for measuring and assessing economic governance in Vietnam's 63 provinces and centrally-managed cities from the perspective of private sector business. It covers issues critical for businesses, such as entry costs, compliance costs, land access, informal charges, transparency, labor development, and legal procedures for dispute resolution.

"I am happy to see that more and more enterprises have taken Dong Thap as their final investment destinations in doing business in Vietnam," said Hoan.

According to the latest PCI, the Mekong Delta's provinces saw an average increase of 7.86 points in their PCI ranking from 2006 to 2010, much higher than the national average of 5.81 points. For the first time, the region's provinces scored above the "Average" level; four of them were in the "Mid-high group, eight in the "High" group and one in the "Excellent" group. The Mekong Delta also accounted for three of the 10 provinces with most significant improvement in their rankings: Bac Lieu, Soc Trang and Tra Vinh. The region continues to be classified in the three groups with good growth and stability.

## HO CHI MINH CITY SHOWS THE WAY IN ADMINISTRATIVE PROCEDURES REFORM



**Residents of Ho Chi Minh City's District 1 can now comment on administrative procedures provided by public servants.**

Ho Chi Minh City is at the forefront of Vietnam's national economic growth. In Vietnam's largest city of eight million people, gross domestic product (GDP) growth is around 15 percent -- more than double the national average of 7 percent. The city produces around 25 percent of national GDP and 60 per cent of recorded exports. In addition, GDP per capita increased from \$937 in 1994 to \$2,800 in 2010. Ho Chi Minh City is also setting the pace in administrative procedures reform -- to help cut unnecessary red tape.

Local civil servant, Ms. Dang Thi Xuan Huong, is clear about what can be done to drive economic growth in Vietnam. "It starts with reform of administrative procedures," she said

Based in Ho Chi Minh City and working in the municipal Department of Home Affairs, Ms. Huong was seconded to a task force on administrative procedures reform. This task force was part of 'Project 30,' a national initiative led by the Prime Minister.

Running from 2007 to 2010, Project 30 was tasked with reducing and simplifying governmental administrative procedures that are now being implemented through changes in legislation. "I think the Prime Minister's publicly announced targets to simplify at least 30 percent of national administrative procedures, and also reduce their cost burden by 30 percent, are the right moves," said Ms. Huong.

"Project 30 has brought about many benefits to the people of Ho Chi Minh City," she said. "The most visible are improvements in transparency and the understanding of administrative procedures. In particular, the attitudes of officials at local administrative offices have significantly improved."

Before Project 30, no office in the city could provide the exact number of administrative procedures it was implementing or the number of new ones being introduced each year. Many procedures and forms were issued without management oversight. Others were unnecessary. Procedures for investment, business set up, construction, housing, and land were cited by enterprises as major inconveniences and costs for doing business.

USAID's Vietnam Competitiveness Initiative (USAID/VNCI-II) worked in partnership with the Government of Vietnam on Project 30. The project provided a package of hardware, software, and technical assistance to the Prime Minister's Special Task Force, 87 ministerial and provincial task forces and the Advisory Council with representatives from major business associations and research institutes.

"Now, with the establishment of a national Database of Administrative Procedures, all the necessary procedures and required forms will be accessible online. This will significantly reduce risks to businesses and citizens in daily transaction," Ms. Huong said.

When Phase 2 of Project 30 ended in December 2010, HCMC completed its review of 2,504 administrative procedures. Based on the legality and necessity of a procedure, the following changes have been proposed: Adjust 873, Replace 179, and Eliminate 718. This represents a simplification of 70.7 per cent of the total administrative procedures reviewed.

Taxation is one area that has benefited from administrative procedure reform. Invoice management in Vietnam has been complex with procedures that caused difficulties, costs time and money for enterprises. However, effective from January 2011, enterprises operating in the country are permitted to design their own invoices with their own logo. Previously, they had to purchase pre-printed, blank VAT invoice from local tax offices, which were only printed and issued by the Ministry of Finance. According to Project 30's tax working group, making enterprises buy blank invoices from tax offices was wasteful, ineffective in preventing tax fraud and only delayed access to invoices. In addition, a person wishing to engage in tax fraud could establish an enterprise just to be able to buy or sell blank invoices. Vietnam lost trillions of Vietnam dong (VND) due to tax fraud. The move of Vietnam using self-printed invoice will help save nearly VND400 billion per year and has received very positive feedback from business community.

According to Ms. Huong, Project 30 is "fostering an environment of work-place pride amongst civil servants. It has brought a more efficient and professional public administration, helping the city attract more investment and create job opportunities."

Mr. Le Hoang Quan, Chairman of Ho Chi Minh City People's Committee, noted that results of the review and the simplification of administrative procedures "set the requirements for administrative offices and civil servants in the system at all levels of local government to increase their efforts to improve methods and abilities, to contribute to building a modern and efficient public administration to better serve individuals and enterprises."

Today, Ms. Huong is Deputy Head of the Administrative Procedures Control Unit, under the People's Committee of Ho Chi Minh City. She oversees, reviews, and verifies new administrative procedures before they are issued. She is also part of a centralized Administrative Procedures Control Agency and an extensive network of ministerial and provincial administrative procedure control units that was established by Decree 63 after Project 30 ended on December 30, 2010. Attached to the Office of the Government, this system of 87 control units has over 500 professionals helping coordinate reforms in all 24 ministries, 63 cities and in provinces nationwide.

## BUSINESSES START UP QUICKER WITH ONLINE DATABASE

When Nguyen Thang wanted to start his marketing and product branding business, there was no need to spend a lot of time searching for legal documents on licensing procedures or tax codes. All he needed to do was visit the listing of administrative procedures on a new national database of administrative procedures, which came online with the technical support of USAID.

"The benefits the database provided to me were huge," said Thang, the director of Vietnam Business Development Co. Ltd. "With one click I easily found the information I needed and could also download the administrative forms I had to complete."

Simply by visiting the national database ([www.thutuchanhchinh.vn](http://www.thutuchanhchinh.vn)), he was able to tap into more than 5,700 administrative procedures, 9,000 legal documents and 100,000 administrative templates and forms.

"I now know where I can find legal guidance and the specific steps required to comply and complete any legal procedure," he explained. "The information is fully accessible and the time and resources saved can be used for other business tasks such as marketing and focusing on growing the business."

About 80,000 new businesses register in Vietnam each year. The national database of administrative procedures helps businesses stay abreast of the plethora of administrative procedures as well as new legal requirements. Transparent access through the database is crucial to encourage business start-ups at minimum cost. "I visit the site regularly to keep up-to-date with any new regulations and administrative procedures," he said. "It is efficient, well-structured and user friendly."

The database is built on the principles of transparency and security for individual and institutional users and features advanced search and other interactive functions. The launch of the database was selected as one of the top ten events of 2009 in Vietnam by the Vietnam News Agency.

"For the first time in 65 years of independence Vietnam, has created and developed a national database of administrative procedures implemented at all four levels of government," said Nguyen Xuan Phuc, Minister and Chairman of the Office of the Government. "The system is easily accessible and transparent; a "one-stop-shop" for administrative procedures that will serve the entire country of 88 million people. Legal forms can be downloaded and printed directly from the national database instead of having to collect them in persons from public bureaus."

Since 2007, USAID's Vietnam Competitiveness Initiative program (USAID/VNCI-II) has supported the Government of Vietnam in designing and implementing the Master Plan for the Simplification of Administrative Procedures in all areas of State Management (known as Project 30). The comprehensive national database system uses USAID-financed technical expertise and hardware and software developed from international experience to make the process of doing business in Vietnam easier for businesses, citizens, and public servants.



**Nguyen Thang had an easier time starting his business by using the national database of administrative procedures set up by the Government of Vietnam with USAID technical support.**

Efforts like these are paying dividends for Vietnam's economy. According to the World Bank's Doing Business 2011: Making a Difference for Entrepreneurs report, Vietnam was one of the 10 most-improved economies regarding the ease of doing business for local firms in 2009-2010. Vietnam, which moved up 10 places in the global rankings to 78 among 183 economies, was applauded for improvements in the ease of starting up businesses, construction permits, and credit.

## MAKING POLICY DECISION WORK: VIETNAMESE MEDIA ENGAGE AUDIENCES ON REGULATORY IMPACT ASSESSMENT



**Thai Thanh conducts a television interview on RIA.**

Sitting down in his studio to edit a 20-minute television program, Thai Thanh raised his voice while recording his voiceover introduction: "Transparency of law drafting and enforcement is a long-standing issue that needs improvement if Vietnam is to transform itself into a more dynamic and efficient economy."

Thai Thanh is a senior television editor at a program called, "The National Assembly and Citizens," aired by Vietnam's most influential socio-political issues channel, VTV1. Following the recent National Assembly election in late May 2011, Thanh organized an exclusive program on a topic he considered newsworthy: "Regulatory Impact Assessment (RIA)."

RIA is a tool for enhancing the regulatory quality of legal normative documents in order to help improve the regulatory environment by developing evidence-based legal norms. A RIA report informs the decision-making processes within the Government and National Assembly and facilitates the public consultation process by concerned stakeholders.

"RIA is a tool of good governance because it uses public consultation to develop regulatory alternatives and to understand associated impacts," adding that "public consultation enhances the transparency, accountability and participatory nature of the regulatory decision making process, while directly helping to improve regulation quality."

Thanh was among 80 senior reporters and editors from national broadcast, print and online media who attended a media workshop titled: "Better Regulation for Economic Growth and Competitiveness." The workshop aimed to raise awareness among journalists about the need for better regulations, and encourage development of their reporting skills in this regard.

It also provided opportunity for open discussions among technical and media experts. Various topics were addressed including: How can the Government better promote quality regulation through the media? How can the media deliver this information proactively, correctly and quickly? What are the benefits of good regulation? What does this all mean for media professionals?

"Some journalists in Vietnam lack the skills to conduct in-depth investigative reporting, but these skills are essential for accountability," he said. "Now is an opportune time for a workshop such as this."

Vietnam is in the early stages of implementing RIA since its introduction in January 2009 under the 2008 Law on the Promulgation of Legal Normative Documents. Local media can play a critical role in fostering transparency and accountability in governance and society. They serve a crucial monitoring function, providing citizens with the information they need to keep the public and private sectors accountable.

According to Thanh, RIA is important in the Vietnamese context. "When drafting a proposal, a RIA would consider the full range of impacts - economic, social and environmental."

Thanh is ready to apply his improved skills to new stories, in future reporting for broadcast TV.

"RIA is now a term we all use in our reporting work. Whenever I have an interview with a regulator or policy-maker on a draft law, I will certainly ask whether he has seen a complete RIA, and whether he is satisfied that the benefits justify the costs."

USAID's Vietnam Competitive Initiative (USAID/VNCI-II) has helped introduce and implement RIA in Vietnam. This resulted from cooperation with government partners such as the Ministry of Justice and Vietnam's leading think-tank, the Central Research Institute for Economic Management (CIEM). Some 2,500 government officials have received practical training on RIA with USAID support. USAID/VNCI-II continues to engage with local media to support reporting about RIA, and to improve their contribution to Vietnam's economic growth.

"Impact assessments should be at the heart of the policy making process, but they have not always been used effectively," said CIEM Vice President, Dr. Nguyen Dinh Cung. "They need to add to the substance and effectiveness of the policy making process, not be viewed as a box to tick."

## **NURTURING A NEW GENERATION OF REGULATORS: USAID SUPPORTS TRAINING FOR ECONOMIC POLICY ANALYSTS**

Phan Duc Hieu is taking his newly-found conviction into training rooms to prepare a new generation of regulators to entrench transparency and common sense in Vietnam's law making culture. His tool sounds daunting, but it works: regulatory impact assessment (RIA).

"RIA is needed in Vietnam as often we have laws and regulations that are drafted and passed that do not work or increase the burden on citizens or businesses," explained Hieu.

Taking a break from training a group of officials from the Ministry of Planning and Investment on how to conduct RIAs on new laws and regulations, he adds: "Currently regulations are drafted with no consideration of what the real problem is and what we want to achieve. Using the RIA as a policy-making tool forces officials to take a step back and think carefully about impacts before regulating."

After studying law in Vietnam, he continued his education abroad by pursuing Economics of Law. "My course in the Netherlands started to make me aware of the need for better economic analysis in law making, and RIA has provided me with a tool for applying this. I only really understood RIA after about one year of being introduced to the concept."

USAID's Vietnam Competitive Initiative (USAID/VNCI-II) has helped introduce and implement RIA in Vietnam. More than 2,500 officials from 18 state agencies, the National Assembly and Provincial People's Committees have received introductory and practical training on RIA with USAID support.

Hieu was first introduced to the RIA methodology by USAID/VNCI-II when he was an economic and law researcher. So convinced by RIA, he now organizes workshops during his free time. One of a trained cadre of Vietnamese officials and experts carrying out economic policy analysis within Vietnam, he is now working to develop a team of trainers to implement RIA across ministries.

"RIA makes the law making process more transparent and accountable, so that all people can understand where and why the law has been proposed," he said. "Otherwise regulations appear and nobody knows where or why the regulation came from and if it is needed at all."

Vietnam is in the early stages of implementing RIA since its introduction in January 2009 under the 2008 Law on the Promulgation of Legal Normative Documents. Hieu is quick to acknowledge that there is a lot of work ahead. The biggest challenge he notes is the perception of RIA as an added burden by ministry officials.

"They do not understand that in actual fact it will accelerate the law making process and make their work easier. It will also make the overall regulatory system more efficient and effective, and not waste our little government resources --so more awareness and education on RIA is required. RIA is very important for



**Phan Duc Hieu helps officials from the Ministry of Planning and Investment see the value of regulatory impact assessment to enhance Vietnam's lawmaking process.**

the future of Vietnam as it will improve the quality of laws and regulations, and make the regulation making process more transparent and accountable for the benefit of citizens and businesses."

Hieu is a senior official at the influential government think-tank, the Central Institute for Economic Management (CIEM), and has been advising the Governments of Cambodia and Laos based on his practical experience in Vietnam.

"Hieu has utilized his opportunities and experience in RIA well, and he has used his own initiative to go beyond his remit, which is recognized," said CIEM Vice Director Nguyen Dinh Cung. "He is equipping himself and the Institute with modern economic policy making tools. This is critical and needed in the next generation of leaders in CIEM and Vietnam. With people like Hieu, CIEM is planning to increase the economic policy analysis capacity in ministries over the coming years. This will move Vietnam towards evidence-based policy drafting and increase the quality of decision making by the Vietnam leadership."

# ANNEX D: MILESTONES OF PROJECT ACTIVITIES

Timeline	Milestones
October 2008	Project commencement for Vietnam Competiveness Initiative phase II (USAID/VNCI-II)
October 2008	USAID/VNCI-II staffed the Special Task Force (STF) with 5 full time experts and the Secretariat of the Advisory Council for Administrative Procedures Reform (ACAPR) with 1 full time expert
November 2008	Commencement of the STF and Secretariat of the ACAPR
November 2008	Launch of inventory phase of Project 30: Completed intensive design, consultations and trainings for the STF and Secretariat on inventory procedures, inventory implementation and oversight of ministerial and provincial task forces (TFs)
December 2008	Eighty-four TFs were appointed by Ministers and Chairs of People's Committees under direction from the Office of Government (OOG). USAID/VNCI-II supported a series of hands-on trainings and field trips for all 84 ministerial and provincial TFs by the STF throughout the inventory phase
December 2008	Launch of Project 30 website at <a href="http://www.thutuchanhchinh.vn">www.thutuchanhchinh.vn</a>
December 2008	Finalized and delivered customized e-guillotine software to STF, which is accessible through the website for citizens and private sector participation through e-government services for 84 TFs and the public
January 2009	The Law on Laws made effective and the use of regulatory impact assessments (RIA) has become a legislative requirement
February 2009	First training programs designed, piloted and refined on RIA to build the capacity of drafting teams and committees who are responsible for submitting proposals to the Government in 2009
March 2009	OOG Minister Nguyen Xuan Phuc presented Project 30 to CEOs and business representatives in a EuroCham/AmCham and 9 chambers (Germany, Canada, Singapore, Malaysia, etc.) at luncheon meeting in HCMC to over 80 participants and media
April 2009	USAID/VNCI-II and Dr. Ngo Hai Phan, STF Deputy Director General invited to present Project 30 experience at UNCTAD conference on Administrative Efficiency
June 2009	OOG Minister Nguyen Xuan Phuc approved the Communication Strategy for Project 30 proposed by USAID/VNCI-II with a new set of brand, logo, slogan and communication taglines
June 2009	Project 30 was presented by AmCham on behalf of the ACAPR to the mid-term Vietnam Business Forum. The event attracted 400 people in attendance from private sector, business associations and diplomatic and donor community
August 2009	Completion of the inventory phase of Project 30, with over 105,000 dossiers and over 8,600 legal documents submitted to the STF by 87 Task Forces in Ministries and Provinces
September 2009	Review phase of Project 30 began
September 2009	Conducted successful first-ever PCI diagnostic workshop in Da Nang presided by Chair of People's Committee of Da Nang with 75 government officials, business and media leaders
October 2009	Prime Minister officially launched the national database of admin procedures. This database contains over 5,700 procedures, over 9,000 legal documents and over 100,000 inventory dossiers. The launch was put forward 14 months earlier than originally planned to serve the public, as well as showing commitment of the Government.
December 2009	USAID/VNCI-II supported a study mission to the Philippines learn about PPP model in

Timeline	Milestones
	Philippines and the Philippines Water Revolving Fund (PWRF) in coordination with JICA. The delegation was led by Vice Minister Dong and senior government leaders from MPI, MOF, MOC, MOJ, MOT and OOG to learn the importance of competitive bidding and new infrastructure institutions that can be adapted to Vietnam
January 2010	Launch of the Provincial Competitiveness Index (PCI) 2009 marking the 5th annual launch of the PCI report in the country since its introduction in 2005. For the first time, an award was presented by VCCI on behalf the business community to top performing provinces and top reformers
February 2010	OOG Minister Nguyen Xuan Phuc led study mission on Regulatory Reform to Egypt and France to learn about experiences in regulatory reform and management
June 2010	Government approval of the first package of 258 simplified priority administrative procedures under Project 30 to be implemented by changes to existing legislation
June 2010	The Government issued Decree 63/2010/ND-CP to institutionalize AP reform. According to this decree, an AP Control Agency will be established together with 84 AP control units at ministerial and provincial levels. This decree sets mechanism to sustain and improve the success of project 30
July – August 2010	First training to National Assembly members on reviewing of RIAs
July 2010	The first Public Service Announcement that features Minister Phuc and Project 30's key members was completed and aired on major national and provincial TVs from July to the end of the year 2010 to promote Project 30 and to call for support from the public for the reform. Several media outlets such as Radio Voice of Vietnam, Vietnam Business Forum and VietnamNet also launched columns on AP reforms, creating momentum for the reform. USAID/VNCI-II also started providing technical support to VTV and VTC to improve quality their existing programs on Administrative Reform
October 2010	Kick off a publicity campaign on PPP by working with Vice Minister Dong and media partners to set up roundtable TV shows, on-line news, and other forums to educate public on PPP
November 2010	On November 9, 2010, the Prime Minister approved and signed decision 71/2010/QD-TTg laying the foundation for a legal framework for pilot public-private partnership investments. Priorities will be given to attract public investment and resources to the country's crucial infrastructure needs such as airports, ports, roads, urban transport, and industrial parks.
November 2010	Support OOG and OECD to conduct the ASEAN-OECD conference on regulatory reform in Hanoi
November 2010	Prime Minister signed Decision 74/2010/ND-CP to set up the Administrative Procedure Control Agency (APCA) as a centralized agency to conduct quality assessments and reviews of AP reforms in the coming year
December 2010	Completed recommendations for the simplification of 4,800 administrative procedures under 25 Government resolutions signed by the Prime Minister in December 2010
March 2011	Live roundtable discussion on the PCI and FDI survey broadcast by VietnamNet with 300,000 hits, provided great coverage and exposure for the PCI to online community
August 2011	Official launch of Program to Enhance Regulatory Quality (PERQ) with CIEM
October 2011	PERQ-OECD workshop took place in Hanoi that attracted government, academic, and private sector participants and journalists to discuss about the need for regulatory reform in Vietnam, as well as new model for infrastructure development (PPP). U.S. Ambassador David Shear and Vice Minister Dong, MPI chaired the event.
October 2011	First meeting of a new ACAPR with new OOG Minister as the chairman and 27 members; twenty eight press agencies invited to a Council meeting for the first time
November 2011	First RIA training for editors and journalists conducted in Ho Chi Minh City
December 2011	Hanoi came up with a specific action plan signed by its Chairman of People's Committee for the 2011-2015 to create better business environment for the capital. Priorities will be made to tackle issues related to taxation, financing, land acquisition, human resource training, and apply the "one-stop shop" for information and business support services
December 2011	Nation-wide competition entitled "Join hands for Administrative Procedures Reform" was kicked off by OOG in Hanoi seeking reform ideas and initiatives from general

Timeline	Milestones
	public and businesses
March 2012	USAID/VNCI-II coordinated with IFC to organize intensive five two-day training courses on AP bundle review, one course for 50 staff from APCA as well as 300 staff from AP control units from 24 ministries and 06 provinces. Purpose of the training is to introduce process mapping as a new tool applied to AP bundle review and improved review forms
April 2012	OOG/APCA successfully participated in the OECD's 6th Regulatory Policy Committee Meeting in Paris with support of USAID/VNCI-II. Vietnam was one of the three South East Asian nations, meet and share with other country representatives their experiences in regulatory reform
October 2012	The Prime Minister issued Decision 1624/QD-TTg on the establishment of the Steering Committee for PPP headed by Deputy Minister Hoang Trung Hai, showing the Government's commitment with PPP and infrastructure development
March 2013	Launch of the PCI 2012. USAID/VNCI-II team was awarded with a certificate of appreciation for its contribution to the development of the private sector in Vietnam



# ANNEX E: OUTPUT OF PROJECT ACTIVITIES

## ACTIVITY LOG FOR USAID/VIETNAM COMPETITIVENESS INITIATIVE II PROJECT, 2008-2013

End Date	Program Area	Event	Description of Event	Female	Male
12/12/2008	Infrastructure	Workshop on Public Private Partnership (PPP)	Hosted by MPI and USAID/VNCI, the workshop aimed to <ul style="list-style-type: none"> <li>• Present and analyse the actual state and situation of capital mobilization for development investment in Vietnam</li> <li>• Provide experiences in doing PPP from several developing countries such as USA, Singapore</li> <li>• Analyse the conditions for PPP to be realized in Vietnam</li> <li>• Propose solutions for creating PPP policies in Vietnam</li> </ul>	25	55
5/6/2009	Infrastructure	Workshop on Public Private Partnership	<p>Goal: Government participants leave workshop committed to specific next steps needed to develop an innovative fund mechanism with enabling legislation and governance to finance strategic infrastructure projects to move towards financial close and implementation.</p> <p>Shared assumption: In order to foster Vietnam's long-term economic growth, GoV must adopt an approach to financing infrastructure that leverages the government's financial commitment by developing projects that are attractive to private domestic and international investors seeking reliable and safe returns on their capital.</p> <p>Host: Ministry of Planning and Investment (MPI)</p> <p>Sponsors: Vietnam Competitiveness Initiative (VNCI) funded by USAID</p> <p>Development Credit Authority, USAID</p> <p>Participants (20):</p> <ul style="list-style-type: none"> <li>• State agencies involved in infrastructure: MPI, MOF, MONRE, Ministry of Construction, etc. (10)</li> <li>• Private sector representatives (5)</li> <li>• Provincial leaders, scholars and associations (10)</li> <li>• Donor representatives: JICA, ADB, World Bank, etc.</li> </ul>	4	16
4/2/2011	Infrastructure	Training on PPP for inter-ministerial PPP Task Force	Training on PPP for inter-ministerial PPP Task Force, Vinh Phuc 31 Mar - Apr 2, 2011	6	7
4/20/2011	Infrastructure	Training Workshop on Credit facilities for PPP projects	Training Workshop on Credit facilities for PPP projects, MPI, Hanoi Apr 20, 2011	9	6

End Date	Program Area	Event	Description of Event	Female	Male
5/12/2011	Infrastructure	The first official Government - Donors meeting on PPP program	To organize the first official Government - Donors meeting on PPP program	40	60
2/29/2012	Infrastructure	Meeting with Thanh Hoa PC to identify potential projects for PPP Pilot Program: one express way of 11.5km and one water sanitation project.		2	13
3/27/2012	Infrastructure	Technical meeting with Thanh Hoa PC	Coordination with ADB team to visit Thanh Hoa to get feedback on PDF design and capacity building, information gaps of 02 potential projects	2	10
12/28/2012	Infrastructure	The Project Development Facility Operating Guideline launching workshop in Hanoi	The workshop which included over 100 participants primarily from the various line ministries responsible for infrastructure (MoT, MoC), and Northern Provinces and City governments. The workshop was also attended by members of the media and a few private sector companies. The focus of the workshop was on receiving stakeholder input on proposed changes to the Decision 71 (PPP Pilot Project), learning a “good practices” methodology for identifying PPP projects at the ASA level, understanding the process to be followed in applying for Project Development Facility funds for the hiring of technical and transactional advisors necessary for undertaking a PPP. Similar workshops will be held in Da Nang and Ho Chi Minh City	34	62
1/18/2013	Infrastructure	The Project Development Facility Operating Guideline launching workshop in Ho Chi Minh City	Like the first one that has been organized for northern participants in Hanoi, this time in HCMC the workshop aims to introduce draft PDF guidelines, to discuss revisions to the Decision 71 and to present methods in undertaking PPP project identification with government officials, ministries' representatives and some private companies in the South	20	80
1/23/2013	Infrastructure	Training on PPP with Edward (Ned) White for PPP office and other ministries	Mr. White's training aims to:  (1) Bringing a new vision and better understanding of PPP's to members of the newly formed the PPP Steering Committee by presenting key success factors and lesson learned for Vietnam.  (2) Strengthening the capacity of the PPP Office, the Authorized State Agencies (ASA) and some local consultants in different areas of a PPP project life cycle. Subjects to be covered will include project identification and screening; structuring; financing; the undertaking of a project pre-feasibility; performing economic and financial analysis; and implementing, managing and supervising a PPP project. Lessons will be learned from international case studies on PPPs.  (3) Advising on the developing of a medium term PPP capacity building strategy for the PPP Office and ASA's based on AFD and DfID capacity	12	46

End Date	Program Area	Event	Description of Event	Female	Male
			building studies		
2/9/2009	PCI	PCI 2008 Diagnostic workshop- Mekong Region	This was the first regional PCI workshop, which was chaired by Mr Vu Tien Loc, Chairman of VCCI and Mr Tran Thanh Man, Chairman of Can Tho PPC. Attending the workshop were over 150 participants, comprising chairman and vice chairman, as well as representatives of all departments from 13 provinces in the Mekong region. The workshop also got media attention (attached file). This was also the first PCI workshop to have Project 30 introduction, addressing the needs for more provincial leaders' efforts to promote administrative reform, reducing unnecessary procedures for business for the sake of economic growth. From all presentations, strategy for the development of the whole region was risen, along with analysis on weakness and strengthen of regional link. Making speech at the workshop, Chairman of Kien Giang province, Mr Bùi Ngọc Sương, chairman of Dong Thap Province, Mr Trương Ngọc Hân, and Vice chairman of Can Tho province Mr Trần Tuấn Anh all highly appreciated efforts by VNCI project, especially PCI, considering it as an important reference for provinces to provide solutions to improve the business environment to be most convenient and favorable as possible. All provincial leaders had reached a commitment to speed up administrative reform, business environment improvement for local people and firms. They proposed that VCCI and VNCI should synthesize the results of 4 years researching to renew the index with indicators, sub-index more suitable with local reality.	20	140
2/10/2009	PCI	PCI 2008 diagnostic workshop for Can Tho province	Can Tho was the first major city to conduct PCI diagnostic workshop in cooperation with Project 30. Along with the provincial leaders ( Chairman Trần Thanh Mẫn, Vice Chairman Nguyễn Tuấn Anh), Dr Jim Winkler and Dr Phan from Project 30 also chaired the workshop. After analyzing PCI results for Can Tho, participants also heard presentation from Dr Phan, Project 30, who addressed that administrative reform have been considered one of powerful tool to improve competitiveness. As conclusion for the workshop, Can Tho provincial leaders emphasized that in 2009, the province shall promote more public-private dialogues to settle difficulties for business community, speeding up infrastructure construction projects to attract more investment. This aimed at promoting the Mekong regional development with Can Tho's development.	30	70
2/11/2009	PCI	PCI 2008 diagnostic workshop - An Giang province	The workshop was chaired by the Vice Chairman Vương Bình Thạnh. This was the third year An Giang conducted the diagnostic workshop on PCI. Besides PCI presentation by VCCI and VNCI, economics expert Le Dang Doanh made presentation on macro economic picture of Vietnam, how economic crisis affect VN business environment and solution for SME Vietnam. Representatives from line departments contributed ideas and comments about PCI research, how the department were doing to improve their areas of competitiveness. The workshop was conducted under	40	90

End Date	Program Area	Event	Description of Event	Female	Male
			cooperation with GTZ SME program.		
2/12/2009	PCI	PCI 2008 diagnostic workshop 2008- Bac Lieu province	Bac Lieu PPC Chairman Cao Anh Lộc, Vice chairman Trần Thanh Bé and Chairman of VCCI Cần Thơ Võ Hùng Dũng co-chaired the workshop. Bac Lieu is the only province in Mekong delta that lies among the Low-performing tier of PCI. The workshop showed the provincial leaders' commitment and determination to improve its business environment for the sake of FDI attraction and economic growth. In addition to PCI presentations, from VCCI Can Tho, Mr Vo Hung Dung also shared lessons from neighboring provinces of how to make the most favorable for investors and firms right from the phase of business registry and business performance.	40	110
2/24/2009	PCI	PCI 2008 diagnostic workshop- Phu Yen province	This was the first PCI diagnostic workshop to be conducted for Phu Yen province. After presentations by VNCI and VCCI, economics expert Le Dang Doanh also presented the macroeconomic picture of Vietnam given inflation and world economic downturn, and how Phu Yen should focus to find its way out of the crunch time. Highly appreciating efforts by VNCI and VCCI, Mr Đào Tấn Lộc, Party Secretariat agreed on the PCI team analysis that major constraints for Phu Yen was transparency, which led to the fact that government officials caused difficulties to firms and civilians. He encouraged his staffs to have a business-friendly attitude during working performance. Concluding the workshop, the Party secretariat guided the People's committee to work out a plan to improve PCI, and submit the Party board for consideration.	15	65
2/26/2009	PCI	PCI 2008 diagnostic workshop- Quang Nam province	The workshop was chaired by Mr Lê Minh Ánh, Deputy Party Secretariat and Mr Trần Duy Hùng, Vice chairman of PPC. Some 70 representatives of line departments showed up in the workshop, presenting their ideas and comments on PCI results, their achievements as well as constraints in improving governance competitiveness of the province. This was also the first PCI workshop to have a careful and detailed report by the Vice director of provincial DPI, analysing each PCI sub-indices, highlighting the reason for weak PCI areas, and proposing solutions to improve those areas. Main issue for Quang Nam defined by PCI results was land access, about which the Director of Donre had a report to explain why Quang Nam dropped much (detailed see minute).	10	60
3/10/2009	PCI	PCI 2008 diagnostic workshop- Kien Giang province	The workshop was conducted with more than 100 participants, mainly from line departments of the province and business association. In addition to VNCI and VCCI presentation, senior economics expert Le Danh Doanh also contributed to the workshop his insights about the macro economic picture, comprising potential risks given the economic downturn and solutions for the province to overcome the difficulties. Top leaders of the province highly appreciated the project efforts in defining problem areas affecting competitiveness, and set the determination to improve those areas in the	20	80

End Date	Program Area	Event	Description of Event	Female	Male
			next year ranking through a so-called plan "competitiveness enhancement".		
3/11/2009	PCI	PCI 2008 Diagnostic workshop- Dong Thap province	The workshop was conducted with more than 100 participants showing up, mainly from line departments and people's committee of districts. This was the second time Dong Thap held a diagnostic PCI workshop. In addition to analysis by VNCI and VCCI, economics expert Le Dang Doanh also gave presentation on macro-economic picture, how to deal with inflation, and recommended on which areas Dong thap should for the time ahead to promote economic-socio development.	10	90
3/12/2009	PCI	PCI 2008 Diagnostic workshop- Long An province	The workshop was conducted with participants from all local line departments, districts and business community of Long An. Long An was the few province that improved their PCI ranking 3 years in a row. Many ideas in the workshop shared the common view that for the province to improve their competitiveness in 2009 and following years, it was essential to develop infrastructure, water and power supply for production firms, better implement administrative reform. The province showed their efforts to improve PCI by committing to release an action plan to improve the position for the time to come.	15	135
3/16/2009	PCI	PCI 2008 Diagnostic workshop- Lam Dong province	This was the second time Lam Dong held PCI diagnostic workshop, showing big determination of the provincial leaders to improve their competitiveness. The workshop was chaired by the Vice Chairman Mr Trần Quang Thái, and the ambassador of Denmark to Vietnam. This was conducted under cooperation with BSPS project/ Lam Dong. The discussion part was exciting, with many ideas from the participants, who were representatives of the business community. They expressed their concerns about problems of tax policy, tourism, inconsistency of line departments causing difficulties for firms, too much time for government inspection, issues of credits, etc. Concluding the workshop, the vice chairman set the target to increase PCI index, among the tiers of 40-30 position. The late workshop witnessed a ceremony for signing up a SME credit supporting programme between provincial leader and VIB bank.	30	150
3/17/2009	PCI	PCI 2008 Diagnostic workshop- BRVT province	BRVT is the only province that hold 2 half-day PCI workshops, the morning one is for leaders at provincial level, the other for those at district level and enterprises. It is also the only province with greatest number of government leaders, whose awareness on PCI are raised. The chairman Mr Trần Minh Sanh spent the whole working day sitting in the workshop to hear analysis from VNCI, VCCI experts as well as from Mr Le Dang Doanh. The province showed the determination of improving the investment environment through the chairman's guidance that every local government officials should have friendly- attitude towards civilians and firms in order to bring about common benefits, reduce difficulties for firms during their performance and to increase the province's competitiveness.	80	250

End Date	Program Area	Event	Description of Event	Female	Male
3/27/2009	PCI	PCI 2008 Diagnostic workshop- Quang Ninh province	This was the internal PCI workshop, within Quang Ninh provincial government and line departments to analyse strong and weak governance areas in governance, in preparation for the bigger workshop, expected to be in May. The outstanding point for Quang Ninh was that this was the first province to prepare a very detailed report on Reviewing performance of local business community and policies as well as regulations, procedures related to the Provincial Competitiveness Index. The report showed the provincial efforts in improving competitiveness, through specific analysis of each sub-indice and the action plan to improve it for each department. For discussion part, main ideas focused on areas like labor, industrial zone issues and land access.	4	20
4/2/2009	PCI	PCI 2008 Diagnostic workshop- Thanh Hoa province	The workshop was conducted based on request by the province which was sometimes questioned by investors about the PCI performance in the last year. PCI team helped analyse strong and weak issues in PCI and give recommendation for Thanh Hoa to improve its score for the next year. Afterwards, local Department of planning and investment, Department of labor, invalids and social affairs, Department of justice relatively presented their well-prepared performance reports on PSD, Labor training and Legal institution. Despite some departments' doubts about PCI results, the chairman, Mr Chu Ngọc Hiển, Vice chairman of PPC Thanh Hoa expressed his opinion that PCI provided the international-standard criteria to assess competitiveness of governance, it then would be relatively precise, thus, the province should have a more objective, thorough and better view on the results. The workshop was organized under cooperation with PRISED project.	5	65
4/9/2009	PCI	PCI 2008 Diagnostic workshop - Tra Vinh province	The workshop was quite internal with most of representatives from all departments at provincial level. Besides the presentation by VNCI, the provincial report was given, showing the recent achievements of providing business certificate for 121 firms, administrative reform to be considered the key factor to improve the business environment, labor training course conducted to improve workers' skills. Difficulties were also raised by the chairman, asking all line departments more efforts to overcome and to reach more favorable environment for investors.	2	25
4/10/2009	PCI	PCI 2008 Diagnostic workshop - Tien Giang province	The workshop was to help province recognize strong and weak areas in PCI for better governance. Both representatives of the provincial government and party chaired the workshop. In addition to presentation by VNCI, VCCI, the local department representatives contributed their detailed comments and ideas on PCI areas, namely VCCI Can Tho, Industrial zone management board, Department of natural resources and environment, Department of planning and investment, Department of Industry and commerce, Department of Transportation. This was the few province that had detailed reports from each related departments on achievements and	20	100

End Date	Program Area	Event	Description of Event	Female	Male
			jobs remained to be done to improve competitiveness. What's special in the workshop was that the Chairman, in his conclusion had given tasks to each department in terms of each sub-index, asking them to work out action to make improvement in the PCI area. He also set target to all departments to make efforts raising PCI ranking in 2009 5 position upwards.		
4/20/2009	PCI	PCI 2008 Diagnostic workshop - Hau Giang province	The workshop received up to 90 participants from line departments, district people's committees, and business association. It found the discussion part the most interesting with many ideas and comments from leaders of DPI, Dolisa, Tax authority, Industrial zone management board on issues related to business (minute attached). Concluding the workshop, the Vice chairman highly appreciated the PCI effort, saying that the report was honest and straightforward. He committed that the local province shall continue its efforts to improve infrastructure, labor training, and more information provision to business.	10	80
4/28/2009	PCI	PCI 2008 Diagnostic workshop- Ha Nam province	The PCI workshop was first to be conducted for Ha Nam province, with more than 65 participants showing up. Mr Trần Xuân Lộc, Chairman of Ha Nam province highly appreciated VNCI efforts to release PCI, which was deemed a good governance assessment tool. At the end of the workshop, he asked all line agencies to solve infrastructure problems to make it favorable for SME development, widely deploy the administrative reform, increase pro-activity, and conduct more dialogues with business community to solve their difficulties.	5	65
5/5/2009	PCI	PCI 2008 Diagnostic workshop in Binh Duong Province	This was the first time ever Binh Duong held a workshop on PCI. The event was held by the province in collaboration with the Vietnam Chamber of Commerce and Industry (VCCI) and the USAID-financed Vietnam Competitiveness Initiative (VNCI). Since the launch of the PCI in 2005, Binh Duong was the only province on top for three continuous years. To further improve Binh Duong's competitiveness, recommendations were put forward regarding the five major areas where the province is in need of further reform: workforce training, private sector development services, business entry costs, informal charges, and legal institutions. At the end of the workshop, VCCI clinched an agreement with Binh Duong to help small- and medium-sized enterprises to operate more efficiently, improve information technology, and establish an effective mechanism to deal with work stoppages and disputes	10	60
6/24/2009	PCI	PCI 2008 diagnostic workshop- Dak Nong province	Being chaired by Vice Chairman Đỗ Thế Nhữ, PCI diagnostic workshop was the first in the province to analyze strength and weakness for Dak Nong competitiveness enhancement. The one-day workshop witnessed presentation from VCCI and VNCI, economics expert Pham Chi Lan and 5 reports by representatives from provincial departments and business sector. Big issues raised during discussion were those affecting the investment environment for Dak Nong: land (LURC procedure, land clearance,	1	50

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			compensation, land fund for investors); Administrative procedures, infrastructure, labor (lack of trained employees, skilled and experienced labor). The workshop was conducted under cooperation with IFAD, GTZ project		
7/24/2009	PCI	Diagnostic workshop PCI 2008 for HCMC	VNCI in corporation with HCC/WTO to conduct the workshop. As first steps, VNCI helps prepare the PCI diagnostic document for HCC/WTO.  The workshop was conducted internally between VNCI and WTO institution and representatives from different departments. PCI team experienced a challenging workshop where participants put tough questions on methodology and details of each sub-index	2	15
8/11/2009	PCI	Workshop on enhancing competitiveness for Hanoi 2009	The event was conducted in collaboration with VCCI, ICA Singapore and Project 30. This aimed at helping Hanoi improve its competitiveness and reviewing its implemetation results under the Plan No 1310 issued by Hanoi PPC on improving its PCI position. Mr Nguyen Huy Tuong, Vice Chairman of the Hanoi People's Committee in his opening speech, indicated the determination of Hanoi to raise its competitiveness index up to 10 steps in order to improve the investment and business environment of the city. The workshop also welcome Mr Frank Donovan, director of the US Agency for International Development (USAID), who said the workshop showed Hanoi's commitment to make its investment environment more attractive to businesses. Director of DPI Ha Noi had presented a detailed report about what the city have done to realize targets stated in Plan no 1310. The even also found lots of media attraction.	10	70
8/12/2009	PCI	Workshop on results of one-year competitiveness enhancement by Binh Phuoc	The one-day workshop was chaired by the Vice Chairman of PPC, with participants from all line departments and agencies and business associations. It received reports by line departments on the results of improving PCI areas of which they were in charge. Discussion part also found a remarkable contribution from participants, many of who were very open and share their insights as well as difficulties during their performance. In his closing speech, the Vice Chairman expressed the province determination to increase PCI ranking up to 10 steps each year, to become top 20 highest PCI score provinces in 2010.	7	55
9/11/2009	PCI	Workshop in Ben Tre province	The one-day workshop was conducted with two major themes: Report on implementing 3 year plan to improve PCI (in the morming) analysis for the morning and Report on implemeting SME development plan (in the afternoon), under support by IFAD. DPI Ben Tre prepared a detailed report on their achievements and constraints after 3 years implementing the Plan No 3539/KH-UBND to improve PCI. Specific solutions to improve their limited areas for stronger provincial competitiveness are clearly stated in the report. The workshop also heard the manager from IFAD-funded DBRP project on rural development briefing the project introduction.	20	60

End Date	Program Area	Event	Description of Event	Female	Male
			Representatives from line departments also contributed their comments and ideas on the draft Policy on investment incentives attraction. The chairman were quite open, asking for enterprises to raise their voice on their concerns related to provincial governance during their performance. Some firms were rather straightforward on issues in terms of industrial zone, land, environment, waste, treatment, contributing interesting case study and real examples of how province deal with SME problems and help them develop.		
9/16/2009	PCI	PCI 2008 diagnostic workshop- Dong Nai	This was the first time Dong Nai conducted seminar on PCI results to better understand the nature and implication of the index. The seminar was chaired by the Vice chariman, who showed great interest in the index. Participants were mostly representatives from line departments such as DPI, Donre, Dolisa, management board of Industrial zone, etc. The seminar went very well with the open discussion between VNCI team and Dong Nai leaders during the presentation session. The province gave thorough feedback to each area within the 10 sub-indices, giving information about why Dong Nai did good or bad on these areas.	3	25
9/24/2009	PCI	PCI workshop for Da Nang	From July-September 2009 Da Nang PPC assigned ITPC Da Nang and the Institute for socio-economic development to conduct an independent firm survey on business environment. The survey replicated PCI methodology and questionnaire, covering over 184 firm response out of 1000 mail out. Based on that, Da Nang built their own index, calling it PCI 2009 , and conducted the workshop to present the results with comparison to VNCI PCI 2008. The idea was to have their own assessment tool to identify their strength and weakness in terms of governance and do not depend on VNCI study. Having that in mind, VNCI presentation at the workshop focused on our survey methodology and guided the province to think competitiveness in the context of global and regional competitiveness. Jim also emphasized that DN should be careful in their study methodology as they would create confusion between their index and VNCI's, he shared the common viewpoint with the key note commentator from National Economics University at the workshop that Da Nang should collaborate with VNCI and VCCI to conduct an in-depth study, maybe on District provincial competitiveness or on more specific areas in terms of competitiveness like infrastructure, tourism, port services, as well as to take most use of VNCI survey data to save their resources and to have better quality survey results. In conclusion of the workshop, Da Nang Chairman agreed in principle with recommendations by VNCI team. ACI- Singapore also joined the workshop to open a cooperation opportunity with Da Nang on enhancing their competitiveness and building a long-term development strategy.	25	50
12/30/2009	PCI	Formulation and implementation of labor and human resources			

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		development policies for enterprises at provincial level			
1/14/2010	PCI	Launch of the Vietnam Provincial Competitiveness Index 2009	On January 14, Mr. Vũ Tiến Lộc, the Chairman of the Vietnam Chamber of Commerce and Industry (VCCI) and Mr. Michael Michalak, the United States Ambassador to Vietnam co-chaired the Launching Ceremony of the Provincial Competitiveness Index 2009. More than 450 participants (Representatives from Vietnam's 63 cities and provinces, from ministries and agencies at the central level, media and representatives of donors namely Eurocham, Amcham, FedEx as well as local and foreign business associations, embassies, multi-lateral donors and enterprises) had been reported the final 2009 PCI result of surveying 9,890 firms, the largest number of responses to date. To mark the 5th year of releasing the PCI, in addition to the launching ceremony, VCCI and USAID/VNCI held two additional events: i) Presenting awards from the Vietnamese business community to recognize efforts by provincial authorities in improving the business environment in high performing and reforming provinces; and ii) In coordination with the Communist Review magazine, conducting a Talk Show in the afternoon session to share experiences in improving the business environment among cities and provinces in Vietnam in critical issues such as labor quality and training and administrative reform. Minutes and media coverage on the launch could be found at file attached.	100	350
1/14/2010	PCI	The Vietnam Provincial Competitiveness Index 2009			
1/22/2010	PCI	PCI2009 Diagnostic workshop Thai Binh		0	0
1/28/2010	PCI	PCI 2010 diagnostic workshop- Bac Ninh	<p>The objective of the workshop is to inform government agencies and businesses about the newly issued Decision 165 (dated 27th November 2009) on Process, procedures of investment and construction outside of Industrial zones in Bac Ninh and update on the PCI 2009 results of Bac Ninh. The workshop is supported by the business environment division of IFC and chaired by Nguyen Phuong Bac, Vice Director of DPI Bac Ninh.</p> <p>The workshop was well attended by 60 government officials, enterprises and business association, with representatives from Investment Review, Vietnam Economic Times, Banking Review. Enterprises accounted by half of the attendance. The Q&amp; A session was moderated by the Chairman of SME association. More of the workshop was noted in the attached paper.</p>	10	50
2/3/2010	PCI	Regional Workshop in Can Tho	Following the successful regional workshop in Mekong Delta in 2009, VCCI branch in Can Tho organized a similar workshop right after the PCI 2010 launch. The event was well attended by more than 150 provincial leaders from 13 provinces in the region. This year's workshop was highlighted with	50	100

End Date	Program Area	Event	Description of Event	Female	Male
			review of progresses and challenges in economic governance and performance observed in Mekong Delta in the last five years.		
3/10/2010	PCI	PCI 2010 diagnostic workshop Quang Binh	The workshop was conducted under collaboration with GTZ project on Sustainable Management of Natural Resources in Central Vietnam (SMNR-CV). The morning session included 3 presentations from VNCI and VCCI on analyzing PCI results for Quang Binh and sharing experiences among provinces. The afternoon session witnessed discussion from participants on necessary activities for 4 proposed reform areas: Transparency, Proactivity, Labor and Time Cost. By the end of the day, comments and proposed actions were gathered and put in the PCI action plan to be submitted to the PPC by the Centre for Investment and Trade promotion, hopefully to put a foundation for Quang Binh's strategy to improve its competitiveness in the incoming time. This is the third PCI workshop to be conducted in Quang Binh.	10	70
3/31/2010	PCI	Diagnostic workshop for Ba Ria - Vung Tau	Ba Ria - Vung Tau has been organizing the two half-day diagnostic workshops as often as the PCI annual launch. There were more than 300 provincial authorities at all three levels including commune, district and province attending the event. The workshops were chaired by chairman of the People's Committee who constantly and strongly emphasized the importance of economic governance revealed by the PCI to business environment. Ba Ria - Vung Tau has been among leading investment attractions and also in top PCI performers.	100	200
4/13/2010	PCI	Diagnostic workshop in Dong Thap	Dong Thap has been in top five performers of the Mekong Delta and the entire country for the last two years. It outpaced the region in improving transparency, reducing informal charges and strengthening legal institutions. Together with another southern province - Vinh Long, Dong Thap was awarded top performer in business friendly environment by VCCI during the PCI five year course ceremony. The diagnostic workshop is considered an annual event by Dong Thap's leaders to contribute to their better economic and private sector development.	25	45
5/7/2010	PCI	PCI2010 dianogstic workshop - DakLak province	Following great efforts of moving out of the bottom position in latest PCI ranking, the diagnostic workshop this year in Dak Nong was conducted under the presidency of both provincial party secretary and chairman of People's Committee. Emphasis of the workshop was placed on both analyzing weaknesses in provincial economic governance and proposing recommendations to contribute to a supportive business environment. Having been perceived by local private sector constantly as one of the worst performers in the annual PCI rankings, the index serves as strong reform pressure for driving ultimate changes into the location.	10	40
5/12/2010	PCI	PCI 2010 diagnostic workshop- Quang Ninh province	This was the second time Quang Ninh held PCI workshop and the first time ever a province held a live-workshop, connecting through television with 8 far-located districts, saving much traveling time and costs for participants.	65	165

End Date	Program Area	Event	Description of Event	Female	Male
			The workshop was well contributed with 7 detailed reports from line ministries, discussing problems and issues in PCI within their alleys and proposing solutions to improve the results. The Q&A and discussion parts received ebullient comments and ideas from business representatives, showing their interest and attention to Quang Ninh's governance efforts. In 2009, Quang Ninh made a big jump in score (6points) moving from the Average to Good performing tier.		
5/21/2010	PCI	PCI 2010 dianogstic workshop- Quang Nam province	The PCI workshop was organized the third time in the province and chaired by the Provincial Party Secretary. Quang Nam topped the central coast region in the areas of informal charges and legal institutions yet slipped 11 positions compared to PCI 2009 and down to 25th over 63 provinces. The workshop thus attracted serious attention from top leadership who pledged to improve the business environment and its competitiveness in the coming years.	55	145
5/27/2010	PCI	PCI 2010 diagnostic workshop- Da Nang province		0	0
5/28/2010	PCI	PCI 2010 diagnostic workshop- Ninh Thuan province	This was the first time Ninh Thuan province conducted PCI workshop. Since the province was often recorded in the weak-performing group over the time, this move showed how they made an effort in improving their results and performance on governance. Much attention was paid to presentation on good practices in simplifying administration procedures in key areas such as entry cost, land access, time cost and pro-activity	37	63
6/2/2010	PCI	PCI Diagnostic workshop in Da Nang	VNCCI leaders were invited to attend the Da Nang PCI workshop by the City People's Committee. Under assignment by the People's Committee of Da Nang city, the Institute for socio-economic development presented well their alaysis of their city weakness and strength in economic governance in 2009 and proposal for next year improvement. Jim's presentation added a value to the workshop on how the city should look far beyond the competitiveness of one city, towards regional competitiveness and should focus on key sector development and cooperation such as tourism, infrastructure.	35	65
6/7/2010	PCI	PCI Diagnostic workshop in Tra Vinh	Tra Vinh has always a frequent address of conducting PCI diagnostic workshop after the index launch. The provincial leaders consider PCI as an important M&E tool for their economic governance, thus most of provincial and department leaders attended the workshop for understanding more of their improvements and suggestions for the year to come under VNCCI & VCCI presentations.	20	30
7/23/2010	PCI	PCI Diagnostic workshop in Cao Bang	This is the first time PCI team has conducted PCI diagnostic workshop in Cao Bang, the end-player in the PCI ranking list. There were some 70 participants showing up at the workshop, comprising leaders in all provincial departments, districts and business representatives. 2 PCI presentations by	18	52

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			VNCI and VCCI received much attention from the participants, followed by an interesting Q&A session. The workshop was also funded by an IFAD project, consultant of which contributed with a presentation on comprehensive strategic steps to improve the provincial competitiveness in the next 5 years. Upon participants' comments and suggestion, the strategy will be finalized to be submitted to the Provincial People's Committee for approval, showing a high commitment of the province towards a more competitive business and investment environment.		
7/28/2010	PCI	PCI Diagnostic workshop in Dak Nong	Though standing near the end of PCI ranking list, Dak Nong has never given up their desire for a better performance in governance. The province had actively invited PCI experts to go downtown for two years in a row to present to the highest-level leaders (i.e Chairman of PPC, Party secretary) on PCI construction, its implication, impact and analysis of the provincial weakness and strengths. The province is implementing a PCI improvement plan, which hopes to be put into effect soon.	30	90
11/19/2010	PCI		This is part of a training course on Economic knowledge and integration co-organized by the HCM Institute for Development Research and Department of Home Affairs. The objective of providing training on PCI is to equip HCM government officials on its methodology, analyses on PCI results during the four year course of PCI and good practices in economic governance observed from other successful reformers. The training is one step further on raising awareness of the PCI data and its advocacy role which will contribute to the stronger interest in using PCI for motivating reforms by HCM top leadership.	36	30
3/16/2011	PCI	PCI2010 launch workshop	The workshop to release the 2010 Provincial Competitiveness Index (PCI) attracted 322 participants, including senior government leaders from provinces, government ministries and agencies, representatives from international organizations (Eurocham, Amcham, and donors, and others), academic research centers and the media. The PCI 2010 represents the views of 7,300 Vietnamese enterprises. According to the sixth PCI survey, enterprises indicate notable improvements in labor training and business support services, but declines in business entry costs, access to land, legal institutions, transparency, and time costs reveal increased compliance burdens on the private sector. The sixth edition of PCI this year for the first time highlighted finding results of the survey of 1155 foreign invested enterprises. This was to provide insights into the existing FDI footprint in Vietnam and challenges of improving business environment to attract higher value-added investment for sustainable economic growth.	114	208
3/18/2011	PCI	Workshop on the 2010 PCI & FDI survey- HCMC	Following the successful launch workshop of the PCI 2010 in Hanoi, the workshop in HCMC provided in-depth analysis and presentation on 1155 FDI firm survey. The workshop attracted more than 150 participants, including senior provincial leaders, mostly from the South, representatives	60	132

End Date	Program Area	Event	Description of Event	Female	Male
			from international organizations, research centers and the media. Key results focused on foreign invested enterprises' opening profiles; drivers of organisation investment place decisions and perception as good as viewpoint of a Vietnamese blurb operation environment. This was expected to provide in-depth, evidence-based analysis for policy decision-makers in their FDI attraction strategy, which underscored the importance of higher value-added investment and improvements in infrastructure, administrative and regulatory management and labor quality.		
4/6/2011	PCI	PCI2010 diagnostic workshop-Lao Cai province	This is the first time Lao Cai held PCI diagnostic workshop, which was made under collaboration program between VCCI and Lao Cai province. The workshop was chaired by the province Party Secretary, Deputy Party Secretary, People's Committee Chairman and Dr.Vu Tien Loc, Chairman of VCCI. Lao Cai has been the excellent PCI performer for 3 consecutive years, in 2010, LaoCai climbed up to the second champion in the ranking, following Da Nang. Despite its high ranking, the provincial leaders expressed their concerns over their weaknesses and made commitment for better performance in the year to come.This mountainous and disadvantaged province has shown an excellent case for possibility to improve PCI results without depending much on favorable endowments. The workshop also heard speeches and reports by relevant departments and witnessed the approval of The workshop ended with the signing ceremony for collaboration program between VCCI and Lao Cai for the period 2010-2020.	30	170
4/19/2011	PCI	PCI2010 diagnostic workshop- Mekong Delta region	As usual, the Mekong Delta regional PCI workshop was held after the launch of PCI 2010. This year, the workshop attracted highest-ranking leaders of 7 provinces, which showed the importance of PCI in their governance.	70	152
4/26/2011	PCI	PCI 2010 diagnostic workshop-Binh Dinh province	This is the first time the People's Committee of Binh Dinh province organized a PCI diagnostic workshop. The PCI 2010 diagnostic workshop followed the latest announcement of PCI 2010 results in which Binh Dinh's ranking dropped from 7th to 20th out of 63 provinces in the country, yet it remained in the High performing tier. The event was co-chaired by Chairman of PPC and Director of VCCI, Da Nang branch whose mandate is to support economic governance of 12 provinces in the central region including Binh Dinh. Director of the USAID/VNCI also attended and delivered a speech emphasizing the importance of improving PCI as a means to improve the business environment, economic development, job creation and challenges facing Vietnam in terms of infrastructure, administrative procedures and labor quality. The PCI team presented latest results of PCI 2010 domestic and foreign investment survey of the country, central region and specifically analyzed issues in economic governance of Binh Dinh. The presentatations were well received, highly regarded and	10	50

End Date	Program Area	Event	Description of Event	Female	Male
			positively responded by leaders of line department of DPI, MONRE, tax, construction, industrial park management board.		
5/6/2011	PCI	PCI2010 diagnostic workshop- Hai Phong city	This is the first time PCI diagnostic workshop has taken place in Hai Phong which is also the final central-managed city organizing official PCI analyses. The workshop was co-chaired by the Hai Phong's Party Secretary and Vice-chairman of People's Committee and well attended by leaders of different line departments. Hai Phong positioned at the bottom of the pro-activity sub-index thus making it difficult for workshop participants to acknowledge that, however attention was shifted from criticizing PCI methodology to finding solutions to improve the PCI results and local business and investment environment. The Party chief even emphasized the interest in organizing another PCI diagnostic workshop for Hai Phong's business community to better public - private dialogue.	5	45
5/10/2011	PCI	PCI 2010 diagnostic workshop- Kien Giang province	The PCI diagnostic workshop has become an annual event for Kien Giang's provincial leaders who have been very active in understanding weaknesses and strengths of their governance by looking at changes in local firms' perception and the PCI results. The province even took one step further by implementing their own perception firm survey to measure performance of local leaders at district level which contribute greatly to better transparency and accountability observed in the local governance performance.	10	90
5/11/2011	PCI	PCI2010 diagnostic workshop BaRia-Vung Tau	Like annually, BRVT is the only province that hold 2 half-day PCI workshops, the morning one is for leaders at provincial level, the other for those at district level and enterprises. It is also the only province with greatest number of government leaders, whose awareness on PCI are raised. This year, as the PCI results of BRVT lost 11 positions in the ranking list, the provinve even showed more concern about how to improve their competitiveness in governance. Key identified areas for reform were entry cost, transparency, time cost and informal charges. In addition to local governance improvement analysis, the workshop also heard presentation about how to improve macro-economics situation by Nguyen Dinh Cung, Vice Chairman of CIEM.	84	404
5/12/2011	PCI	PCI2010 diagnostic workshop- Soc Trang province	The PCI 2010 diagnostic workshop in Soc Trang was taken place with great support from VCCI Can Tho who has been very supportive to improving business environment in the Mekong Delta region. Soc Trang has made a big leap in the latest PCI ranking and ranked first in the whole country in the area of time costs, however discussion was focused on understanding issues in local business environment and solutions to continue its achievements in governance reforms.	7	63
5/24/2011	PCI	PCI 2010 diagnostic workshop- Hau Giang province	The objective of PCI diagnostic workshop in Hau Giang is to review what have been achieved in governance reforms and look at problems in their business environment from local firms reflection. Businesses attended the workshop were enthusiastically participating in the discussion with the	10	90

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			government on how to address issues in administrative procedures and investment climate.		
5/31/2011	PCI	PCI 2010 diagnostic workshop- Phu Yen province	The one-day workshop in Phu Yen focused on measures to improve the provincial competitiveness and opening ceremony of the province e-portal. The whole most senior leaders of the province attended the workshop from the beginning to the end, showing their interest in the PCI and efforts to improve the investment climate for business community. The afternoon session was exciting discussion where enterprises in the province share their ideas, thoughts and comments with provincial leaders about their own problems and how to improve the business environment. In conclusion of the workshop, the Party Secretary assigned tasks to each department to better improve their performance next year.	10	65
6/2/2011	PCI	PCI 2010 diagnostic workshop- Gia Lai province	PCI diagnostic workshop was held in Gia Lai for the first time with participants mostly from different departments and government agencies of the province. At the workshop, provincial leaders and officials were provided with information about their province's PCI results and analysis by VNCI & VCCI as well as a perspective on provincial competitiveness given the current economic status by Mdm. Pham Chi Lan. In conclusion of the workshop, the Vice Chairman appointed specifically which measures and responsible departments in each PCI areas to improve the result of the following years. This workshop was among efforts by VCCI- Da Nang branch to enhance competitiveness of the Central and highland region.	13	67
6/3/2011	PCI	PCI 2010 diagnostic workshop- Dak Lak province	This was the 4th year Dak Lak held workshop on PCI. The workshop welcome some 80 representatives from the Party, line departments and business community. At the workshop, in addition to PCI analysis, provincial leaders and officials were provided with bigger picture of economic status of Vietnam and competitiveness at local level by Madam Pham Chi Lan. As one of efforts to enable investment climate, the province made strong commitment to improving their PCI score next year by presenting and getting comments for their action plan on PCI improvement, which targets to position 30th in the ranking list in 2011.	11	67
6/9/2011	PCI	PCI2010 Diagnostic workshop- Da Nang city	The workshop on PCI improvement for Da Nang was chaired by the Chairman of PPC Da Nang. Having been the champion in the PCI ranking list for consecutive 3 years, Da Nang has never given up its efforts to maintain and improve its economic governance quality. The city pays much attention to solutions to reduce its weaknesses in governing the local economy. Leaders from the province and all line-departments have chance to listen to presentations of experts, economists on analysis of PCI 2010 (by DaNang province); a different aspect of PCI reflecting what's behind Da Nang's performance and what remains to be improved (by VCCI); how to improve the city's competitiveness (by Mdm Pham Chi Lan) and report on good practices for Da Nang: from the international perspective (by JETRO).	20	60

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6/10/2011	PCI	PCI diagnostic workshop- Quang Tri province	This is the first time Quang Tri province held workshop on PCI and solutions to improve PCI in 2011. The workshop welcome 70 participants who were leaders from the PPC, Party, line-departments and business association. Quang Tri in 2010 made a big jump from 46th to 16th in the ranking list, with 6 points improvement. In addition to presentations by VNCI, VCCI and analysis on Vietnam's competitiveness by Mdm Pham Chi Lan, senior economist, provincial departments helped clarify and share their success through reports by Department of Industry and Commerce, DONRE, IZ management board, PPC districts.	10	60
6/17/2011	PCI	Workshop on Economic Integration	This event was an effort in collaboration with USAID/STAR project. The workshop was on the topic "Economic integration" for participants from Ho Chi Minh Academy. PCI introduction was part of the training course on local competitiveness. This is the introduction step for a series of following in-depth workshops to be held in July, August for provincial officials, for trainers of the Academy.	15	45
7/14/2011	PCI	PCI 2010 diagnostic workshop- Kon Tum province	Though having issued the PCI improvement plan since 2008, this was the first time Kon Tum held workshop on PCI to help provincial officials and leaders get to know PCI and use PCI in their daily work and governance. About 50 participants, mainly provincial leaders and officials of the province, towns and districts and representatives from business community attended the workshop and provided comments and shared their thoughts on provincial governance areas, which need more reform efforts.	9	41
7/15/2011	PCI	PCI2010 diagnostic workshop- Dak Nong province	The workshop on Analysis of Dak Nong PCI 2010 and solutions to improve the provincial competitiveness was held in Gia Nghia town for the 3rd time. Dak Nong has been at the bottom of the ranking list for years despite efforts to make reform. The main reasons for its performance are low score in all high-weighted sub-indices such as Transparency, Labor Training and Time Cost. The workshop discussion focused on how to solve bottlenecks in such areas with reports from related provincial departments, comments and sharing by businesses. Experts from VCCI also shared detailed comments and thoughts on DakNong's plan to improve PCI ranking by 201	5	45
8/24/2011	PCI	PCI2010 diagnostic workshop - Nam Dinh province	This is the first time ever Nam Dinh has conducted PCI diagnostic workshop to understand the policy implication behind PCI. The workshop was successfully organized with the presence of the PPC Chairman and Vice Chairman, about 150 participants showed up. In 2010, Nam Dinh made a big jump from 55th to 45th in the ranking list, priority areas for reform are entry cost, transparency and proactivity. Line departments contributed their ideas and comments to seek solutions to improve the provincial governance and competitiveness. In concluding the workshop, the Chairman set the target to improve 10 position in PCI ranking for the next year.	30	80
8/26/2011	PCI	Meeting to collect comments for the draft Action plan to	The meeting was conducted at DPI Hanoi, chaired by the Head of DPI Hanoi. This is the first time the Head of DPI Hanoi showed concern and	8	14

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		improve PCI for Hanoi 2011-2015	interest about improving PCI for Hanoi. Participants were heads of DPI, and other line departments (Dolisa, DOIT, State Bank of Vietnam, Tax Authority), representatives from APCA. The meeting was to collect comments and ideas on the draft action plan to improve PCI for the period 2011-2015. VCCI and USAID presented the analysis of Hanoi governance, weaknesses and strengths, presented the comments on the draft action plan by introducing the role and importance of administrative procedure reform, promoting the city proactivity through supporting new initiative for dealing with infrastructure problems or applying new approach in drafting policy or regulating using RIA.		
8/30/2011	PCI	PCI2010 diagnostic workshop in Lang Son province	For the first time, Lang Son conducted the PCI workshop to understand its methodology, policy implication, strengths and weaknesses in the provincial governance. The workshop, chaired by the Vice Chairman of Lang Son PPC and Vice Chairman of VCCI, attracted some 100 participants, mainly leaders and officials from line departments, PPC. After hearing presentations by VCCI & VNCI, line departments shared their report on their specific areas, defining the reasons for the problems and proposing solutions to improve. The workshop also listened to ideas and comments from business community about their own difficulties while doing business in the province. Closing of the workshop was the signing ceremony for cooperation between VCCI and Lang Son, showing the provincial leaders' commitment to improve business environment in the time to come.	10	77
9/16/2011	PCI	PCI2010 diagnostic workshop in Ha Giang province	This was the first time Ha Giang held PCI workshop to raise awareness of good governance and provincial competitiveness and to make commitment to improve PCI ranking in the time to come. The workshop attracted lots of attention from leaders at both provincial and district level. Last year, Ha Giang lost 15 positions in the ranking, thus the leaders showed their concern in improving governance to facilitate business and investment environment.	30	70
9/30/2011	PCI	PCI2010 diagnostic workshop in Ha Tinh province	This was the second time Ha Tinh held workshop on improving provincial governance through PCI. Despite a heavy storm, the workshop was successfully organized with nearly 400 participants, including the participation of whole leader authority in the province from the Party, the Government to district level from 2pm until 6pm. The Leadership in Ha Tinh province listened carefully and highly appreciated the PCI analysis as well as other presentations on macro-economic management by Vice Director of CIEM, Mr. Cung. It was also the first time where PCI was presented accompanied by PAPI team, which showed a very consistent findings about problems in governance of the province, i.e. transparency, informal charges. To conclude the workshop, the Chairman pushed all departments and agencies in the province to make the best to improve their performance to support the private sector and business community and to improve PCI ranking in the years to come.	70	294

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11/25/2011	PCI	PCI 2010 diagnostic workshop in Son La province	This was the first time the northern mountainous province - Son La held PCI workshop, which was organized for the first time by the Union of scientific and technical associations in Son La province. Though there was no attendance of provincial leaders, participants at the workshop seemed interested in being aware about the PCI methodology and how to use PCI to figure out governance weaknesses to improve the province performance. Concluding the workshop, the chairman promised to push the provincial leaders to conduct an official and extended workshop.	18	64
12/26/2011	PCI	PCI 2010 diagnostic workshop - Quang Ngai province	It takes Quang Ngai rather a long time to prepare the workshop, thus, despite late organization, the workshop witnessed a sufficient series of documents by line agencies and departments reporting their efforts to improve their areas and commitments to better performance for future time. This is the first time Quang Ngai held a large and extensive workshop on PCI, attracting local media attention and showing the provincial leaders' determination for more effective provincial governance. The workshop was conducted under the efforts by VCCI branch in Da Nang.	30	70
1/5/2012	PCI	Workshop on Macro economics policy, PCI and suggestions to improve Bac Lieu governance in 2012 and the years to come	Following the training course on RIA and policy analysis tool conducted in Bac Lieu in August, VCCI coordinated the second workshop on specialized themes to provide more information to provincial leaders and heads of department supporting their economic governance. Mr Cung, Deputy Director of CIEM presentation on macro economic issues received much attention. The workshop also had presentations on PCI and lessons learnt from successful provinces. 2010 for the first time during 4 years, Bac Lieu jumped to Good-performing group, showing great improvement in their provincial competitiveness.	30	74
3/13/2012	PCI	PCI2011 diagnostic workshop- Mekong region	As usual, after the PCI launch, VCCI -Cần Thơ branch together with USAID/VNCCI organized the "2011 Provincial Competitiveness Index (PCI) diagnostic workshop – Mekong region". Participants included 6 Vice Chairs of PPCs and senior leaders and government officials of the PPCs, line departments of all 13 provinces in Mekong. The workshop also welcome the presence of USAID representative. PCI 2011 showed that 10 out of 13 provinces in Mekong region saw the decrease in PCI; while the others were on the increase. The workshop found the reasons why PCI 2011 of the provinces in the Mekong region decreased, and gave suggestions for improvement such as analyzing and evaluating the PCI indicators; speeding up the administrative procedures reform; boosting transparency and disclosing information necessary for businesses; frequently organizing dialogues to gain feedbacks from business community.	70	110
3/14/2012	PCI	PCI2011 diagnostic workshop- Can Tho city	On March 14th 2012, People's committee of Can Tho city organized "2011 Provincial Competitiveness Index (PCI) diagnostic workshop – Cần Thơ city" in collaboration with VCCI and USAID/VNCCI). According to 2011 PCI survey, Cần Thơ was ranked 16th in the nation, 4th in Mekong Delta but	30	60

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			downgraded 3 places compared to 2010. The workshop was followed by a working session by Can Tho line departments and PPC to discuss solutions to improve the business environment. Concluding the workshop, Vice Chair of Can Tho's PPC, Mr. Võ Thành Thống said that to improve the PCI, Cần Thơ should more concern about the PCI indicators 'score rather than the ranking; propagandize effectively so that all stated bodies, business and citizens are aware of the importance of PCI; the city also need to speed up the administrative procedures reform and address problems for business community.		
3/21/2012	PCI	PCI2011 diagnostic workshop- Long An province	Long An has regularly improved the PCI rankings since 2006, which found its efforts be realized with the third position in the PCI rankings. The workshop, chaired by the Vice Chair of PPC witnessed an impressive turn out. Though making a huge achievement in improving the provincial business environment, the provincial leaders do not want to rest on their laurels, thus push hard to focus on areas where considered to be weaknesses and in needs for improvement. Action plan will be issued soon to continuously address business problems, improve investment environment and accelerate administrative procedures reform.	80	185
4/6/2012	PCI	PCI 2011 diagnostic workshop- Ha Nam	The workshop was on Improving Ha Nam Provincial Competitiveness Index (PCI) in 2012 and Subsequence Years. Participants included Mr. Nguyễn Văn Oang, Head of Ha Nam DPI; Mr. Đậu Anh Tuấn, the Deputy Head of the Legal Department of VCCI; and leaders of Ha Nam's districts, cities, departments, offices...At the workshop, the experts introduced the PCI results and explained the relationship between PCI improvement and provincial investment attraction; analyzed the 2011 Hà Nam PCI results (the strengths, weaknesses in compared with other provinces), pointed out some good experiences of the other provinces in improving business environment; assessed the Hà Nam business environment in local business view...To conclude the workshop, Mr. Oang emphasized some essential tasks to be conducted to increase PCI. For example, promoting the propagation of policy information across multiple channels, particularly through the Hà Nam portal and provincial websites; organize dialogues with local businesses; continue to implement the one-stop-shop and "inter- one stop shop" models at all levels; consider and co-operate carefully before deciding to set up inspection teams to shorten the inspection time, invest in increasing the capacity of vocational training institutions, newly-established business supporting centre for small and medium enterprises./.	10	55
4/20/2012	PCI	PCI 2011 diagnostic workshop- BRVT province	On 20th April, in collaboration with the Vietnam Chamber of Commerce and Industry (VNCI), Ba Ria – Vung Tau people's committee held a workshop on " Improving Ba Ria – Vung Tau Provincial Competitiveness Index 2012". Participants included Mr. Tran Minh Sanh, President of the people's committee along with leaders of departments and businesses in province.	70	200

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			At the full day workshop- two working section, the PCI team reported on “the Provincial Competitiveness Index (PCI), methodology and measures to improve it for Ba Ria – Vung Tau”; In addition, Mdm Pham Chi Lan, the senior economist, also presented the fundamental policies, numbers of economic development indicators and the impacts of global economic crisis; challenge, opportunities for businesses in current period. In 2011, Ba Ria – Vung Tau PCI has seen a great progress, ranked 6th nationwide (up by 13 grades compared to 2010), leading the governance among the Southeast provinces. Whatever positive changes which the province has made such as proactivity, Legal Institutions, informal charges, time costs; Ba Ria – Vung Tau still has some areas of further reform like labor training, business support services, land access and transparency./.		
4/24/2012	PCI	PCI 2011 workshop- Highland region	This half-day PCI2011 workshop is the first one for the whole central Highland region, which was coordinated and organized by the central Highland Steering Committee. The purpose is to raise awareness in improving governance not only at provincial level but also at regional level, pushing up for regional cooperation to improve the business environment in the future. There were useful comments and interesting discussion on how to collaborate the role of local government and business community to develop the region. VCCI Hanoi and VCCI branch in Da Nang proactively participated in the workshop, committing, to join hands with the central committee to help improve PCI for the region,	2	44
4/26/2012	PCI	PCI 2011 diagnostic workshop- Ha Noi capital	Conducted PCI 2011 diagnostic workshop to Hanoi on April 26 2012. The workshop was organized by Hanoi DPI and chaired by the Vice Chairman of Hanoi People's Committee. It's the second time Hanoi has organized an official PCI diagnostic analysis with presence of VCCI leaders and technical presentation by the PCI team. The first workshop of this kind was in August 2009 to diagnose PCI 2008 results prior to the merging of Ha Tay into Hanoi. Since PCI 2008, Hanoi continuously slipped in the ranking of PCI 2009 and PCI 2010, yet made a welcoming turn to improve 7 places in PCI 2011 ranking, from 43th to 36th out of 63 provinces and cities. In late 2011 Hanoi People Committee issued Plan 141 on improving its business environment and PCI for the period 2011 - 2015. Hanoi is currently home to about 12,000 registered domestic enterprises, maintaining the competitiveness of its business environment is critical to the metropolitan and national economic growth, revenue and job creation. Jim Winkler is the only expatriate invited to participate and present about role of FDI sector and share the views of Hanoi-based foreign invested enterprises who took part in the PCI- FDI 2010 and 2011 surveys.	10	50
5/8/2012	PCI	PCI 2011 diagnostic workshop- Thai Nguyen	Workshop on enhancing the PCI of Thai Nguyen co-organized by Thai Nguyen People's Committee, VCCI and The Friedrich Naumann Foundation	50	100

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		province	for Freedom (FNF). The workshop was chaired by Thai Nguyen PC's Chairman and Vice Chairman, VCCI Vice Chairman. There were about 150 participants who are leaders of line departments, administration government at provincial and district level, business associations, local business enterprises and media. Thai Nguyen dropped to 57th position in PCI 2011 from 42th in PCI 2010. The drastic decline in its ranking has triggered Thai Nguyen to organize a diagnostic workshop on PCI for the first time. Shortly after the PCI 2011 launch, Thai Nguyen Party branch issued Directive 19 on April 18 2012 which directs the PCI action program for the 2012 and subsequent years. Thai Nguyen also established a PCI Steering Committee led by its PC Vice Chairman and tasked with improving the business environment and its PCI results. The Steering committee subsequently issued an articulated plan on detailed implementation of the Directive with clear tasks assigned to in charge line departments and local administrations. Following the presentation of PCI team, the Head of Thai Nguyen PCI Steering committee presented the detailed PCI action plan which included recommendations made by the PCI team such as addressing problems in land compensation, land pricing, organization and update of information, particularly procedures and administrative procedures on the websites of provincial PC and line departments. The workshop is highly appreciated by its participants with high consensus on importance of enhancing the local business climate through PCI as well as detailed recommendations put forward by its steering committee. Respective department and district administration government is required to design a detail action plan on how to address issues in the PCI analysis, improve AP reforms and improve capacity, service attitude of its bureaucrats.		
5/10/2012	PCI	PCI 2011 diagnostic workshop- Binh Dinh province	PCI workshop in Binh Dinh province on May 10th was chaired by Binh Dinh PC's Chairman and Director of VCCI Da Nang. With about 80 participants who are leaders of line departments, administration government at provincial and district level, business associations, local business enterprises and media, the workshop focused on figuring out reasons why Binh Dinh continuously drops in the PCI ranking list and proposing solutions to improve the provincial business environment.	7	68
5/11/2012	PCI	PCI 2011 diagnostic workshop- Ninh Thuan province	PCI workshop in Ninh Thuan province on May 11th was chaired by Ninh Thuan PC's Chairman. In addition to presentation by PCI team, there were good-practices sharing sessions by Mr Phan Duc Hieu, CIEM on how to simplify administrative procedures in land and construction and by Mr Nguyen Phuong Bac, Director of DPI Bac Ninh on how Bac Ninh has achieved high PCI positions over time. The workshop witnessed commitments by provincial line departments to improving their competent areas to facilitate the business environment for better growth and investment and cooperation agreement between DPI Bac Ninh and EDO	20	80

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			Ninh Thuan.		
5/17/2012	PCI	PCI 2011 diagnostic workshop- Ben Tre province	<p>o Workshop on enhancing business climate and the PCI of Ben Tre was co-organized by Ben Tre PC and IFAD funded project on Enabling poor rural people to overcome poverty on May 17 2012. The workshop was chaired by its Vice Chairman, Mr Tran Anh Tuan and attended by 80 government leaders and officials. Ben Tre dropped drastically to 30th position in PCI 2011 from 10th place in PCI 2010. The IFAD funded project in Ben Tre contracted the Institute of Economy to design a plan on improving Ben Tre's PCI for the period 2011 – 2015. The PCI team diagnosed areas of greatest decline including pro-activity, time costs and informal charges and areas of lowest ranking position including entry costs, time costs and legal institutions. Representatives from DOLISA, DPI, DONRE, Industrial zones management board, and tax department commented on the PCI analysis results and action plan in which they demanded more details in the action plan.</p> <p>The vice chairman wrapped up workshop saying that the PCI analysis is very useful to provide an overview and comprehensive picture of Ben Tre's governance competitiveness that needs permanent attention from its government. Ben tre can't rest on its glory but needs to maintain its reform engine and motivations. Follow up of the PCI workshop, DPI Ben Tre will coordinate with other competent departments to put forward an action plan to be submitted to Ben Tre PC;</p>	20	60
5/18/2012	PCI	PCI 2011 diagnostic workshop- Soc Trang province	<p>o PCI 2011 diagnostic workshop in Soc Trang on May 18 2012 organized by Soc Trang PC and VCCI in Can Tho. The workshop was chaired by Director of Soc Trang DPI and supported by the SME promotion project in Soc Trang funded by CIDA. The Party branch of Soc Trang is going to issue a resolution on improving its business climate and promote investment. Soc Trang DPI together with its office of statistics conducted a survey to understand problems and issues facing local enterprises. Soc trang also established a task force headed by its Vice Chairman to provide timely support to local businesses. Even though Soc Trang is a small province next to Can Tho, center of Mekong Delta region, its poor quality of infrastructure is a great obstacle to attract investment into the province. Soc Trang is now home to 1,500 registered enterprises;</p>	18	32
5/23/2012	PCI	PCI 2011 diagnostic workshop - Dak Nong province	<p>o Workshop in Dak Nong province: Dak Nong province organized two-day PCI workshops: one for district level at Dak Mil district on May 22 and the other at provincial level at Dak Nong main town on May 23. There was good turn-out for both workshops. It was the first time the province desired to raise awareness on PCI and the importance of improving provincial governance to grass-root civil servants, which was highly appreciated by the participants. It turned out that many of Dak Nong district officer have never</p>	45	155

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			heard of PCI and that improving PCI needs their involvement never come to their mind. That maybe one of the reason why Dak Nong could not make a big jump in PCI ranking regardless of how many reforms they have taken. The workshops were chaired by Vice Chairman of Dak Nong PPC and Director of DPI in collaboration with VCCI in Da Nang.		
5/29/2012	PCI	PCI 2011 diagnostic workshop- Cao Bang province	o Cao Bang has always been in the lowest PCI tier since 2006, especially this year, the province landed at 63th from 52th in 2010. The theme for this workshop was much different from the previous ones, which was mainly dialogue between the business and the provincial government. This was also the first time all 9 governing department of Cao Bang were on board to answer business concerns and problems. The dialogue was very open, being encouraged to speak, many businesses expressed their thoughts and views on the province government as well as asked for solutions to their firm's difficulties. This was a good starting point for Cao Bang in bridging their management performance with businesses to improve the investment environment. The workshop was sponsored by LUX project, chaired by Cao Bang Chairman of PPC .	35	115
5/30/2012	PCI	PCI 2011 diagnostic workshop- Tuyen Quang province	Workshop in Tuyen Quang province on May 30: It was the first time Tuyen Quang province held a PCI workshop, which was chaired by Director of DPI. The workshop aimed at providing information to provincial leaders about PCI and the importance of the private sector as well as improving business environment through business-friendly governance. Tuyen Quang found its PCI ranking down 22 places to 56th out of 63 in 2011, requiring for more efforts and reform programs.	15	30
6/6/2012	PCI	PCI 2011 diagnostic workshop- Nghe An province	Workshop in Nghe An province on June 6: Nghe An province was among the last 5 provinces that had never approached PCI team for workshops or dialogues. This year, the province made big progress by issuing an action plan to improve PCI and organizing a scientific workshop for comments and reports of further PCI analysis. The workshop was chaired by the Vice Chair of Nghe An PPC, participated by around 50 officers of the province and line departments. In addition to reports by PCI team, good practices on how to simplify Land procedures and improve transparency by Mr Hieu- CIEM, good practices in Land area by Ha Tinh Director of DONRE, reports by representative of VCCI branch in Vinh were shared at the workshop. Being the first time to organize PCI workshop, the discussion were comments and criticism mostly about the index methodology and questions about the 9 sub-indices. Concluding the workshop, Nghe An Vice Chair of PPC highly appreciated those comments & reports, and made commitment to improving PCI and investment environment and to raising awareness and business-friendly attitude among provincial civil servants of the whole authority.	13	39
6/25/2012	PCI	PCI 2011 diagnostic workshop- Thai Binh	Being chaired by the PPC Chairman of Thai Binh, the workshop aimed at improving the business environment and provincial competitiveness of Thai	5	55

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		province	Binh province. This was the first time Thai Binh conducted a PCI workshop officially. 60 participants showing up signal the provincial commitment to improve PCI. Last year, with a decrease of more than 6 score points, Thai binh dropped 33 places to 55 out of 63. Areas considered to be weaknesses and main reasons for Thai binh disappointed performance are Time Cost, Transparency, Labor Training, Proactivity and Business Support Services. At the workshop, Thai Binh presented its efforts to improve the competitiveness through a thorough report on its governance in 2011 and proposals for reform activities in 2012.		
7/14/2012	PCI	PCI 2011 diagnostic workshop- Ha Tinh province	Ha Tinh province made an impressive improvement in PCI in 2011, the province raised more than 7 PCI points to 65,97 compared to 2010 result, climbing up to 7th position. For the first time in 5 years, Ha Tinh has seen itself in the Good-performing tier. Not just satisfying with these results, Ha Tinh authority aims for higher targets, which are how to maintain and improve the high PCI rank sustainably. That's the reason why the Chairman of Ha Tinh PPC asked for a full day workshop, even on Saturday, requiring the participation of all governmental officials from provincial, district and town level to the cabinet and Party levels. The workshop was fully attended with more than 300 participants, details of governance weaknesses and plans to improve were openly discussed. Besides the usual presentations by the PCI team, there were presentation by Mr Hieu-CIEM on sharing good practices in land and construction; experience sharing by Mr Bac, Deputy Director of DPI Bac Ninh. The province's PCI result was gradually and stably improved over time, leaders' commitments to improve the business and investment environment are highly appreciated by the business community, partly explaining the study visits to the workshop by Yen Bai and Nghe An provincial delegation. What impressed the PCI team most is the desire and sharings by the Chairman on how to build a long-lasting and sustainable governance mechanism to improve the business-friendly environment.	80	220
7/23/2012	PCI	PCI 2011 Diagnostic workshop in Ninh Binh province	· This is the first time Ninh Binh has organized a PCI diagnostic workshop. Its ranking in PCI 2011 dropped 10 places from 11th in PCI 2010 to 21st out of 63 cities and provinces. The workshop was chaired by the Vice Chairman of Ninh Binh People's Committee, Director of DPI Ninh Binh and Director of VCCI branch in Thanh Hoa, and attended by 70 people who are representatives of different line departments, district administrative governments and business leaders. Diagnostic analysis of PCI 2011 for the country and for Ninh Binh was presented, followed by good experiences in implementation of administrative procedures from other provinces in Vietnam. The Vice chairman of Ninh Binh People's Committee expressed his appreciation and agreement to PCI analysis. Ninh Binh plans to organize an investment promotion conference in November this year. He emphasized the potential danger of being left behind for Ninh Binh in economic	55	15

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			development and investment promotion. The province is in need of drastic solutions to achieve its 5 year plan until 2015. It seems local enterprises still have some reserve towards local leaders. It is vitally important to develop a level-playing field for all economic sectors. The model of one stop shop should be applied in implementing administrative procedures in all administrative bodies at district level. Transparency in publicizing information on land compensation and information provision needs to be improved to reduce land complaints, create equal business opportunities and reduce costs for enterprises. One of province's priorities is to develop tourism which requires appropriate infrastructure development and adequate human resources.		
7/27/2012	PCI	PCI 2011 diagnostic workshop - Dak lak province	There were two sessions of PCI workshop in Dak Lak on Jul 27. In the morning, the workshop was organized with aims at raising awareness of civil servants at district and commune levels about importance of PCI and improving governance, promoting business development. Dak Lak provincial leaders have been familiar with PCI, however, this was the first time PCI targeted grass-root levels, which was considered one of major factors hindering reforms at the province. The morning session attracted around 100 participants. Presentations included PCI briefing, PCI analysis for Dak lak, analysis of Vietnam's economy and competitiveness (by senior economist -Le Dang Doanh). Dak lak is planning a PPC's action plan to improve PCI, detailing to districts and communes and a task force to implement such plan. The afternoon workshop session was part of cooperation efforts between VCCI and Agricultural competitiveness project, under the Department of Agriculture. PCI was included in the training course to help participants understand the role of healthy and good governance in improving competitiveness of a province as well as a sector. Opportunities to further cooperate to come up with initiatives for agricultural development are promised in the coming time.	40	120
8/9/2012	PCI	PCI 2011 Diagnostic workshop - Bac Ninh province	Bac Ninh organized the meeting with the PCI team to discuss their performance on the 2011 PCI report/list. The meeting was chaired by the Chairman and Vice Chairman of Bac Ninh People's Committee. Bac Ninh has made steady progress in the PCI ranking since 2006, moving from 22nd to 2nd place in the latest PCI 2011 ranking. After the PCI 2011 launch, Bac Ninh Party Branch issued Directive No. 17 on continuing to improve its business climate. Subsequently Bac Ninh People's Committee issued Plan No. 16 on the implementation of Directive No. 17. A representative of DPI Bac Ninh reported on the progress of implementation of this PCI enhancement plan. The presentation detailed the tasks assigned to respective line departments. The PCI team pointed out Bac Ninh's strong points including 3rd ranked pro-activity area, labor training (ranked 6th over 63 provinces) and time costs which ranked 8th. The PCI team also	30	10

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			discussed challenges, including maintaining momentum for governance reform similar to other high ranked provinces such as Binh Duong, Da Nang. The potential impact of Bac Ninh's extensive efforts to attract FDI were also discussed in the workshop. The workshop also focused on the Provinces continued weaknesses, such as a poor connection with local enterprises and its lack of progress in its efforts to support industries, price-transferring, social issues, etc.		
8/15/2012	PCI	PCI 2011 diagnostic workshop to Tuyen Quang's district administrations	· The event was organized in the wake of the PCI workshop on May 30 to provide Tuyen Quang's PCI task force a detailed analysis of the province's governance performance. Areas of focus recommended to the task force were transparency, time costs, pro-activity and public-private dialogue. This is also the first step to help improve capacity for the task force in drafting an action plan for the PPC and to organize future training courses to improve awareness of PCI at the grass root level.	2	8
8/16/2012	PCI	PCI Diagnostic Workshop in Da Nang	The PCI workshop, chaired by Da Nang's and VCCI's Chairmen, was to review Da Nang's investment climate and diagnose weakness in its governance areas based on the perspective of local firms, which served the purpose to enhance the PCI of Da Nang city and collect corporate views on the public governance	25	75
8/17/2012	PCI	PCI 2011 diagnostic workshop to Ha Giang	This was Ha Giang Province's second PCI workshop over the last year. The workshop, chaired by the (Communist) Party Chief of Ha Giang, the Vice Chairman of PPC Ha Giang and Vice Chairman of VCCI Hanoi, was attended by 105 participants. The first workshop in 2011 had a great impact on the provincial leaders emphasizing the ability to use the PCI as a tool for measuring and assessing the Province's performance. In 2011, Ha Giang made a modest jump of 8 positions in the ranking and an increase of 4 points in the score. Continuing these efforts, the Party Chief of Ha Giang urged the provincial leaders and civil servants to improve their working efficiency and effectiveness, to better serve business and citizens, to enhance transparency, to reduce time costs in administrative activities and procedures, and to improve IT capacity in order to achieve the end-results of being among top 20 in the PCI ranking by 2015.	30	75
8/21/2012	PCI	PCI 2011 diagnostic workshop to Bac Kan	· PCI workshop in Bac Kan province on August 21 2012 was chaired by the Vice Director of DPI Bac Kan and funded by the IFAD's Pro-poor Partnership for Agroforestry development (3PAD) Project. This workshop, following one organized for higher level officials several months ago, was aimed at raising awareness of PCI and focusing on the importance of good governance among civil servants at the district level. However, most of 26 participants came from different line departments and were already quite familiar with PCI. Lacking the presence of highest level leaders and participation of grass-roots officials indicates that the province has a limited interest in improving their PCI standing. This is further reflected in their low	6	20

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			PCI standing over years. The team discussed and promoted the idea that in order to attract more investment and promote socio-economic development, Bac Kan will need to improve its business environment and the quality of local governance.		
9/21/2012	PCI	PCI 2011 diagnostic workshop to Nghe An	the workshop in Nghe An took place the second time on September 21 2012 to raise awareness of local officials and launching Nghe An's plan on improving the provincial business environment. The workshop was jointly chaired by the Chairman of Nghe An People's Committee and President of VCCI and well attended by all members of Standing Committee of Provincial Party Branch, Standing Committee of Nghe An's People's Council, President of Nghe An Fatherland Front, all top leaders of departments, agencies, districts, and 70 representatives of local enterprises and central and local media. Nghe An currently ranks 41th position on the PCI chart and its leaders set the target for Nghe An to be on the list of top 30 performers by 2015. To achieve the target, three poles of breakthroughs are aimed in the provincial development plan which includes improving local officials' awareness of economic governance, quality of local economic governance through the PCI and local infrastructure.	20	50
10/16/2012	PCI	PCI2011 diagnostic workshop - Yen Bai province	PCI diagnostic workshop on Oct 16 in Yen Bai province (65 participants): Yen Bai has been the second last province to conduct PCI workshop over the last 7 years. Despite rarely paying attention to improving investment environment and PCI, Yen Bai's provincial authority received gradually better assessment by local businesses on their performance. PCI rank was raised from 23rd in 2009 to 21st in 2010 and 14th in 2011. Concluding at the workshop, Mr Nguyen Dinh Cung, co-chaired with Vice Chairman of Yen Bai PPC expressed the under-development of local businesses as well as local economy and urged the province to make more efforts to effectively enhance their governance to support business development.	10	55
10/24/2012	PCI	PCI 2011 diagnostic workshop- Hoa Binh province	PCI workshop in Hoa Binh province on Oct 24: Chaired by Chairman of PPC and Chairman of VCCI, the workshop attracted some 65 participants, mainly leaders at provincial and district level, businesses, investors and media, Hoa Binh, which normally found itself at the bottom of the ranking list, has made greater efforts in 2011 in governance, improving 13 positions to 47th/63. Areas urge more reform include transparency, time cost, labor training and proactivity. Presentations by PCI team were followed, clearly illustrated supported by speeches of Hong Kong and Japanese investors as well as discussion from different line agencies and local businesses. Suggestions by investors for the province in enabling a business-friendly environment: improve infrastructure quality, mobilize good-quality human resources to satisfy business' needs, reduce times of power cut.	10	55
10/26/2012	PCI	PCI 2011 diagnostic workshop- Lam Dong	PCI 2011 diagnostic workshop to Lam Dong province on Oct 26: The workshop was chaired by Vice Chair of Lam Dong PPC with 75 participants	12	63

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		province	from provincial line departments, leaders of districts, representatives from business association, private sector, FDI and media, both national and local. 2011 saw a big decline in Lam Dong's PCI performance. The province lost 32 positions, ranked 61/62, at the average-performing tier. Reasons for this lousy results were diagnosed to be worse performance in productivity, time costs and labor training, which were agreed by several enterprises who made speeches at the workshop. Concluding the workshop, Mr Yen, Vice Chair expressed the province's determination to improve PCI results for next year by committing to conducting following activities to enhance awareness and effectiveness of providing administrative services to local businesses of civil servants and leaders at provincial and district, town level. Specific action plans were reported at the workshop by Tax authority, DPI, DONRE and DOLISA.		
1/22/2013	PCI	PCI 2011 diagnostic workshop- Gia Lai province	PCI workshop to Gia Lai province on Jan 22, 2013: Under the cooperation program between Agricultural Competitiveness Project (ACP) and Gia Lai province, ACP held a three-day workshop to enhance management and performance capacity for provincial officials working in fields of agriculture. Knowing that provincial competitiveness requires the involvement of all business lines, ACP invited the PCI team to present local PCI results to such officials, in hope of raising awareness about competitiveness and governance. The workshop found full attendance of 40 participants (officials from line departments, businesses and business associations) and received lots of questions about the results as well as suggestion to improve the index, which showed high interest in the topic. The workshop was chaired by Dau Anh Tuan and Deputy Director of DONRE.	7	33
3/27/2013	PCI	PCI diagnostic workshop in Thai Nguyen	On March 27, 2013, the PCI workshop was organized with presence of the Provincial Party Secretary and Vice Chairman of PPC and around 100 provincial officials. The workshop aimed at discussing solutions to improve the province competitiveness in the coming time. This year, Thai Nguyen jumped 40 places to rank 17th out of 63 provinces. This is the result of the province efforts in 2012, i.e. setting up PCI task force, releasing PCI action plan, enhancing the awareness of PCI and business-friendly services among local department. Upon this encouraging position in the PCI ranking, the province has given awards to individuals, who have made contribution to the successful performance. Also, at the workshop, for the first time, PCI improvement plan in 2013 were stated to be strongly related to addressing the problem of capital and bad debt for businesses, the most head-ache issue for the local business community.	30	70
4/3/2013	PCI	Dak Nong	Full day workshop in Dak Nong province on April 03, 2013: 200 participants, Provincial party secretary, Mr Le Dien- Chairman of PPC, other leaders and officials from provincial and district departments, representatives from banking sector and businesses. Morning session, chaired by the Chairman	60	140

End Date	Program Area	Event	Description of Event	Female	Male
			PPC, Director of DPI and Tax Authority, on Meeting and dialogue with business community: To provide information about the 2013 socio-economic development plan, business development policies, investment incentives and projects for business community. At the workshop, Director of DPI responded specific issues, concerns and questions by Dak Nong businesses and the province's direct responses. Afternoon session: PCI workshop to present Dak Nong detail analysis of PCI performance in 2012 and solutions for next period.		
10/9/2008	Project 30	Training on AP inventory phase	ACAPR's working group members participating in the one day training workshop on AP inventory held by the STF.	18	32
12/5/2008	Project 30	Meeting with TFs on the inventory phase for Project 30 in Thai Binh	Training on the implementation of AP inventory phase for provincial TFs	3	17
12/14/2008	Project 30	Meeting with TFs on the inventory phase for Project 30 in Hoa Binh, Phu Tho	Training on the implementation of AP inventory phase for provincial TFs	9	26
12/19/2008	Project 30	Meeting between STF and provincial TFs on the inventory phase of Project 30 in Son La and Yen Bai	Discussion and guidance on the implementation of the AP inventory phase for TFs	3	18
12/19/2008	Project 30	Meeting with TFs on the inventory phase for Project 30 in Ha Nam	Training on the implementation of AP inventory phase for provincial TF	9	10
12/20/2008	Project 30	Hands -on activities for provincial task force (TFs) in Tuyen Quang, Ha Giang, Lao Cai	Provided guidance on the AP inventory phase for provincial TFs, group 1 travelled to Tuyen Quang, Ha Giang, Lao Cai	5	39
12/23/2008	Project 30	Meeting between STF and provincial TFs on the inventory phase of Project 30 in Bac Ninh	Training on the implementation of AP inventory review for provincial TFs	3	12
12/26/2008	Project 30	Meeting with TFs on the inventory phase for Project 30 in Hanoi	Training on the implementation of AP inventory phase for Hanoi TF	5	16
12/26/2008	Project 30	Meeting with TFs on the inventory phase for Project 30 in Hai Duong, Hai Phong, Quang Ninh	Training on the implementation of AP inventory phase for provincial TFs	12	38
12/26/2008	Project 30	Meeting between STF and provincial TFs on the	Training on the implementation of AP inventory review for provincial TFs in Ninh Binh and Thanh Hoa	0	0

End Date	Program Area	Event	Description of Event	Female	Male
		inventory phase of Project 30 in Ninh Binh and Thanh Hoa			
12/27/2008	Project 30	Meeting on AP inventory phase for provincial TFs	Provided guidance on the AP inventory phase for provincial TFs		
12/30/2008	Project 30	Launch for Project 30's official website at <a href="http://thutuchanhchinh.vn">http://thutuchanhchinh.vn</a>	VNCI supported the launch event for, and the development of, the new Project 30 website on December 30, 2008, Presided over by the Standing Deputy Prime Minister, Minister/Chairman of OOG, Minister of Information and Communications, and representatives from ACAPR, STF, USAID, VNCI, STAR, and selected donors such as CIDA, SDC, and ADB and press.	40	110
1/9/2009	Project 30	STF meeting with provincial TFs for guidance/ training on AP inventory phase and other communications activities	Hand-on training activities for provincial task forces in Quang Ngai and Quang Nam		
1/9/2009	Project 30	Meeting between STF and provincial TFs on the inventory phase of Project 30 in Dien Bien, Lai Chau	Training on the implementation of AP inventory review for provincial TFs	2	17
1/16/2009	Project 30	Meeting with TFs on the inventory phase for Project 30 in Binh Duong, Long An	Training on the implementation of AP inventory phase for provincial TFs	3	22
1/16/2009	Project 30	Meeting with TFs on the inventory phase for Project 30 in Phu Yen, Khanh Hoa	Training on the implementation of AP inventory phase for provincial TFs	3	17
1/16/2009	Project 30	Meeting with STF and TFs on AP inventory review in Nghe An, Ha Tinh	Training on the implementation of AP inventory review for provincial TFs in Nghe An, Ha Tinh	5	12
1/23/2009	Project 30	Meeting with TFs on the inventory phase for Project 30 in Hung Yen	Training on the implementation of AP inventory phase for provincial TF	2	11
1/27/2009	Project 30	Meeting with TFs on the inventory phase for Project 30 in Vinh Phuc	Training on the implementation of AP inventory phase for provincial TFs	5	10
1/29/2009	Project 30	Meeting with TFs on the inventory phase for Project 30 in Nam Dinh	Training on the implementation of AP inventory phase for provincial TFs	2	9
2/13/2009	Project 30	Meeting with TFs on the inventory phase for Project 30 in Gia Lai, Binh Dinh	Training on the implementation of AP inventory phase for provincial TFs	1	15

End Date	Program Area	Event	Description of Event	Female	Male
2/13/2009	Project 30	Meeting with TFs on the inventory phase for Project 30 in HCMC, Ba Ria - Vung Tau	Training on the implementation of AP inventory phase for provincial TFs	6	18
2/13/2009	Project 30	Meeting with TFs on the inventory phase for Project 30 in Thai Nguyen, Bac Can	Training on the implementation of AP inventory phase for provincial TFs	8	22
2/20/2009	Project 30	Hands-on training activities for Provincial TFs in Kontum, Da Nang	Provide guidance on the implementation of the AP inventory phase	2	18
2/20/2009	Project 30	Meeting with TFs on the inventory phase for Project 30 in Bac Lieu, Ca Mau	Training on the implementation of AP inventory phase for provincial TFs	4	19
2/20/2009	Project 30	Meeting with TFs on the inventory phase for Project 30 in Lam Dong, Dak Lak, Ninh Thuan, Dak Nong	Training on the implementation of AP inventory phase for provincial TFs	15	45
2/27/2009	Project 30	Meeting with TFs on the inventory phase for Project 30 in Ben Tre, Tien Giang	Training on the implementation of AP inventory phase for provincial TFs	5	17
3/6/2009	Project 30	Meeting with TFs on the inventory phase for Project 30 in Bac Giang, Lang Son	Training on the implementation of AP inventory phase for provincial TFs	3	27
3/13/2009	Project 30	Meeting with TFs on the inventory phase for Project 30 in Can Tho, Hau Giang, An Giang, Kien Giang	Training on the implementation of AP inventory phase for provincial TFs	18	42
3/20/2009	Project 30	Meeting of the Advisory Council for Administrative Procedures Reform	Briefing on the work plan for ACAPR, dicussion on the council's activities and agreement on work assignment.	7	13
3/20/2009	Project 30	Meeting with TFs on the inventory phase for Project 30 in Quang Binh, Quang Tri, Hue	Training on the implementation of AP inventory phase for provincial TFs	6	42
3/22/2009	Project 30	Meeting with provincial TFs in Vinh Long, Dong Thap, Tra Vinh and Soc Trang	Provide guidance and check up on the AP inventory phase implementation of TFs	7	37
4/14/2009	Project 30	Consultation workshop with Private Sector in the South	ACAPR held a consultation workshop with private sectors to get enterprises' input on cumbersome Administrative procedures in their business operation	12	38

End Date	Program Area	Event	Description of Event	Female	Male
4/15/2009	Project 30	Training on Project 30 for 3 new TFs in Hanoi	Training on the implementation of Project 30 for 3 new task forces (Vietnam Development Bank, Bank for Social Policy and Vietnam Social Insurance)	5	25
4/18/2009	Project 30	Meeting between STF and TFs in Binh Thuan, Binh Phuoc, Tay Ninh, Dong Nai	Provide guidance and check up on the implementation of the AP inventory phase of provincial TFs	6	39
4/20/2009	Project 30	E-registry workshop on 20 April 09 for representative from provincial TFs	Introduction on the model and requirements for E-registry in Vietnam and suggestion on the model of e-registry in Vietnam from international experts. STF representatives and VNCI Project's consultant Vedran Antoljak and Marko Slunjski were facilitating the workshop	0	8
4/22/2009	Project 30	E-registry workshop on 22 April 09 for ministerial officials in Hanoi	Introduction on the model and requirements for E-registry in Vietnam and suggestion on the model of e-registry in Vietnam from international experts. STF representatives and VNCI Project's consultant Vedran Antoljak and Marko Slunjski were facilitating the workshop	12	38
5/8/2009	Project 30	VietAnh Nguyen and Ngo Hai Phan from STF to attend the UNCTAD conference on Administrative Efficiency: Smart Administration for times of crisis	Releasing productive capacities and boosting enterprise development through transparency, simplification and automation of administrative procedures	0	0
5/21/2009	Project 30	Workshop on reviewing Administrative Procedures for ACAPR's working groups	Discussion on reviewing using standardize forms (Forms 3s) and the process of doing review; Standard Cost model. Discussion on the roles of responsibility of ACAPR to support the running of Project 30	21	32
5/21/2009	Project 30	ACAPR workshop for reviewing administrative procedures - Vinh Phuc	Equip STF and working groups of ACAPR with tools and methodologies to do review; Build up initial collaboration among ACAPR and STF. Summary report on outcomes of ACAPR for the past time and provide guidance on review of AP for ACAPR and public	21	32
5/28/2009	Project 30	Meeting with 21 ministries and 3 agencies in May 09	Monthly briefing meeting with 21 ministries and 3 agencies on May 28, 09		
6/12/2009	Project 30	June Monthly meeting with 21 ministries and 3 agencies	Monthly meeting with ministries and agencies for June 09 in preparation for publicizing the inventory list of all APs		
7/10/2009	Project 30	STF 2 One-day-trainings for 24 provinces in the North (Phu Tho)	STF training for provincial TFs on how to do review	15	101
7/21/2009	Project 30	Training on review of APs for central provinces	Reports on the objectives and requirements of review phase and the process of review and AP. Provide guidance on filling in forms for review phase. STF deputy manager Mr Ngo Hai Phan and 3 other STF group leaders presented at the training.	8	48

End Date	Program Area	Event	Description of Event	Female	Male
7/24/2009	Project 30	Training on review of APs for southern provinces plus ACAPR working groups in the south	Two-day training for 9 Task forces from provinces in Ho Chi Minh city including Tay Ninh, Binh Duong,, Binh Phuoc, Dong Nai, Ba Ria - Vung Tau, TP Ho Chi Minh, Long An, Tien Giang, Ben Tre on July 23	13	45
7/29/2009	Project 30	Training on AP review for 10 provinces in Me Kong Delta in Can Tho	Presentation on AP review phase - objectives and requirements, precess of doing review. Guidance on filling in forms for review phase. Representative from STF to present.	15	51
7/31/2009	Project 30	Training on AP review for 10 provinces in Highland area and North Southeast	Presentation on AP review phase and guidance on the process of review for provincial TFs in Highland area and North Southeast	9	59
8/14/2009	Project 30	STF monthly meeting with ministries and agencies on progress of Project 30	August monthly briefing with ministries and agencies on the progress of Project 30 at ministries and provinces, plans on review phase		
8/21/2009	Project 30	Meeting for Customs working group	Meeting for Customs Working Group- Kick off meeting with introduction of members, the plan for group coordination, plans for review and presentation on form 3		
8/25/2009	Project 30	STF training in Thanh Hoa province	STF training on methods of implementing review and complete several illustration on reviewing an AP in some particular fields	17	37
9/3/2009	Project 30	September monthly meeting between STF and ministries and agencies for briefing on progress of Project 30	Agree on the publishment of all APs for ministries and preparation on the launch of the national e-database on AP	15	54
9/9/2009	Project 30	Meeting of working groups for tax	Presentation on the workplan for priority review of administrative procedures , Discussion on working groups communication flow and presentation on form 3	11	19
9/18/2009	Project 30	Training on review for STF with Scott Jacobs - VNCI's consultant	Presentations on new ways of regulating and the benefits of Project 30 if the cut/ simplification of AP reach 30-50%, group discussion on form 2s and 3s for 2 APs on tax and agriculture	35	75
9/30/2009	Project 30	Meeting of Tax Working Group - follow up meeting - group discussion	Group discussion on the form 3s for 2 Administrative Procedures on Tax		
11/20/2009	Project 30	MEETING WORKSHOP OF THE ADVISORY COUNCIL FOR ADMINISTRATIVE PROCEDURE REFORM	Reviewing results from various Working Groups of ACAPR reporting to the Minister of OOG- Chairman of ACAPR and Vice Chairman of ACAPR with many other ACAPR members	50	78
12/24/2009	Project 30	Meeting of Tax working group	Discussion on tax declaration and double tax exemption. There are 10 participants as working group members, in which 3 are females		

End Date	Program Area	Event	Description of Event	Female	Male
1/4/2010	Project 30	Meeting of Banking/ Securities working group in Hanoi	Discussion on Licensing for foreign exchange trading Change in capitals for securities agency/ company Change in contents of business operation for bank 16 participants including 6 females		
1/22/2010	Project 30	Meeting of Customs/Trade working group Ho Chi Minh City	Discussion on related issues on Customs and Trade: Seaport, greenflow and e_customs. There were 12 participants including 5 females		
2/5/2010	Project 30	Meeting of Landing and Construction working group on review phase 2	Review topics: <ul style="list-style-type: none"> <li>● Certificate of land use rights</li> <li>● Tender for construction and installation</li> <li>● Notarization in the construction field</li> <li>● Home and construction ownership</li> <li>● Building Permit</li> <li>● Hire/ purchase land</li> <li>● Urban Planning</li> </ul>		
2/12/2010	Project 30	Training on SCM for General Department of Customs		15	25
2/25/2010	Project 30	Meeting of Intellectual properties and telecoms working group	Topics for review includes: Report in telecoms/ internet field  Industrial properties  Legalize, notarize in telecoms/ internet field		
3/1/2010	Project 30	Meeting of Tax working group on review phase 2	Discussion on Tax declaration and double tax exemption		
3/3/2010	Project 30	Training on Standard Cost Models for Ministry of Finance		10	20
3/4/2010	Project 30	Meeting of Customs/ Trade working group in Hanoi	Continuous discussion on sea port , green flow and e-customs		
3/4/2010	Project 30	Training on Standard Cost Models for General Department of Tax		16	34
3/5/2010	Project 30	Meeting of Pharmaceutical working group on Project 30's review phase 2	Discussion on Registration of retail price for medicine and Medicine registration		
3/8/2010	Project 30	Meeting of Investment working group on review phase 2	Discussion on investment project registration  Investment project appraisal  Bidding for goods purchasing		

End Date	Program Area	Event	Description of Event	Female	Male
			There were 16 participants attending		
3/18/2010	Project 30	Meeting of Commerce working group for Project 30's review phase 2	Discussion on Business license for tobacco and alcohol trading Certificate for second-grade retailer Promotion registration		
3/23/2010	Project 30	Meeting of Judicial working group on review phase 2	Discussion on Granting defence conduct certificate and consulate notarization and legalization		
3/26/2010	Project 30	Meeting of Labor Working group on review phase 2	Discussion on Work permits, labor regulations, employment, dismissal, reporting safety, labor hygiene		
4/6/2010	Project 30	Meeting between Ministry of Agriculture and Rural Development (MARD) and STF (held by MARD)	First discussion on the recommendation package for 461 APs proposed by MARD.	12	17
4/12/2010	Project 30	Meeting/ Consultative Workshop with customs working groups in the South	First kick-off meeting with working group in HCM city for the second round of customs APs review		
4/13/2010	Project 30	Training on Standard Cost Models for Ministry of Justice		5	10
5/10/2010	Project 30	Training on Standard Cost Models for Department of Customs - District Level	The training supports the National Assembly's monitoring process of Project 30 implementation	7	13
5/21/2010	Project 30	Internal meetings of STF's Study Group on Agriculture & Rural Development and Ethnic Minorities Affairs	(5 days, 8 hours a day; participants: STF's members, experts, lawyers and seconded staff from MARD and CEMA)  Discussion to finalize the Study Group's proposed recommendation packages for 461 APs relating to agriculture & rural development and 10 APs relating to ethnic minorities affairs before sending them to MARD and CEMA (Committee for Ethnic Minorities Affairs) for consultation.	6	9
5/26/2010	Project 30	Meeting with ACAPR members in the South with Karen Hill	ACAPR members in the South gathered for a meeting chaired by Mr Nguyen Minh Man - Director of Department of State Administrative Organization and Civil Service - Office of Government, on the occasion of Karen Hill (VNCI consultant of Regulatory reform)'s visit	7	13

End Date	Program Area	Event	Description of Event	Female	Male
7/5/2010	Project 30	Workshop on AP Simplification - Phase 2	ACAPR's summary report on review results for phase 2 of project 30. Speeches from representatives from the Prime minister's Special Task Force and Working groups about the role of ACAPR in the review phase and how working groups mobilize their resources to implement their review workload. The workshop is followed by a technical discussion for 3 key working groups: Pharmaceutical, Education and Customs/ Import - Export.	50	70
7/6/2010	Project 30	ACAPR Meeting - updates on latest developments	ACAPR held an official meeting with their members and other counterparts to brief participants with updates on their latest development. Report on the activities of ACAPR in the review phase, and announce upcoming activity plan for the future. There were 70 participants including members from different working groups, ministries and the media, 1/3 is woman		
7/6/2010	Project 30	ACAPR Press Conference	ACAPR Press Conference providing media with updates on ACAPR's latest developments in their operation and activities plan. 65 people attended the press conference of which 30 is female		
7/6/2010	Project 30	Luncheon with Minister Nguyen Xuan Phuc - Head of ACAPR , Chairman of Office of Government	The luncheon is co-host by Amcham and Eurocham - two active members of ACAPR. Many donors and enterprise community attended the luncheon to hear updates on Project 30's implementation, role of ACAPR in supporting Project 30 and how Project 30 would result in better environment for enterprises	16	27
7/9/2010	Project 30	Consultation with General Department of Customs on results of APs review		16	34
8/6/2010	Project 30	Consultation with Ministry of Finance on the results of APs review		10	20
8/12/2010	Project 30	Consultation with Ministry of Agriculture and Rural Development (MARD) on results of APs review (held by STF)	The consultation came to a mutual consent on 21 out of 28 subjects raised by STF (75%). Only 7 subjects were disagreed by MARD (25%).	13	37
10/22/2010	Project 30	Regulatory Impact Assessment Training with Jacobs Associations and Luiss University for STF's key account managers	The training course on Regulatory Impact Analysis is a joint effort between USAID/VNCI and the International Finance Corporation (IFC) to sponsor for 14 government officials from the Prime Minister's Special Task Force for Administrative Procedure Reform, the trip approved by Minister Nguyen Xuan Phuc, Chairman of the Office of Government.	3	11
1/27/2011	Project 30	Training on WTO agreement to APCA	The training equipped APCA Staff with the understanding of the WTO agreement and Vietnam's commitment to the agreement. This is to support APCA officers in their work of reviewing and controlling AP. The workshops contained  - Introduction to WTO, BTA and SPS	11	14

End Date	Program Area	Event	Description of Event	Female	Male
			- WTO & BTA Requirements on legal transparency and admin procedures - Investment commitment in WTO and BTA		
2/15/2011	Project 30	APCA to work with representatives from Ministry of Foreign Affairs on the improvement of the National Database	- Discuss on APCA proposal to increase added value of the database. Key issues include: (1) added features to improve efficiency of the system for internal users (AP control system) such as group search, coding, automatic clone of dossiers, etc; (2) added features for external users (citizen and businesses) such as link to ministerial and provincial websites using national database as core data, linkages of APs by group and topic to enhance search and navigating APs, etc.	2	6
2/15/2011	Project 30	APCA to meet with representatives from Ministry of Finance on the improvement of the National Database	Discussion on APCA proposal to increase added value of the database. Key issues include: (1) added features to improve efficiency of the system for internal users (AP control system) such as group search, coding, automatic clone of dossiers, etc; (2) added features for external users (citizen and businesses) such as link to ministerial and provincial websites using national database as core data, linkages of APs by group and topic to enhance search and navigating APs, etc.	5	9
2/16/2011	Project 30	APCA to work with Ministry of Information and Communications on the improvement of the National Database	Discussion on APCA proposal to increase added value of the database. Key issues include: (1) added features to improve efficiency of the system for internal users (AP control system) such as group search, coding, automatic clone of dossiers, etc; (2) added features for external users (citizen and businesses) such as link to ministerial and provincial websites using national database as core data, linkages of APs by group and topic to enhance search and navigating APs, etc.	3	10
2/21/2011	Project 30	APCA to meet with Bac Ninh province to discuss the improvement of the National Database	Discuss on APCA proposal to increase added value of the database. Key issues include: (1) added features to improve efficiency of the system for internal users (AP control system) such as group search, coding, automatic clone of dossiers, etc; (2) added features for external users (citizen and businesses) such as link to ministerial and provincial websites using national database as core data, linkages of APs by group and topic to enhance search and navigating APs, etc.	3	8
2/22/2011	Project 30	APCA to Hai Phong city on the improvement of the database.	Discuss with leaders from Hai Phong province on APCA proposal to increase added value of the database. Key issues include: (1) added features to improve efficiency of the system for internal users (AP control system) such as group search, coding, automatic clone of dossiers, etc; (2) added features for external users (citizen and businesses) such as link to ministerial and provincial websites using national database as core data, linkages of APs by group and topic to enhance search and navigating APs, etc.	5	14

End Date	Program Area	Event	Description of Event	Female	Male
2/24/2011	Project 30	APCA to meet with leaders of Vung Tau city on the improvement of the National Database	Discuss with leaders of Vung Tau on APCA proposal to increase added value of the database. Key issues include: (1) added features to improve efficiency of the system for internal users (AP control system) such as group search, coding, automatic clone of dossiers, etc; (2) added features for external users (citizen and businesses) such as link to ministerial and provincial websites using national database as core data, linkages of APs by group and topic to enhance search and navigating APs, etc.	2	7
2/25/2011	Project 30	APCA to work with HCMC Provincial People's Committee on the improvement of the National database	Discuss with Ho Chi Minh City on APCA proposal to increase added value of the database. Key issues include: (1) added features to improve efficiency of the system for internal users (AP control system) such as group search, coding, automatic clone of dossiers, etc; (2) added features for external users (citizen and businesses) such as link to ministerial and provincial websites using national database as core data, linkages of APs by group and topic to enhance search and navigating APs, etc.	4	7
4/27/2011	Project 30	Compliance Training for Northern ministries and agencies- 1st batch	The training will provide participants skills to carry out impact assessment for administrative regulation, conduct the calculation of compliance cost, receive and handle feedback from citizen and businesses on administrative regulations, and update and manage the national database of AP . This training was conducted for Ministry of Science and Technology, Ministry of Planning and Investmen, Ministry of Agriculture and Rural Development, State Bank of Vietnam, Vietnam Development Bank, Ministry of Trade, Ministry of Information and Communications, Ministry of Transportation, Ministry of Construction	32	44
4/29/2011	Project 30	Compliance training on review for ministries and agencies in the north - 2nd batch	The training will provide participants skills to carry out impact assessment for administrative regulation, conduct the calculation of compliance cost, receive and handle feedback from citizen and businesses on administrative regulations, and update and manage the national database of AP . The first review training was conducted for 12 ministries/ agencies in Hanoi : Health, Culture - Sports - Tourism, VN Social Insurance, Home Affair, Ethnic Comittee, Government Inspection, Foreign Affairs, Justice, Public Security, Education and Training, Labor- Invalids and Social Affairs (MOLISA), Ministry of Defense.	19	57
5/11/2011	Project 30	Compliance training for ministries and provinces in Binh Thuan	Compliance training for ministries and provinces to carry out administrative procedure control function.The training provides participants skills to carry out impact assessment for administrative regulation, conduct the calculation of compliance cost, receive and handle feedback from citizen and businesses on administrative regulations, and update and manage the national database of AP	23	44

End Date	Program Area	Event	Description of Event	Female	Male
5/14/2011	Project 30	Compliance training for ministries and provinces - 2nd batch	The training will provide participants with skills to carry out impact assessment for administrative regulation, conduct the calculation of compliance cost, receive and handle feedback from citizen and businesses on administrative regulations, and update and manage the national database of AP	14	51
6/3/2011	Project 30	Compliance training for provinces	The training will provide participants skills to carry out impact assessment for administrative regulation, conduct the calculation of compliance cost, receive and handle feedback from citizen and businesses on administrative regulations, and update and manage the national database of AP . The participants includes provincial officials from different provinces: Bac Giang, Dien Bien, Hai Duong, Hai Phong, Lai Chau, Lang Son, Quang Ninh, Thai Binh, Yen Bai, Son La, Thai Nguyen, Cao Bang, Bac Can...	20	70
6/14/2011	Project 30	APCA Media briefing with the press on 14 June 2011	The media briefing session lead by Dr Ngo Hai Phan, Director of APCA. Updates on the progress of APCA's operation was	13	20
6/15/2011	Project 30	The Administrative Procedure Control Agency (APCA) Strategi Management Meeting	The meeting between VNCI advisors with APCA's leader team including the Director , Deputy Director and other team leaders to discuss the Process for Developing a New Strategy for APCA	6	15
6/22/2011	Project 30	Media Briefing with the Press on 22 June 2011 - Problems faced by Korean enterprises during their operation in Vietnam	The joint effort between APCA, the Korean Trade- Investment Promotion Agency KOTRA and Korean Chamber of Commerce KORCHAM in Vietnam. Lead by Dr Ngo Hai Phan - APCA director, the briefing session aimed to provide reporters and the media with the operation status of Korean enterprises in Vietnam, some challenges on the way and how APCA is in line to support and address their issues	11	30
6/30/2011	Project 30	Media Briefing on 30 June 2011 -	Briefing with ACAPR's Member Association media units with updates on administrative procedures reform and the involment of member association in APCA's operation	12	37
7/15/2011	Project 30	Vietnam E-Government Symposium on the Connection between E-Government and Administrative Procedure Reform, HCMC	The national Symposium was organized in Ho Chi Minh city from July 14-15, 2011. This year topic was focused on the link between e-Gov and AP reform. The audience including central and local policies makers, administrative agencies, IT firms and the academia. APCA Director Ngo Hai Phan was invited to have a presentation on this topic, plus chairing a session on the same issue. The Symposium agrees that e-Gov and AP reform should run together, and e-Gov should be considered as the tool for AP reform. There were strong interested from participants in this topic, especially on the issue of coordination between e-Gov and AP reform and unification of various databases that are currently being developed by different ministries and provinces. Vice Minister Hong of MoIT concluded the Symposium that MoIT will work with MOHA and OOG to promote this idea. According to the press, more than 600 participants from different ministries and line agencies attended the symposium	200	400

End Date	Program Area	Event	Description of Event	Female	Male
7/18/2011	Project 30	Media Briefing on 18 July 2011	National live meeting on administrative procedures reform led by Mr Nguyen Xuan Phuc, Chairman of the Office of Government	5	21
7/20/2011	Project 30	Training on controlling APs skills for Yen Bai province	The purpose of this trip is to assist Yen Bai Provincial People's Committee in holding the Training course on Controlling APs for its departments, line agencies and People's Committee at district level. Presentation on the guidance and practice of AP controlling provided the attendants with a consistent understanding about the objective, and goals of AP control.	32	66
9/29/2011	Project 30	Networking event with 26 press organisations held on 29 September 2011	An event held by APCA to meet with the press in the effort to put more focus on the agency communications strategy	12	14
10/6/2011	Project 30	Workshop on Impact Assessment Tool	The workshop was held for APCA staffs with Scott Jacobs as the trainer. The main purpose of the workshop is to test the policy impact assessment toolkit with APCA on some pilot regulations	10	18
10/11/2011	Project 30	Follow up workshop on Impact Assessment Tool with APCA	The second workshop held with APCA staff to continue the discussion on how to test the policy impact assessment toolkit on some pilot regulations.	11	19
11/10/2011	Project 30	Follow up workshop on Impact Assessment Tool with APCA	The second workshop held with APCA staff to continue the discussion on how to test the policy impact assessment toolkit on some pilot regulations.	11	19
2/8/2012	Project 30	Training for APCA new members	Fresh-up APCA members' ability to conduct impact assessment and manage the national database of APs along with consolidating those for current technical members of APCA	14	19
2/22/2012	Project 30	Workshop on overhauling the National Database	Workshop on overhauling the National Database to meet upcoming changes in the software system (new features as part of the innovation), as well as cleaning the content of the database to make sure that information are up-to-date and accurate.	19	29
3/15/2012	Project 30	Meeting with ACAPR and support the 1st WG meeting held in HCMC 15/3	Meeting with ACAPR and support the 1st WG meeting held in HCMC 15/3/2012	0	0
3/16/2012	Project 30	Workshop on how to improve quality of APs supervision	To train APCA staff on managing the clean-up and management of the national database to ensure the database is up-to-date and accurate	22	34
3/20/2012	Project 30	Training on AP bundle review_01	To train 130 staff from 06 ministries and 02 provinces (Ha Noi and Hai Phong) on AP bundle review, introducing process mapping, a new tool to be applied for review	38	55
3/22/2012	Project 30	Training on bundle review_02	To train 80 staff from 08 ministries on AP bundle review, introducing process mapping, a new tool to be applied for review	50	51
3/23/2012	Project 30	A four-day- training course on technical handover of National Database for APCA	USAID/VNCI international consultants (Sense Consulting) delivered a four-day training course on administration of the National Database for 20 staff from APCA and OOG from March 20-23. The purpose of training course is	4	20

End Date	Program Area	Event	Description of Event	Female	Male
			to equip APCA and OOG with knowledge and skills in maintaining National Database and managing the system in an effective manner after USAID/VNCI advisory team exit.		
3/24/2012	Project 30	Training on bundle review_03	To train 70 staff from 07 ministries on AP bundle review, introducing process mapping, a new tool to be applied for review	40	46
3/28/2012	Project 30	Training on AP bundle review in 2012 for 4 representative provinces in the south (including HCMC, Da Nang, Can Tho, Long An)	Training on AP bundle review in 2012 for 4 representative provinces in the south (including HCMC, Da Nang, Can Tho, Long An), Mar 26-28 2012. To train 70 staff from 04 provinces on AP bundle review, introducing process mapping, a new tool to be applied for review	22	31
4/17/2012	Project 30	Organize 2 two-day training courses on bundle review for APCA in Vinh Phuc, Apr 13-14 & 16-17 2012	To train 266 staff from 12 provinces on AP bundle review, introducing process mapping, a new tool to be applied for review. In addition, a draft M&E framework is introduced to collect comments from provinces during the courses	77	189
4/20/2012	Project 30	Organize a two-day training on bundle review for APCA staff in Phu Yen, Apr 19-20, 2012	To train 131 staff from 11 provinces on AP bundle review, introducing process mapping, a new tool to be applied for review. In addition, a draft M&E framework is introduced to collect comments from provinces during the courses	40	91
4/24/2012	Project 30	Organize a two-day training on bundle review for APCA staff in HCMC, Apr 23-24, 2012	To train 127 staff from 12 provinces on AP bundle review, introducing process mapping, a new tool to be applied for review. In addition, a draft M&E framework is introduced to collect comments from provinces during the courses	33	94
4/27/2012	Project 30	Organize a two-day training on bundle review for APCA staff in Hue, Apr 26-27, 2012	To train 139 staff from 11 provinces in the central region on AP bundle review, introducing process mapping, a new tool to be applied for review. In addition, a draft M&E framework is introduced to collect comments from provinces during the courses	30	109
5/22/2012	Project 30	Discussion on M&E for Administrative procedures reform	To share international experiences on PAR sustainability and support APCA in draft M&E development	6	14
6/12/2012	Project 30	Training on leadership for APCA staff in Nghe An	To train 50 APCA staff on leadership skills and knowledge management	25	35
10/2/2012	Project 30	Training on communication skill for APCA staff, Oct 1-2 2012	Training on communication skill for APCA staff, Oct 1-2 2012 in Tam Dao, Vinh Phuc	26	34
1/9/2009	RIA	Training on Regulatory Impact Assessment	Introduction on RIA in general for Department for Competition Administration – MOIT	0	0
1/16/2009	RIA	Workshop on Regulatory Impact Assessment _ VN Food Administration	Introduction to Regulatory Impact Assessment for Vietnam Food Administration Department, Ministry of Health	15	17

End Date	Program Area	Event	Description of Event	Female	Male
2/20/2009	RIA	Workshop on RIA - Law on Information Access - Ministry of Justice	Regulatory Impact Assessment training for senior ministerial officials and the RIA task force. Discussion on the RIA for Information Access Law.	15	25
2/20/2009	RIA	RIA training for RIA task force and RIA in the process of developing a Legal Normative document	Training for RIA task force and RIA introduction in the process of developing a Legal Normative document - Department for Criminal and Administrative Legislation - Ministry of Justice	18	22
2/25/2009	RIA	Workshop on Regulatory Impact Assessment for Law on Consumers' Protection Law	Discussion on Regulatory Impact Assessment for Law on Consumers' Protection Law	2	8
2/27/2009	RIA	Workshop on Regulatory Impact Assessment - Law on Food Safety - Vietnam Food Administration, MoH	Discussion on Regulatory Impact Assessment process for Law on Food Safety - Vietnam Food Administration, MoH	6	8
3/6/2009	RIA	RIA training for RIA reviewers - officials from Ministry of Justice	Chaired by Mdm Nguyen Thi Kim Thoa - Deputy Director from the Criminal and Administrative Legislation Department, Ministry of Justice and two experts: from VNCI project : Mr Faisal Naru and Mr Michael McNamer from Star Vietnam, the training provided firm understanding/ knowlegde for officials from MoJ about the Regulatory Impact Analysis and public consultation in the process of developing a legal normative document.	34	16
3/13/2009	RIA	Training on RIA and public consultation for ministerial officials and RIA task force	Introduction on Regulatory Impact Assessment and Public Consultation for officials from different ministries and discussion on the role of the RIA task force	31	19
3/16/2009	RIA	Training on Regulatory Impact Assessment and public consultation for Vietnamese RIA drafters and officials from 20 southern provinces	Training on RIA and Public Consultation in the process of developing a legal normative documents for Vietnamese RIA drafters and officials in southern provinces	17	33
3/26/2009	RIA	RIA training for officials and RIA task force	RIA training for RIA task force and officials from ministries who will submit their law proposal in 2009	17	29
4/2/2009	RIA	Training workshop on Information Access Law for drafting committee	Provide training workshop on Information Access Law for drafting committee – MOJ	0	0
4/14/2009	RIA	RIA training to HCM Academy Provincial Trainers in HCM	RIA training to STAR HCM Academy Provincial trainer	0	0
4/20/2009	RIA	Regulatory Impact Assessment - Adoption Law	Discussion on Regulatory Impact Assessment for Adoption Law - Department for Adoption - Ministry of Justice	12	8

End Date	Program Area	Event	Description of Event	Female	Male
4/29/2009	RIA	Workshop on Regulatory Impact Assessment - Labour Code for Ministry of Labour, Invalids and Social Affairs	Introduction on Regulatory Impact Assessment process for Labour Code for Ministry of Labour, Invalids and Social Affairs	13	22
4/29/2009	RIA	Impact Assessment in Vietnam and international experience	RIA training to Legal Department representatives - MOJ	0	0
5/7/2009	RIA	Training on RIA and public consultation for ministerial officials in Hanoi	Training held by Ministry of Justice supported by USAID/ VNCI for ministerial officials on Regulatory Impact Assessment, there were presentations and case studies for participants to learn and practice their understanding. The training was appraised by many participants of the course. Certificates were distributed to participants at the end of the course/	24	21
5/13/2009	RIA	Impact Assessment in Vietnam presented at Department of Animal Health on Vet Law	Impact Assessment in Vietnam presented at Department of Animal Health on Vet Law, Hanoi May 13 2009	8	23
7/3/2009	RIA	RIA for Information Access Law - MOJ	Workshop on RIA for Information Access Law	11	19
8/14/2009	RIA	Workshop on RIA Training for businesses - VCCI - Hanoi	To provide VCCI members with basic knowledge on RIA and how they can make assessment on and contribution to RIA report from business' perspectives	31	34
8/22/2009	RIA	Workshop on RIA Training for government officials - Ministry of Justice - Quang Ninh	Training on basic RIA for government officials at deputy-general director level	25	25
8/28/2009	RIA	Workshop on RIA Training on Codification Ordinance - National Assembly - Law Committee - Hoi An	To provide NA's drafting committee with introduction about RIA and guidance on making RIA report for Codification Ordinance	39	27
9/4/2009	RIA	Regulatory quality and the Role of the Regulatory Task Force - MOJ - Department for General Affairs	RIA Task Force Establishment	0	0
9/14/2009	RIA	The Concept and Practice of RIA for the new Labor Code - MOLISA Sep 10/11/15 2009	Concept and Practice of RIA for the new Labor Code	4	12

End Date	Program Area	Event	Description of Event	Female	Male
9/16/2009	RIA	Introduction on RIA & RIA for Technical Regulation at workshop organized by STAMEQ and UNIDO	Introduction on RIA & RIA for Technical Regulation at workshop organized by STAMEQ and UNIDO Hanoi, September 16, 2009	22	33
9/17/2009	RIA	Introduction on RIA & RIA for Technical Regulation on Food Safety - STAMEQ	Introduction on RIA & RIA for Technical Regulation on Food Safety at workshop organized by STAMEQ and UNIDO Dak Lak, September 19, 2009	9	21
9/22/2009	RIA	Introduction on RIA & RIA for Technical Regulation - STAMEQ	Introduction on RIA & RIA for Technical Regulation at workshop organized by STAMEQ and UNIDO Da Nang, September 22, 2009	6	26
10/9/2009	RIA	Workshop on RIA Training for businesses in Ho Chi Minh city (8&9 October 2009)	- Introduction of Regulatory Impact Assessment (RIA) and the on-going regulatory reform in Vietnam to businesses in southern provinces and RIA as an efficient tool for business advocacy	30	29
11/21/2009	RIA	Workshop on RIA for Capital Law		7	18
12/30/2009	RIA	Introduction on Regulatory Impact Assessment (RIA) and RIA Report Drafting for SBV Dec 30, 2009	Introduction on Regulatory Impact Assessment (RIA) and RIA Report Drafting for SBV Dec 30, 2009	37	13
5/6/2010	RIA	RIA workshop on Admin Penalty Law	RIA workshop on Admin Penalty Law	69	66
6/8/2010	RIA	Introduction on Regulatory Impact Assessment (RIA) for MOF	Introduction of RIA and Practicing doing RIA	15	20
7/3/2010	RIA	Workshop on RIA for legal departments in ministries with MOJ	Support to development of RIA for Codification Ordinance through discussion sessions and workshop on RIA for Codification	22	20
7/30/2010	RIA	Regulatory Impact Assessment (RIA) for National Assembly Members  Training Center for Elected Representatives	Regulatory Impact Assessment (RIA) for National Assembly Members  Training Center for Elected Representatives	26	47
8/9/2010	RIA	Codification Consultation Workshop	Codification Consultation Workshop with MOJ	27	43
8/27/2010	RIA	Consultation worksop for Draft Law on Inspection (Revised)	Consultation worksop for Draft Law on Inspection (Revised) for Legal Committee, NA, Aug 26-27, 2010 in Quang Ninh	9	39

End Date	Program Area	Event	Description of Event	Female	Male
9/7/2010	RIA	Office of National Assembly Workshop	Training on Skills on policy analysis for legislations in Vietnam	18	22
9/7/2010	RIA	RIA training with Office of National Assembly		18	22
9/9/2010	RIA	Workshop on Regulatory reform - CIEM Sep 9, Hanoi	Workshop on Regulatory reform as part of SEDP 2010-2020	45	55
9/10/2010	RIA	Comments on Draft Law on Price control	Comment on draft Law on Price control	25	51
9/24/2010	RIA	Comments on draft Law on Price control from RIA perspectives	Comments on draft Law on Price control from RIA perspectives	22	68
10/1/2010	RIA	RIA for NA Members, Training Center for Elected Representatives	Regulatory Impact Assessment for National Assembly Members, Training Center for Elected Representatives, Can Tho 29 Sep - 1 Oct, 2010	25	41
10/22/2010	RIA	RIA training for STF - Rome Training Course	The training course on Regulatory Impact Analysis is a joint effort between USAID/VNCI and the International Finance Corporation (IFC) to sponsor for 14 government officials from the Prime Minister's Special Task Force for Administrative Procedure Reform, the trip approved by Minister Nguyen Xuan Phuc, Chairman of the Office of Government.	4	10
10/29/2010	RIA	Regulatory Impact Assessment (RIA) for Ministry of Planning and Investment officials	Regulatory Impact Assessment (RIA) for Ministry of Planning and Investment officials at CIEM, Oct 28&29, 2010	21	8
11/5/2010	RIA	Regulatory Impact Assessment (RIA) for Ministry of Planning and Investment officials	Regulatory Impact Assessment (RIA) for Ministry of Planning and Investment officials at CIEM, Nov 4&5, 2010	20	20
12/3/2010	RIA	Comments on draft Law on Price control from RIA perspective, Da Lat	Comments on draft Law on Price control from RIA perspective, Da Lat Dec 2-3 2010	45	79
12/13/2010	RIA	Regulatory Impact Assessment - A tool for legal development for VLA	Training on RIA at Vietnam Lawyers' Association & American Bar Association workshop	10	17
12/22/2010	RIA	Training on RIA at STAMEQ, Dec 22 2010		13	15
3/23/2011	RIA	Training on Regulatory Impact Assessment for Ministry of Planning and Investment officials	Training on RIA for MPI officials at CIEM, 22-23 Mar 2011	19	13

End Date	Program Area	Event	Description of Event	Female	Male
4/22/2011	RIA	Training on RIA for Ministry of Planning and Investment officials	Training on RIA for Ministry of Planning and Investment officials at CIEM	12	21
4/27/2011	RIA	Training on RIA for MPI and other ministries' officials at CIEM	Training on RIA for MPI and other ministries' officials at CIEM, Hanoi Apr 26-27, 2011	21	14
4/29/2011	RIA	Comments on Tertiary Education Law from RIA perspectives, HCMC	Comments on Tertiary Education Law from RIA perspectives, Ho Chi Minh City, 28-29 Apr, 2011	0	0
5/13/2011	RIA	Regulatory Impact Assessment - A tool for legal development	Regulatory Impact Assessment - A tool for legal development at National Administration Academy, Hanoi	50	41
5/19/2011	RIA	Training workshop on RIA for Media	Training workshop on RIA for Media, May 19 2011 at CIEM	45	41
5/26/2011	RIA	Training on RIA for officials from different ministries	Training on RIA for officials from different ministries at CIEM, Hanoi May 25-26, 2011	28	9
6/3/2011	RIA	Comments on draft Law of Price control, Quang Ninh	Comments on the Price control Law, Quang Ninh June 2-3 2011	3	6
6/24/2011	RIA	Workshop for Provincial People's Committee in Hanoi	The workshop was organized and funded by the Finance and Budget Committee - National Assembly for the provincial people committee of Hanoi. USAID/VNCI participated in the presentation on regulatory systems in Vietnam	23	52
6/28/2011	RIA	Workshop for Provincial People's Committee in HCM	The workshop was organized and funded by the Finance and Budget Committee - National Assembly in Ho Chi Minh city for the provincial people committee. USAID/VNCI participated in the presentation on regulatory systems in Vietnam	10	60
7/1/2011	RIA	Comments on Price Law, Da Nang	Comments on Price Law, Danang July 1, 2011	45	119
7/6/2011	RIA	Consultation workshop on both Price Law and Tax Management Law, Vung Tau	Consultation workshop on Price Law and Tax Management Law, Vung Tau July 5-6, 2011	10	38
7/13/2011	RIA	Training on RIA for officials from different ministries	Training on RIA for officials from different ministries at CIEM, July 12-13, 2011	15	14
7/15/2011	RIA	Training on RIA for officials from different ministries	Training on RIA for officials from different ministries at CIEM July 14-15, 2011	21	10
8/11/2011	RIA	Launch of Program for Enhancing Regulatory Quality	Launch of Program for Enhancing Regulatory Quality at CIEM, Aug 11, 2011	58	76

End Date	Program Area	Event	Description of Event	Female	Male
8/24/2011	RIA	Improvement of Governance Effectiveness through Impact Assessment, Bac Lieu	Training on Improvement of Governance Effectiveness through Impact Assessment, Bac Lieu Aug 22-24, 2011	21	53
9/9/2011	RIA	Training on RIA for officials from different ministries	Training on RIA for officials from different ministries, CIEM Sep 8-9, 2011	15	12
9/16/2011	RIA	Improvement of Governance Effectiveness through Impact Assessment, Thai Binh	Improvement of Governance Effectiveness through Impact Assessment, Thai Binh Sep 14-16, 2011	24	32
9/22/2011	RIA	RIA - A tool for legal development - VLA	RIA - A tool for legal development - VLA Hanoi Sep 21 2011	34	11
9/29/2011	RIA	NA's Workshop on regulatory reform and RIA for NA members in Ha Long on September 28-29, 2011 (VPQH)		4	53
10/5/2011	RIA	Regulatory Reform and RIA for People's Council members from Mekong Delta in a workshop in Hau Giang province (VPQH)	Regulatory Reform and RIA for People's Council members from Mekong Delta in a workshop in Hau Giang province, Oct 5-6 2011	62	145
10/14/2011	RIA	Enhancing Regulatory Quality: International Experiences and Solutions for Vietnam	Enhancing Regulatory Quality: International Experiences and Solutions for Vietnam in cooperation with OECD-CIEM, Hanoi Oct 14 2011	54	101
10/20/2011	RIA	Training on RIA for officials from different ministries	Training on RIA for officials from different ministries, CIEM Oct 19-20, 2011	17	13
11/3/2011	RIA	Improvement of Governance Effectiveness through Impact Assessment, Khanh Hoa	Improvement of Governance Effectiveness through Impact Assessment, Khanh Hoa, Nov 1-3 2011	21	26
11/8/2011	RIA	RIA for Budget & Finance Department officials and supporting specialist of People Council from 20 provinces participating in the project, Hoa Binh (VPQH)	RIA for Budget & Finance Department officials and supporting specialist of People Council from 20 provinces participating in the project, Hoa Binh, Nov 7-8, 2011	8	31
11/30/2011	RIA	Training on policy analysis to Binh Duong officials	Training on policy analysis to Binh Duong officials, Nov 29-30, 2011	16	25

End Date	Program Area	Event	Description of Event	Female	Male
12/1/2011	RIA	Training course on RIA for media, organized by Association of Vietnamese High Quality Enterprises in collaboration with the Economic Journalists' Club	Training course on RIA for media, organized by Association of Vietnamese High Quality Enterprises in collaboration with the Economic Journalists' Club, HCMC Dec 1, 2011	27	13
12/7/2011	RIA	Training on RIA for officials from different ministries	Training on RIA for officials from different ministries, Dec 6-7 2011 at CIEM	21	13
12/22/2011	RIA	Training course on RIA and regulatory reform for the People's Council of Bac Giang province	Training course on RIA and regulatory reform for the People's Council of Bac Giang province funded by National Assembly, Budgetary and Financial Committee, Bac Giang Dec 22 2011	36	84
12/31/2011	RIA	Workshop on Mediation Law for drafting team, December 29-31 2011	Workshop on Mediation Law for drafting team, Vinh Phuc December 29-31 2011	8	7
2/29/2012	RIA	Training on RIA for officials from different ministries	Training on RIA for officials from different ministries, CIEM Feb 28-29 2012	18	13
3/14/2012	RIA	Training on RIA for officials from Ministry of Transportation - Course 1	Training on RIA for officials from Ministry of Transportation, Mar 13-14 2012	13	28
3/16/2012	RIA	Training on RIA for officials from Ministry of Transportation - Course 2	Training on RIA for officials from Ministry of Transportation, CIEM Mar 15-16, 2012	16	29
4/10/2012	RIA	Training on RIA for officials from Ministry of Information and Communication - Course 1	Training on RIA for officials from Ministry of Information and Communication, Apr 9-10 2012 at CIEM	22	15
4/13/2012	RIA	Training on RIA for officials from Ministry of Information and Communication - Course 2	Training on RIA for officials from Ministry of Information and Communication, Apr 12-13 2012 at CIEM	17	19
5/11/2012	RIA	Training on RIA for officials from Ministry of Health, May 10-11 2012	Training on RIA for officials from Ministry of Health at CIEM, May 10-11 2012	13	11
5/25/2012	RIA	Advanced training workshop on RIA for officials from different ministries, Vinh Phuc May 24-25, 2012	Advanced training workshop on RIA for officials from different ministries, Vinh Phuc May 24-25, 2012	13	15

End Date	Program Area	Event	Description of Event	Female	Male
6/8/2012	RIA	Training on RIA for officials from Ministry of Health, June 7-8, 2012	Training on RIA for officials from Ministry of Health at CIEM, June 7-8 ,2012	20	13
6/15/2012	RIA	Training on RIA for officials from Ministry of Labor, Invalids and Social Affairs, June 14-15, 2012	Training on RIA for officials from Ministry of Labor, Invalids and Social Affairs, June 14-15, 2012 at CIEM	18	8
7/6/2012	RIA	Training on RIA for officials from Ministry of Agriculture and Rural Development, Jul 5-6, 2012	Training on RIA for officials from Ministry of Agriculture and Rural Development, at CIEM Jul 5-6, 2012	17	21
7/27/2012	RIA	Training on RIA for policy analysis for Journalists, Hoa Binh July 26-27, 2012		13	27
8/9/2012	RIA	Training on RIA for officials from Ministry of Finance, Aug 8-9, 2012	Training on RIA for officials from Ministry of Finance at CIEM, Aug 8-9, 2012	26	23
8/17/2012	RIA	Training on RIA for members of Institute for Legal Studies, 16-17 Aug 2012	Training on RIA for members of Institute for Legal Studies (ILS), 16-17 Aug 2012	24	21
8/22/2012	RIA	Training on RIA for officials from MOF and MARD, Aug 21-22, 2012	Training on RIA for officials from Ministry Finance and Ministry of Agriculture and Rural Development at CIEM, Aug 21-22, 2012	29	13
8/24/2012	RIA	Training on RIA for Sai gon Times group	Training on RIA for Sai gon Times group, Aug 23-24, 2012 in HCMC	0	0
8/30/2012	RIA	RIA and Regulatory Quality Improvement: International Experiences and Practical Issues for Vietnam	RIA and Regulatory Quality Improvement: International Experiences and Practical Issues for Vietnam, at CIEM Aug 30 2012	71	49
9/7/2012	RIA	Workshop on RIA Training for businesses - VCCI - Hanoi	To provide VCCI members with basic knowledge on RIA and how they can make assessment on and contribution to RIA report from business' perspectives, VCCI Sep 6-7 2012	20	25
9/21/2012	RIA	Organize discussion workshop on RIA for revised Law on Laws, Sep 17-21 2012	Organize discussion workshop on RIA for revised Law on Laws with Ministry of Justice, Sep 17-21 2012	17	8
10/3/2012	RIA	Training on RIA for Ministry of Home Affairs, Oct 2-3 2012	Training on RIA for Ministry of Home Affairs, Oct 2-3 2012 at CIEM	25	28

End Date	Program Area	Event	Description of Event	Female	Male
10/11/2012	RIA	Training on RIA for officials from Ministry of Industry and Trade, 10-11 Oct 2012	Training on RIA for officials from Ministry of Industry and Trade, 10-11 Oct 2012 at CIEM	22	25
11/1/2012	RIA	Training on RIA for officials from Ministry of Natural Resource and Environment, Oct 31 - Nov 1, 2012	Training on RIA for officials from Ministry of Natural Resource and Environment, Oct 31 - Nov 1, 2012 at CIEM	22	35
11/6/2012	RIA	Training on RIA for The Central Committee of Emulation and Commendation, Nov 5-6 2012	Training on RIA for The Central Committee of Emulation and Commendation, Nov 5-6 2012	26	24
11/28/2012	RIA	Training on RIA for media	Training on RIA for media, Nov 27-28 2012, Vinh Phuc	14	11
11/30/2012	RIA	Training on RIA for officials from Ministry of Construction, Nov 29-30, 2012	Training on RIA for officials from Ministry of Construction, Nov 29-30, 2012 at CIEM	19	30
12/6/2012	RIA	Training on RIA for officials from Ministry of Education and Training, Dec 5-6 2012	Training on RIA for officials from Ministry of Education and Training, Dec 5-6 2012 at CIEM	28	21
12/12/2012	RIA	Training on RIA for officials from State Bank of Vietnam, Dec 11-12 2012	Training on RIA for officials from State Bank of Vietnam, Dec 11-12 2012 at CIEM	27	15
12/14/2012	RIA	Training on RIA for officials from Office of the Government, Dec 13-14 2012	Training on RIA for officials from Office of the Government, Dec 13-14 2012 at CIEM	7	14
12/18/2012	RIA	Discussion session on RIA for revised Laws on Laws, Dec 17-18 2012	Discussion session on RIA for revised Laws on Laws, Dec 17-18 2012	13	12
12/18/2012	RIA	Training on RIA for officials from National Academy for Public Administration, Dec 17-18 2012	Training on RIA for officials from National Academy for Public Administration (NAPA), Dec 17-18 2012 at NAPA	54	14
12/21/2012	RIA	Workshop on RIA for revised Law on Laws, Dec 21, 2012	Workshop on RIA for revised Law on Laws, Dec 21, 2012	42	28
12/28/2012	RIA	Training on RIA for officials from HoChiMinh National Academy for Politics, Dec 27-28 2012	Training on RIA for officials from HoChiMinh National Academy for Politics, Dec 27-28 2012 at CIEM	25	18

End Date	Program Area	Event	Description of Event	Female	Male
1/4/2013	RIA	Training on RIA for officials from HoChiMinh National Academy for Politics, Jan 3-4 2013	Training on RIA for officials from HoChiMinh National Academy for Politics, Jan 3-4 2013 at CIEM	32	18
<b>Total number of participants</b>				<b>6,717</b>	<b>15,490</b>
				<b>22,207</b>	

# ANNEX F: LIST OF IMPORTANT TECHNICAL REPORTS AND PUBLICATIONS

Date	Title	Counterpart
December 2008	The Vietnam Provincial Competitiveness Index Report 2008	VCCI
July 2009	A Market-based Strategy for Infrastructure Development and Financing in Vietnam	MPI
January 2010	The Vietnam Provincial Competitiveness Index Report 2009	VCCI
September 2010	Regulatory reform – not administrative reform	CIEM/PERQ
September 2010	The 3 Ps – Missing governance functions in Vietnam	CIEM/PERQ
November 2010	Regulating better in Vietnam	CIEM/PERQ
February 2011	Proposal to establish an advisory body for administrative procedures and regulatory reform in Vietnam	APCA
March 2011	The Vietnam Provincial Competitiveness Index Report 2010	VCCI
April 2011	USAID/VNCI-II Case Study: Why did the National Assembly vote to not pass the Ha Noi Capital (City) Law?	CIEM/PERQ
May 2011	Discussion Paper on the Master Plan for Regulatory Reform and Enhancement of Coordination in the Management and Conduct of Macroeconomic Policies	APCA
May 2011	PPP Project Proposal Preparation Guideline for ASA	MPI
August 2011	Evaluation of RIA implementation in Vietnam 2009 -2010	CIEM/PERQ
November 2011	ADB Report Review	MPI
November 2011	Initial Project Screening of Proposed “Fast track” Pilot Projects under the Decision 71 PPP Framework – Song Hau Water Plant No.1	MPI
January 2012	Initial Screening of Proposed “Fast track” Ha Long – Hai Phong Expressway Pilot Project under the Decision 71 PPP framework	MPI
February 2012	The Vietnam Provincial Competitiveness Index Report 2011	VCCI
April 2012	Simple hypothetical case model for an express way project	MPI
April 2012	Simple hypothetical water PPP Model	MPI
April 2012	Decision 71 Action Plan	MPI
April 2012	Financial Model – Nguyet Vien Toll Bridge Project	MPI
August 2012	PPP Project Assessment Report – Waste Water Treatment – Nghi Son Industrial Zone – Thanh Hoa	MPI
October 2012	Assessment Report – Financial Model for Nhon Trach Inter-port Highway – Dong Nai	MPI
December 2012	PPP Project Identification and Prioritization Guideline for ASA	MPI
December 2012	PPP Project Assessment Report : Waste Water Treatment Improvement – An Nghiep Industrial Zone – Soc Trang	MPI
January 2013	Report on the Establishment of a National Infrastructure Financing Fund	MOF
February 2013	Building Capacities for Regulatory Reform in Vietnam: A Long-term Strategy for Administrative Simplification	APCA, MOJ
February 2013	Lessons learnt in supporting the Vietnam’s administrative reform activities and some recommendations for future reforms	
March 2013	Assessment Report on Project Proposal – Soc Trang Waste Water Treatment Plant *	MPI
March 2013	The Vietnam Provincial Competitiveness Index Report 2012	VCCI

Date	Title	Counterpart
April 2013	Assumption Summary Report – Nguyet Vien Project	MPI
April 2013	Screening Report for Lien Trieu Port – Da Nang	MPI
	Vietnam PDF Guidelines	MPI
	PPP Pilot Project Task Force: Pre-Feasibility Study Screening Process and Criteria	MPI

Reports marked with \* only available in Vietnamese.