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Vietnam Competitiveness Initiative

VIETNAM COMPETITIVENESS INITIATIVE PHASE 2 (VNCI 2)

Quarterly Report, January 1, 2009 – March 30, 2009

Prepared by VNCI Staff for the U.S. Agency for International Development (USAID) and the Steering Committee of the Government of Vietnam.

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Table of Contents

List of Acronyms..... .1
Introduction.....4
Background..... 4
VNCI Project Highlights for the Quarter.....4
Project Administration.....9
Visiting International Experts and Upcoming Events.....11

List of Acronyms

ACAPR	Advisory Council for Administrative Procedures Reform
ASMED	Agency for SME Development
BTA	Bilateral Trade Agreement
CIEM	Central Institute for Economic Management
DAI	Development Alternatives, Inc.
DANIDA	Danish Development Agency
GVN	Government of Vietnam
ICT	Information, Communication and Technology
LTTA	Long Term Technical Assistance
MOF	Ministry of Finance
MOT	Ministry of Trade
MPDF	Mekong Private Sector Development Facility
NA	National Assembly
PCI	Provincial Competitiveness Initiative
PP	Public-Private (dialogue)
SME	Small and Medium-sized Enterprises
STTA	Short Term Technical Assistance
STF	Special Task Force
STAR	Support for Trade Acceleration Project
UNIDO	United Nations Industrial Development Organization
USVTC	U.S. Vietnam Trade Council
VCCI	Vietnam Chamber of Commerce and Industry
VNCI	Vietnam Competitiveness Initiative
WTO	World Trade Organization
YBA	Young Businessmen's Association

Introduction

DAI submits this report describing project activities in the first quarter of calendar year 2009 from January 1, 2009 to March 30, 2009, which is the second quarter of Year 1 for VNCI II. The Year 1 Work Plan focuses on four programs:

- **Regulatory Management:** Strengthen the regulatory system to reduce the costs and the risks of doing business in Vietnam;
- **Infrastructure Financing and Development:** Support the development and financing of infrastructure to reduce transaction costs and increase export-led private sector development to sustain economic growth;
- **Decentralization:** Support Government decentralization to improve governance and economic performance; and,
- **Governance:** Expand democratic governance models to improve economic and social development.

Background

VNCI is a USAID economic growth project designed to increase the competitiveness of SMEs in Vietnam. VNCI II, which is the next phase after VNCI I, started on October 1, 2009 and lasts for 4 and a half years until February 2013. VNCI is managed by DAI based in the Washington, D.C. area.

VNCI is managing initiatives that integrate national and provincial competitiveness issues within a global business environment, particularly focusing on the requirements of the WTO and BTA. The project focuses primarily on good economic governance, private sector competitiveness, and creating democratic institutions of civil society and public-private partnerships to improve the business environment and to upgrade the competitiveness of domestic and foreign enterprises in Vietnam. All project activities aim to address and reform policies at both the national and provincial levels that constrain business growth and competitiveness.

VNCI Project Highlights for the Quarter

Simplifying administrative procedures on business and citizens

VNCI is progressing in the following areas:

- **Building capacity for Project 30 key institutions:**
 - **Staffing:** 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. At the request of OOG, VNCI is

completing the recruitment process of a Communication/PR Advisor for the STF and Private Sector Advisor for the Secretariat to manage the communications campaign which is now being developed and the coordination and promotion work with the private sector in the coming hectic review phase. One Translator and one interpreter started working in February to provide extra Secretariat support and handle the translation workload of the website and ACAPR working groups. The request of OOG to get support in doubling the size of the STF by adding 20 new experts to handle massive volume of up to 400,000 administrative procedures will require other donors' support.

- **Inventory and review of Administrative Procedures:** VNCI is supporting the STF to develop a standardization method for simplifying all APs at district and commune levels in each province. This is an innovative pre-review inventory action to have quick win of simplification together with the publication of existing AP database nationwide in July 2009. The Prime Minister has issued a circular requiring all provinces to publish a standardized set of APs applied to all districts and communes, reducing variability across the system.
 - **Trainings for Task Forces (TFs):** Completed a series of hands-on trainings and oversight field trips for all 84 ministerial and provincial TFs by the STF starting from December 2008 to April 2009 through out the inventory phase. Eighty-seven TFs were appointed by Ministers and Chairs of People's Committees under direction from the OOG. Three new TFs were added including Social Insurance Agency, Social Policy Bank and Vietnam Development Bank.
 - **ACAPR Working group establishment and AP prioritization:** Assisted the OOG/Secretariat to discuss with ACAPR members and facilitate the establishment of ACAPR working groups on 11 areas of critical issues for Vietnam's economic development representing 80% of administrative burden on the private sector of prioritization for simplification.
 - **ACAPR Action Plan:** Supported the Secretariat/ACAPR members to hold discussion on Action Plan for the coming year.
- **Develop E-guillotine capacity and IT strategy**
- **E-guillotine software:** 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. Trained 3 new TFs on e-guillotine software in February.

- **E-registry software:** Customization of the e-registry is underway. VNCI consultants from Sense consulting firm is coming in April to discuss the customized e-registry for Vietnam. It will be the biggest and most advance AP database registry in the world with positive legal security based on a research of 17 e-registry all over the world done by Sense consulting. OOG expects to have e-registry up and running in September for an official launch by the Prime Minister. The schedule is very tight and VNCI is working closely with OOG/Sense Consulting to deliver.
- **Procurement of IT system:** In December 2008, equipped the STF with a full IT hardware system to run the e-guillotine software and manage the whole reform with inter-active access for 87 TFs and the public. The coming e-registry will require a more complex IT infrastructure and VNCI is working with the OOG to secure fund for this urgent need.
- **Develop Communications and Branding strategy**
 - **Logo, slogan and key messages development:** Based on the analysis of 10 face-to-face interviews with the STF, ACAPR members, government leaders, private businesses and the press, the creative work to design the logo, slogan and key messages that guide the strategy has been done. A series of discussion among VNCI, Ogilvey & Mather and APCO team meet with Project 30 team on branding and communications strategy resulted in a proposed plan for submission for OOG approval in April.
 - **Internal-Government communication:** Prepared meetings for Minister Phuc and all Chairs of People's Committees and quarterly meetings with Ministry's to build momentum for Project 30.
 - **UNCTAD Conference:** USAID/VNCI invited to present e-Guillotine experience in administrative reform at UNCTAD Conference on "Administrative Efficiency: Smart Administration For Times Of Crisis". UNCTAD will finance STF Deputy Director to attend.
- **Develop a Financing strategy**
 - Facilitated and promoted a bilateral grant from CIDA to USAID for up to \$2 million for Project 30; and
 - Putting together and keeping updating the overall budget and pushing for Government budget for Project 30
- **Initial Listing of APs underway:** 6,553 administrative procedures have been collected by STF from Task Forces in Ministries and Provinces. The Advisory Council has reviewed the AP lists and identified more than 1,000 APs that are missing and/or incorrectly listed.

- **Advisory Council (ACAPR):** ACAPR meeting on March 20, 2009 in HCMC reviewed progress to date after Minister Phuc visited 4 Mekong provinces to discuss progress with Chairs of Peoples Committees. Minister Phuc presented Project 30 to CEOs and business representatives in a EuroCham- AmCham and 9 chambers (Germany, Canada, Singapore, Malaysia, etc.) lunch meeting on March 20, 2009, in HCMC at Park Hyatt Hotel to over 80 participants and media.

The following sections provide additional details about each program area for VNCI II. Annex A provides a detailed, updated table on progress during the quarter on specific activities in the Year 1 work plan.

Support development of a long term strategy for a modern regulatory system

VNCI is continuing to support key counterpart organizations, led by Ministry of Justice and OOG, under the new Law on Promulgation of Legal Normative Documents (Law on Laws) passed by the National Assembly in November 2008, and effective January 1, 2009, to complete regulatory impact assessments (RIAs) for new laws, decrees and ordinances. VNCI works closely with STAR II to ensure full leverage and integration of USAID resources and to draw on their legal expertise and relationships with counterpart agencies.

- **Implementation of the Decree on the Law on Laws:** VNCI II and STAR II have been worked together to draft the now approved implementing Decree on the Law on Laws. The Decree details the requirements for completing impact assessment reports (RIAs) and conducting public consultations for upper-level legal normative documents (LNDs). VNCI II has been piloting the implementation of the Decree and supporting the Ministry of Justice with setting up the institutional and procedural framework for operationalizing the new system of law making as described in the Decree. This includes the creation of a RIA Task Force (RTF) to act as a central body to coordinate the implementation of the Decree over the next 3 years. The RTF is under discussion within Government and will be set up either through a Ministerial or Prime Ministerial Decision in the next few months, with a secretariat tasked with servicing and supporting the RTF.
- **Build capacity in Ministries and Non-governmental stakeholders to conduct RIAs to improve policy analysis and policy making**
 - **Information Dissemination Workshops:** VNCI II has given various information dissemination workshops on the new requirements under the Decree implementing the Law on Laws. Workshops have been given to

Senior Ministry Officials, potential RTF members and Provincial Ministry officials from the MOJ.

- **Capacity Building for drafters of Laws in 2009:** Training programs have been designed, piloted and refined to build the capacity of drafting teams and committees who are responsible for submitting proposals to the Government in 2009. These have concentrated on making drafters aware of their responsibilities under the requirements of the Decree on the Law on Laws, and developing skills to fulfill the requirements to conduct RIA. The training has been delivered with input from STAR II to also train drafters on the requirements for Public Consultation.
- **Further Pilot RIA training:** VNCI II has delivered initial and follow up training workshops on the development of pilot RIAs for the drafting teams of three new laws, including a lead ministry and representatives from up to 5 ministries and other organizations such as VCCI:
 - Consumer Protection Law 23 – 25 Feb 2009 (Ministry of Industry and Trade)
 - Food Safety Law 26 & 27 Feb 2009 (Ministry of Health)
 - Information Access Law 18 & 19 Feb 2009 (Ministry of Justice)

As a result of the training skeleton RIAs have been produced and developed further. VNCI II is now refining and developing the RIAs further and will hold some further workshops as a process of finalizing the RIAs. In addition VNCI II is considering requests from other Ministries on supporting the development of RIAs for more new laws such as the Animal Health Law, Labor Law, Adoption Law, Law on Codification and Decree on Civil Servants.

RIA Training for Reviewers of RIA in MOJ: VNCI II has delivered two sets of training for officials in MOJ who will be responsible for reviewing RIAs that submitted to MOJ for approval onto the Annual Program of Laws and for submission to the Government. VNCI II is also in discussion to support the new General Affairs for Legislative Development Department in MOJ who are responsible for implementing the Decree on the Law on Laws. This includes reviewing RIAs and proposals to be submitted to Government and conducting post-implementation reviews of laws.

➤ **Support development of a communications strategy to build consensus on RIA:**

- **National Assembly Training:** VNCI II in conjunction with STAR presented to trainers and members of the National Assembly in Cat Ba from 3 to 6 April. The training successfully discussed the new

requirements for RIA and public consultation and there will be follow on cooperation to develop a training course for Deputies of the National Assembly.

Infrastructure Financing and Development

VNCI has broadened the scope of this program to focus on public private partnerships with highlights including:

- **PPP infrastructure fund:** John Wasielewski, Director, USAID's DCA Office, worked with USAID/VNCI to explore breakthrough ideas with private investors, MPI, JBIC, ADB, and local law firms to develop possible PPP infrastructure funds with USG credit guarantees. VNCI is working with Mr. Dong, Director, Procurement Department, MPI and Vice Minister Doanh, MPI, of organizing a high profile workshop to bring together top level policy makers to agree on setting up such a fund in Vietnam on May 6. World-class consultants with deep knowledge about Vietnam have been invited to present in the workshop, including Roy Torkenson and Ed Roche from DCA, Paul Reddle from Worldbank PPIAF Manila, William Streeter from Fitch Ratings, James Harrison from Lovell Singapore Law Firm.
- **PPP Infrastructure Development Facility:** VNCI is working with Mr. Dong and in close collaboration with DCA, PPIAF in Manila, JICA and ADBF in developing an one stop shop facility for effective introduction to the market and management of bankable infrastructure projects for the procurement for private investment in infrastructure. VNCI will provide a supporting role to facilitate consensus and appropriate use of USAID, DCA and JICA resources for infrastructure development.

Provincial Competitiveness Initiatives:

The highlights in this program include:

- **Provincial Diagnostics:** Since the launch of PCI 2008 in early December, VNCI and VCCI have received more than 20 requests for provincial diagnostic workshops and presented in 14 workshops in February and March, the rest is scheduled for April and May. Highest profile is the regional workshop for 13 provinces in Mekong Delta in Feb 9. It is the first time the workshop was chaired by the Chairman of VCCI, Office of Government, Chairman and Vice Chairman of PPC from 7 provinces and nearly 200 provincial authorities in the region. The workshop highlighted infrastructure and labor training as most critical economic governance

issues of the region while offering a platform to link PCI and project 30 implementation efforts. Messages showing strong interest in PCI and commitment to administrative procedure reform were echoed by different distinctive speakers attracting wide media coverage all over the region. It has helped to broaden political and public support for Project 30 on regulatory reform. Another encouraging feature of PCI diagnostic efforts this year is observed in a number of provincial documents with detailed and well analyzed strengths and weaknesses in PCI performing results and solutions for improvement identified. Those official documents in Hanoi, Khanh Hoa, Vinh Long, Quang Ninh, Quang Nam, Thanh Hoa by provinces with data provision and ad hoc technical support from VNCI and VCCI definitely take commitment and pro-activity in improving provincial business environment to a higher level.

- **GIS Applications:** VNCI developing Geographic Information Services (GIS) and Google Map for mapping PCI data across all provinces.
- **Initiating PCI corporate partnership for policy advocacy:** meeting held with VCCI Chairman Loc, Country Manager of Microsoft, Vice Director, and Bank for Investment and Development of Vietnam (BIDV) for improving policy advocacy through PCI Corporate Partnership Program. MOU for Microsoft and BIDV are drafted while a plan on launching corporate partnership for other potential players including APL, Nike is under development.
- **Development and Implementation of PCI 2009 Survey:** Edmund Malesky, the PCI lead researcher came between March 13 and March 17 to develop the draft questionnaire and present at the business lunch with PCI corporate partners. This new issuance of the PCI in 2009 with more businesses surveyed, a refinement to the methodology, and possibly more indicators and sub-indices developed to reflect better the fast changing environment of the economic downturn and the economic structure change of Vietnam and capture the results of Project 30 and Project 30 communication effort. Due to budget constraint, the Face to face interview to firms in some provinces covering the North, Central and South regions is rescheduled to the next year. The mail-out survey to 40,000 firms to reach wider business participation is expected to happen by late April.

Project Administration

Formalization and Approval

VNCI II registration procedures are requested to be carried out immediately by the Government of Vietnam with an appropriate counterpart. Immediate action is needed by USAID since VNCI is dealing with the most sensitive programs inside OOG and they are asking about our legality daily. USAID is scheduling meetings with relevant officials in MPI and OOG to discuss VNCI II and appropriate government steering committee.

Coordination and Leveraging Resources

Program Coordination with Other Donors: VNCI II is working closely with other donor agencies and projects to optimize program support to the same counterpart agency. Each program has a different set of donor agencies that we cooperate with to leverage USAID resources and to minimize duplication. VNCI II will work with OOG to coordinate donor participation in administrative reform, with CIDA, UNCTAD and IFC actively in discussion on program and financial support with VNCI support; with MOJ on capacity building for RIA, and maintain contact with U.S. Treasury, ADB, JICA and World Bank on infrastructure financing and development through revenue bonds and the bond market.

Coordination with STAR-VIETNAM: Close coordination between STAR and VNCI has been the best way of leveraging resources where STAR and VNCI coordinate many events to move forward the implementation of two new requirements of the Law on Laws on public consultation and RIA. VNCI is joining STAR in several rounds of trainings for HCM Academy on Economic Integration.

Staffing: The following table presents the updated staff of VNCI II as of March 30, 2009:

Position	Name	Start Date
Project Director	Jim Winkler	March 2007
Deputy Project Director	Do Hoang Anh	August 2007
Senior Regulatory Advisor	Faisal Naru	November 2008
Regulatory Advisor (local)	To be determined	November 2008
Senior Program Manager	Nguyen Viet Anh	June 2004
Policy Advisor	Ha Huy Cuong	June 2007
Program Manager	Tran To Uyen	August 2007
Program Manager	Nguyen Hung	August 2008
Program Manager	Le Thu Hien	October 2006
Program Coordinator	Phan Thai Ha	October 2008
Program Officer	Nguyen Ngoc Lan	October 2007
Translator	Do Thu Ha	February 2008
Interpreter	Nguyen Thu Hang	February 2008

Position	Name	Start Date
Translator	Tran Minh Thu	November 2007
Office Manager/Accountant	Trinh Hong Hanh	August 2004
Procurement Officer	Bui Thu Trang	June 2006
IT Administrator	Nguyen Tue	August 2008
Administrative Assistant	Trinh Hang	May 2008

DAI is continuing the recruitment for new positions through advertisements in the newspapers for several new positions. We have done several rounds of interviews.

- Regulatory/Policy Advisor: key advisor to support program design and management of RIA programs.
- Communications/Public Relations Advisor: requested by OOG for Project 30 and necessary to support communications and outreach for Project 30 and RIA programs with MOJ and other state agencies and NGOs.
- Private Sector Advisor for the Secretariat: requested by OOG for Project 30 ACAPR/Secretariat to facilitate the engagement of ACAPR members through working groups coordination and communication

7. VISTING INTERNATIONAL CONSULTANTS/EXPERTS

1. Mr. Vedran Antoljak and Marko Slunski, designers of e-Registry, April 13 – 24, 2009
2. Visit of DAI Board Delegation: David Gunning, Chairman of the Board; Marcia Sharp, Board Member, Jean Gilson, VP and Board Member, April 12 – 18, 2009
3. Ed Roche, Roy Torkelson, USAID/DCA, May 4 – 6, 2009 for national infrastructure fund workshop
4. Bill Streeter, Fitch Ratings, May 4 – 6, 2009 for national infrastructure fund workshop
5. Laurel Druben, Policy Advocacy Consultant, May 12 – June 5, 2009

UPCOMING EVENTS IN 2009

Activities/Events	Date	Place	Objective
Followup Workshop on RIA Training on Law on Consumer Protection	TBD	Ministry of Industry & Trade	To review draft RIA report by drafting committee on policy options for new law
Review Branding and Communications Strategy	April 10	HCMC	Presentation by Ogilvey & Mather and APCO to OOG and VNCI
Presentation on Competitiveness & RIA at HCMA organized by STAR	April 14	HCMC	Present to HCMA under STAR program on competitiveness and RIA

PCI Diagnostic Workshops			
	Thanh Hoa	April 2	To analyze PCI08 results for the Central coast region, focusing on weaknesses of the province and clarify on the methodology
	Hau Giang	April 8	To provide local leaders and firms with general picture of PCI 2008 performance of the Mekong Delta. Emphasis is placed on governance issues from firm perception, how province fared in the last three years.
	Tra Vinh	April 9	To provide local leaders and firms with general picture of PCI 2008 performance of the Mekong Delta. Emphasis is placed on governance issues from firm perception, how province fared in the last three years.
	Tien Giang	April 10	To provide local leaders and firms with general picture of PCI 2008 performance of the Mekong Delta. Emphasis is placed on governance issues from firm perception, how province fared in the last three years.
	Binh Duong	April 22	To raise awareness of provincial competitiveness issues with PCI results and Project 30 reform efforts through dialogue with provincial leaders, the private sector, academic leaders and OOG representatives
	Ben Tre	May 5	To provide local leaders and firms with general picture of PCI 2008 performance of the Mekong Delta. Emphasis is placed on governance issues from firm perception, how province fared in the last three years.
	Gia Lai	May 20	To raise awareness of provincial competitiveness issues with PCI results through dialogue with provincial leaders, the private sector, academic leaders
Training on RIA and Public Consultation (VNCI and STAR jointly)	April 21 – 23 April 28 - 30	Hanoi	Working with MOJ to train Ministry Official Drafting Committee on RIA and Public Consultation for their proposals
Follow-up Workshop on RIA Training on Law on Information Access	TBD	Hanoi	To review drafting committee work on draft RIA report on policy options for new law
Follow-up Workshop on RIA	TBD	Ministry of	To review drafting committee work on

Training on Law on Food Safety		Health	draft RIA report on policy options for new law
National Infrastructure Fund Workshop	May 4, 5, 6	Hanoi	High level workshop chaired by Standing Vice Minister Doan of Planning and Investment and 10 government officials, 5 private sector officials, and USAID/DCA
Presentation on E-Guillotine at UNCTAD Conference	May 6	Geneva	USAID/VNCI invited to present Project 30 experience at UNCTAD conference on Administrative Efficiency; OOG/STF Deputy Director will also attend

	A	B	C	D	E	F
1		VNCI Phase II, Year 1 Second Quarter: January 1, 2009 - March 30, 2009				
2	No.	Program/Activity description	Start Date	End Date	Partner	Status: Output/Result/Indicator (Quarterly Reports)
3						
4	1	Strengthen the regulatory system to reduce costs and risks of doing business in Vietnam				
5	1.1	Simplify administrative procedures on business and citizens by up to 50%	Oct-08	Sep-09	OOG	
6	1.1.1	Build Capacity for STF to effectively manage the APR	Oct-08	Sep-09	STF	
7	1.1.1.2	Provide up to 7 full-time VNCI Vietnamese experts for STF	Oct-08	Sep-09		Completed: 5 FTEs located in STF; 1 FTE in Secretariat; On-going: recruiting more staff at request of OOG for Communications/PR Advisor and Private Sector Advisor
8	1.1.1.3	Train support staff in Help Desk Function	Oct-08	Dec-09		Completed: Internal training; STF staff providing support to TFs in ministries and provinces
9	1.1.1.4	Train skills on power point software and presentations	Oct-08	Nov-08		Completed: training provided by VNCI staff within STF
10	1.1.1.5	Train on analysis of APs	Oct-08	Dec-08		On-Going: initial training on AP analysis completed; continued training required throughout Project 30
11	1.1.1.6	Train STF staff on standard cost model, reviewing APs and AP registration on software	Nov-08	Dec-08		Planned: this is scheduled for May 2009 to prepare for the review phase
12	1.1.1.7	Provide training for English language skills	Nov-08	Sep-09		On-Going: training is conducted 3 times a week for the whole STF by native qualified teacher
13	1.1.1.8	Study tours to relevant countries for STF and ACAPR members	Dec-08	Jan-09		Postponed: scheduled for January 11 - 20 to Egypt and London but postponed because Minister Phuc could not depart
14	1.1.1.9	Train on Reviewing Phase of APs	Feb-08	Jun-08		Planned: in April during Croatian experts visit
15	1.1.1.10	Train STF staff for supporting TFs of Ministries and Provinces on Inventory Phase Form 1	Oct-08	Nov-08		Completed: training provided on e-quillotine, Form 1 and user guidelines
16	1.1.1.11	Training for TFs of Ministries and Provinces on Review Phase Form 2	Jan-08	Sep-09		On-Going: started in December and will continue through March 2009 with VNCI support
17	1.1.1.12	Assist STF to work directly with TFs to complete inventory in selected provinces	Jan-08	Sep-09		On-Going: started in December and will continue through March 2009 with VNCI support
18	1.1.1.13	Assist in developing Forms 2 and 3 for review phase	Nov-08	Dec-08		On-Going: Forms 2 and 3 completed, Form 3 may need to be reviewed in May 2009 upon receiving comments from ACAPR members
19	1.1.1.14	Develop user guidelines for review phase and fast track approach	Nov-08	Dec-08		On-going: user guidelines is being reviewed and finalized by the STF
20	1.1.1.15	Develop coordination mechanism and procedures for STF and Secretariat to operate as one entity	Nov-08	Jan-09		On-Going: Uniform userguidelines and internal control mechanism have been completed to unify the STF and Secretariat. Progress monitoring reports are frequently sent to the Minister and on-spot issue discussion for better coordination of STF and Secretariat
21		Support STF with STTA and travel support to train ACAPR members and other associations on Form 3s and Working Groups across country				On-going: In the process of contracting STTA from CIEM, VCCI, MCG to support the STF and ACAPR.
22	1.1.1.16	Assist in review phase with STTA and expert advice for independent reviews	Dec-08	Sep-09		Planned: Scott Jacobs is scheduled to come at the end of June to provide support in doing review analysis
23		Sub-total				
24						
25	1.1.2	Develop capacity of Secretariat and ACAPR to guide and support reform			Secretariat, ACAPR	
26	1.1.2.1	Provide 1 full-time expert and one part-time expert to ACAPR/Secretariat	Oct-08	Sep-09		Completed: 1 FTE for Secretariat, VNCI DCOP serves as PTE, Recruiting 1 more FTE
27	1.1.2.2	Design user guidelines for Secretariat, especially to use Form 3 in line with Decree 20 on handling feedback from citizens and enterprises	Nov-08	Dec-08		On-going: Inventory userguideline completed. Form 3 in Review userguideline is going to be finalized in Q2 before the review phase starts
28	1.1.2.3	Support ACAPR meetings, member organizations around country	Oct-08	Sep-09		On-going: Supported meetings of ACAPR members chaired by Minister Phuc.
29	1.1.2.4	Support working groups with STTA and secretarial services to generate Form 3s and regulatory impact statements for fast track and regulator track	Jan-08	Sep-09		Planned: Laurel Druben, Policy Advocacy and Association Advisor is coming in May 2009 to support the establishment and structure of working groups, mobilization of members to engage in the reform and how to generate Form 3.
30	1.1.2.5	Implement communications strategy through ACAPR members	Jan-09	Sep-09		On-going and Planned: Working closely with Ogilvy and APCO to develop logo, slogan and key messages. The implementation is expected in Q3 after the strategy approved by OOG
31	1.1.2.6	Build broad network of support organizations and leaders for reform	Nov-08	Sep-09		On-going: In discussion on the TA for associations to participate in Project 30. Leveraging PCI diagnostics workshops and PCI Corporate partnership to broaden the corporate and leaders network for the reform.
32	1.1.2.7	Organize study mission to relevant countries for ACAPR members	Nov-08	Dec-08		Postponed: scheduled for January 11 - 20 to Egypt and London but postponed because Minister Phuc could not depart
33		Sub-total				
34						

	A	B	C	D	E	F
35	1.1.3	Develop E-Government (E-Guillotine and E-Registry) Capacity and IT Strategy	Oct-08	Dec-08	STF	
36	1.1.3.1	Training on E-Guillotine Software	Oct-08	Dec-08		Completed: 2 trainings on the E-guillotine software were done in September and November 08.
37	1.1.3.2	Customization of E-Guillotine Software	Oct-08	Oct-08		Completed: the software has been delivered the STF.
38	1.1.3.3	Procurement of IT system	Oct-08	Dec-08		Completed: the final procurement of the full system finished on December 30.
39	1.1.3.4	24/7 IT Technical Support	Jan-08	Sep-08		On-going: in negotiation with service provider.
40	1.1.3.5	24/7 software support for E-Guillotine	Dec-08	Sep-08		Completed: the software delivery went with the full additional 24/7 support
41	1.1.3.6	Licenses provided for 63 provinces	Nov-08	Mar-08		Completed: licenses for 63 provinces have been procured
42	1.1.3.7	Prepare E-Registry Strategy in line with Decree on AP and other relevant LNDs	Nov-08	Feb-08		On-going: in the design phase with OOG. Croatian experts are coming in April to finalize the TOR for the e-registry. OOG proposed to have E-registry in place by September.
43	1.1.3.8	Procure and Customize E-Registry	Feb-08	Apr-08		Planned: after the initial design discussion finishes.
44	1.1.3.9	Train Staff on E-Registry	May-08	Jun-08		Planned: Q3 after the software is customized.
45	1.1.3.10	Download E-Registry on IT Server	Jun-08	Jun-08		Planned: Q3 after the software customization is finished.
46		Sub-total				
47						
48	1.1.4	Develop Communications & Branding Strategy for APR	Oct-08	Sep-09	STF/OOG	
49	1.1.4.1	Conduct survey interviews with stakeholders	Oct-08	Nov-08		Completed: 10 face-to-face interviews were done with government leaders, STF, ACAPR members, businesses and the press.
50	1.1.4.2	Prepare Branding and Communications Strategy	Oct-08	Dec-08		On-going: Ogilvy&Mather is working closely with VNCI, OOG and APCO to design the strategy.
51	1.1.4.3	Support implementation of communications strategy with STF, Secretariat and ACAPR	Jan-09	Sep-09		Planned: Q3 after the strategy approved by OOG
52	1.1.4.4	Coordinate donor and corporate sponsorships	Jan-09	Sep-09		On-going: VNCI is facilitating and promoting donor sponsorship. VNCI is exploring different ways of calling for corporate sponsorships with USVTC and APCO and leveraging PCI Corporate partnership at the same time.
53	1.1.4.5	Support training of media on reform	Dec-08	Mar-09		Planned: Q3 after the strategy approved by OOG
54	1.1.4.6	Organize training and capacity building for ACAPR members and other associations to promote APR	Dec-08	Sep-09		On-going: the second round of ACAPR members training and Project 30 briefing is planned for May 09 for all members.
55		Sub-total				
56						
57	1.1.5	Develop a Financing Strategy for APR				
58		Organize briefings for donors and corporate sponsors on financial requirements of reform	Oct-08	Sep-09		On-going: Continuing to facilitate the discussion between CIDA and USAID on 2-million bilateral grant from CIDA to USAID for Project 30.
59		Develop corporate sponsorship packages to attract corporate sponsors	Nov-08	Sep-09		On-going: VNCI is exploring different ways of calling for corporate sponsorships and developing packages with USVTC and APCO.
60		Develop financing mechanisms (e.g. trust fund)	Nov-08	Sep-09		On-going: USAID/VNCI is in discussion with CIDA for a bilateral grant to USAID for Project 30 support.
61		Provide regular financial reporting to sponsors	Nov-08	Sep-09		Planned: no other donors yet have contributed to Project 30
62		Sub-total				
63						
64	1.1.6	Support Legal Strategy for APR			OOG	
65		Assist OOG to develop Decree on Administrative Procedures, harmonized with Law on Laws and implementing Decree	Nov-08	Sep-09	OOG	On-going: The draft Decree is posted on the web for comments. OOG asked VNCI and STAR to support the organization of workshops to collect comments and build consensus on the Decree. VNCI is going to support a RIA on the Decree.
66		Support complementary implementation of Decree on Law on Laws and Decree on AP	Oct-08	Sep-09	MOJ, OOG	On-going: VNCI worked closely with MoJ to design the PM Directive instructing ministries in the implementation of the Law on Laws and Decree and establishing the RIA Task Force. STAR and VNCI are continuing support the complementary implementation of the Decree and the AP Decree.
67		Support implementation of Decree 20 on handling feedback within APR and other relevant reforms using Form 3	Jan-09	Jun-09	MOJ, OOG	On-going: Form 3 is designed to provide feedback as required under Decree 20.
68		Support strategy for developing regulatory management central institution			MOJ, OOG	On-going: VNCI is designing and supporting the establishment of RIA Task Force (RTF). The conversion of RTF and STF into one single regulatory management central institution is expected in the next 3 years.
69		Sub-total				
70	1.1.7	Support regular monitoring and evaluation reporting to key stakeholders on APR			STF/Sec	
71		Provide monthly executive briefs	Oct-08	Sep-09		On-going: The executive briefs designed by VNCI has been used by the STF to provide monthly update on Project 30
72		Provide timely reporting on results of key milestones using Standard Cost Model	Mar-09	Sep-09		Planned

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73		Support regular briefings for media and other key stakeholders	Dec-08			Planned
74		Monitor and report on implementation of AP's by ministries and provinces				On-going: The executive briefs and the Project 30 website provide monthly and daily update on ministerial and provincial TFs' performance.
75		Leverage PCI as M&E tool for each province for APR implementation in coordination with VCCI				On-going: The PCI diagnostics and Project 30 combination workshop is designed to maximize synergy and leverage 2 big initiatives of VNCI to broaden the impact of the reform. Mekong regional workshop in Can Tho in February proved the successful marriage of these 2 initiatives.
76		Sub-total				
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80	1.2	Support Development of a Modern Regulatory System for Vietnam				
81	1.2.1	Support development of a long term strategy for a modern regulatory system	Jan-09	Jun-09	OOG, MOJ, N.A., etc.	
82	1.2.1.1	Support development of a strategy paper and work plan for implementation of long term strategy	Jan-09	Jun-09	OOG, MOJ, N.A., etc.	Planned: Support for Socio-Economic Strategy 2010 - 20 being conducted by end of Feb. Completed & Being Updated: Workplan for 2009 completed and being implemented. Currently review of activities and updating of workplan and strategy. Initial update to be completed by end of June 09.
83	1.2.1.2	Support workshops with key stakeholders to build consensus	Jan-09	Sep-09	OOG, MOJ, N.A., etc.	Ongoing: Workshops and training held with MOJ at central and provincial levels in Feb and Mar 09. Training workshop with NA completed successfully from 3 - 6 April. Planned: Further workshops with MOJ and MOF are in discussion.
84	1.2.1.3	Support development of implementing decree on law on laws and decisions for inter-ministerial task force	Oct-08	Mar-09	MOJ	Completed: Decree on Law on Laws has been approved by Government. Planned: Review of implementation of Decree to be completed by MOJ, and PM Decision to set up a RIA Task Force to implement RIA in Vietnam.
85	1.2.1.4	Support development of decree on admin procedures and related legal instruments	Jan-09	Apr-09	OOG	Planned. OOG is completing draft and will request support for RIA and review of legal draft
86						
87	1.2.2	Build capacity in Ministries and Non-governmental stakeholders to conduct RIAs to improve policy analysis and policy making			MOJ, OOG, ONA, VCCI	
88	1.2.2.1	Develop training program and materials for Ministries and non-governmental stakeholders	Jan-09	Feb-09	MOJ, OOG, ONA, VCCI	Completed: Training materials have been Vietnamsed by Mar 09. New interactive materials have been developed within Vietnam context. Planned: Improvement and production of suite of training materials and case studies to be used in variety of trainings - Ongoing.
89	1.2.2.2	Support training workshops for Ministries and non-governmental stakeholders	Feb-09	Apr-09	MOJ, OOG, ONA, VCCI	Ongoing: Follow up training workshops held for Consumer Protection Law and Food Safety Law in Feb 09. Training workshop for Information Access Law also completed in Feb 09. Initial meetings and discussions held with Ministries about providing workshops for other laws such as Adoption Law, Labor Law and Animal Health Law.
90	1.2.2.3	Build institutional capacity and skills in RIA			MOJ, OOG, HCMA, CIEM, etc.	Ongoing: Developed small team of Vietnamese RIA trainers who will begin delivering training on RIA with guidance and support in Apr 09. Discussions with potential training partners have happened and will continue such HCMA and Legal Institute. Workshop with NA trainers successfully held in Apr 09.
91	1.2.2.4	Develop training of trainers materials	Jan-09	Feb-09	MOJ, OOG, HCMA, CIEM, etc.	Ongoing: Initial training of trainers for small team completed. Review of trainers and materials to be improved by Jul 09.
92	1.2.2.5	Conduct RIA training to partner institutions	Feb-09	Apr-09	MOJ, OOG, HCMA, CIEM	Ongoing: Training already conducted for MOJ and NA. Further training for NA and MOF planned by Jun 09. Training of CIEM and MCG trainers in progress.
93	1.2.2.6	Support partner institutions in delivering 2 sets of RIA training workshops	Feb-09	Apr-09	MOJ, OOG, HCMA, CIEM	Ongoing: CIEM and MCG will have delivered 3 sets of RIA training workshop with support from VNCI by end of Apr 09.
94						
95	1.2.3	Develop Pilot RIA case studies			Task Force	
96	1.2.3.1	Select LNDs and Ministries for pilot RIAs	Apr-09	Jun-09	MOJ, OOG, ONA	Ongoing: RIA Pilots for Consumer Protection Law, Food Safety Law and Information Access Law have begun. Review of RIA Pilots will be conducted to refine approach and criteria for selecting RIA Pilots.
97	1.2.3.2	Support development of initial drafts of pilot preliminary RIAs	Apr-09	Jun-09	Ministries	Ongoing: Further developed RIAs for Consumer Protection and Food Safety Laws. Produced skeleton RIA for Information Access Law. In discussion over other pilot RIAs.
98	1.2.3.3	Complete drafting of RIAs for major/significant LNDs	Jun-09	Sep-09	Ministries	Ongoing: Drafting and refinement RIAs is ongoing.
99	1.2.3.4	Support technical consultations on RIA light/lite	Oct-09	Oct-09	Ministries, VCCI	Ongoing: Support in consultations is ongoing.

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100	1.2.3.5	Assist in finalizing full RIA reports	Nov-09	Jan-09	Ministries	Planned: Planned to be conducted as RIAs develop further.
101						
102	1.2.4	Support development of a communications strategy to build consensus on RIA				

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103	1.2.4.1	Develop a communications strategy and plan	Jun-09	Dec-09	Task Force	Planned: To be scheduled in updated strategy and implementation work plan.
104	1.2.4.2	Organize briefings and workshops for Ministries and National Assembly on the development of pilot RIAs and long term strategy	Feb-09	Apr-09	MOJ, OOG, ministries, N.A.	Planned: To be scheduled in updated strategy and implementation work plan.
105	1.2.4.4	Support public relations on development of pilot RIAs and social and economic impacts	Apr-09	Sep-09		Planned: To be scheduled in updated strategy and implementation work plan.
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107						
108	2	Support the development and financing of infrastructure to sustain economic growth				
109	2.1	Support a new legal enabling environment to increase private investment and development of infrastructure			MPI, , OOG, N.A., MOF	
110	2.1.1	Assist MPI to develop new regulatory framework for PPP			MPI	
111		Provide technical advice on Decree 78 and circular on BOO, BOT, BT	Oct-08	Dec-08		Completed: Ben Darche, VNCI advisor, spent a week to work with MPI on Decree 78 and the guiding circular.
112		Assist MPI to develop new regulatory framework for PPP	Oct-08	Apr-09		On-going: Built upon Decree 78, the new regulatory framework for PPP is being discussed.
113		Coordinate with World Bank and ADB on technical assistance to state agencies to develop new legal framework	Oct-08	Sep-09		On-going: Coordinated closely with WB and AB to provide TA for the development of legal framework.
114		Sponsor workshops and training activities to build consensus for new policies and regulations	Nov-08	Sep-09		Planned: VNCI is working with MPI to prepare for a high-profile workshop on PPP infrastructure fund and Investment Development Facility in May.
115						
116	2.1.2	Assist MPI and other agencies to develop a new regulatory framework for revenue bonds			MPI	
117		Support changes to relevant laws, including State Budget Law, Securities Law, etc.	Oct-08	Sep-09		On-going: VNCI is coordinating with U.S. treasury on TA for the Law on Debt Management.
118		Build consensus on new revenue bond model through workshops and consultations	Oct-08	Sep-09		On-going: Setting up meetings for Standing Vice Minister Doan and Director Public Procurement Department to visit CalTrans and NY Port Authority on April 22 – 23, 2009 to learn about infrastructure financing, development, public-private partnerships.
119		Organize training activities and study mission to learn about revenue bonds and PPP models in U.S.	Mar-09	May-09		Planned: To be scheduled in implementation work plan.
120						
121	2.2	Support new concepts for infrastructure funds, small number of selected PPP and revenue bond pilot projects	Oct-08	Sep-09	Provinces, MPI, etc.	
122		Support workshops with top leaders to explore new infrastructure funds to prioritize and finance strategic projects	Jan-09	Sep-09		On-going: USAID/VNCI is planning a high profile workshop on new infrastructure PPP funds with the participation of DCA, JBIC, ADB and commercial funds.
123		Coordinate technical support with MPI and other donors on PPP pilots	Mar-09	Sep-09		On-going: USAID/VNCI is in discussion with DCA, JBIC, ADB and Indochnal Capital on PPP pilots, exp: water projects.
124		Identify 1 - 2 pilot projects to provide technical assistance for revenue bonds	Dec-08	Sep-09		On-going: USAID/VNCI is in discussion with DCA, JBIC, ADB and Indochnal Capital on PPP pilots, exp: water projects.
125		Coordinate USAID's Development Credit Authority for credit guarantees for pilots	Nov-08	Sep-09		On-going: USAID/VNCI is in discussion with DCA, JBIC, ADB and Indochnal Capital on PPP pilots, exp: water projects.
126						
127	2.3	Provide T.A. to help educate and support stakeholders	Oct-08	Sep-09	MPI, N.A., Selected Provinces	
128		Engage stakeholders in developing sub-national borrowing frameworks	Oct-08	Sep-09		Planned: To be scheduled in implementation work plan.
129		Leverage PCI data on infrastructure and corporate sponsors to support new infrastructure models	Oct-08	Sep-09		Planned: To be scheduled in implementation work plan.
130						

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131	3	Support Government Decentralization to Improve Governance and Economic Performance	Oct-08	Sep-09	OOG, Provinces	
132	3.1	Support the government's efforts to improve economic governance by delegating responsibilities to local government	Oct-08	Sep-09	OOG, STF	
133		Work with STF to redefine administrative functions through STF and TFs in administrative areas in ministries and provinces	Oct-08	Sep-09		On-going: Building capacity for STF and TFs and equipping them with new tools and new ways in carrying out Project 30 is a first step to redefine admin functions in the system.
134		Assist in development of appropriate policies and strategies to strengthen market-preserving decentralization	Oct-08	Sep-09		Planned: To be scheduled in implementation work plan.
135						
136	3.2	Assist central and local government officials in developing effective models for decentralization			OOG, Provinces	
137		Assess tax and fiscal issues in selected provinces related to admin reform and infrastructure development	Feb-09	May-09		On-going: PCI diagnostics and Project 30 combination workshops are going to be organized in a number of big provinces to lay the ground and get input for the assessment. Mekong regional workshop in Cantho proved the successful introduction of the marriage of these 2 initiatives.
138		Develop provincial capacity to analyze the revenue sharing system	Feb-08	Oct-08		Planned: To be scheduled in implementation work plan.
139		With TFs and provincial working groups in selected provinces, implement pilot activities in administrative areas	Mar-08	Sep-09		Planned: To be scheduled in implementation work plan.
140						
141	3.3	Support local government's capacity to improve service delivery to attract investment and private sector involvement	Oct-08	Oct-08	Provinces	
142		Use PCI to focus on dialogue and local business environment improvements	Jan-08	Sep-09		On-going: PCI diagnostics workshops started from December 08 to Sep. 09 will provide a great forum to dialogue with local authority on local business improvement.
143		Strengthen TFs and advisory councils in selected provinces to simplify administrative procedures and improve service delivery	Jan-08	Sep-09		Planned: To be scheduled in implementation work plan.
144		Prepare provincial and regional strategy paper on economic growth strategies	Mar-08	Jun-09		Planned: To be scheduled in implementation work plan.
145		Develop appropriate models to support and monitor/progress in expanding responsibilities of local government	Mar-08	Sep-09		Planned: To be scheduled in implementation work plan.
146						
147	4	Expand democratic governance models to improve economic and social development	Oct-08	Sep-09		
148	4.1	Strengthen the capacity of business associations, citizen groups and academic institutions to be effective partners in policy dialogue and admin reform	Dec-08	Sep-09		
149		Engage stakeholders in APR reform through ACAPR and local Advisory Councils	Dec-08	Sep-09		On-going: VNCI is working actively with the Secretariat and the STF to promote for the engagement of members of ACAPR
150		Assist STF to work with local TFs to be more responsive to enterprises through Administrative Reform	Jan-08	Sep-09		On-going: Supported STF to work with TFs to increase their awareness of the importance of private sector involvement in the reform
151		Work with VCCI, YBA, KOTRA, AmCham, EuroCham and other associations to develop effective membership outreach programs for APR	Jan-08	Sep-09		Planned: VNCI is bringing in technical advisor in May 09 to support the development of outreach programs for ACACP members to their membership.
152						
153	4.2	Improve the capacity of government to encourage, receive, manage and respond to comments and feedback	Oct-08	Sep-09	OOG, MOJ	
154	4.2.1	Support full implementation of Decree 20 on Handling Feedback in STF and in TFs using policy dialogue and Form 3s	Dec-08	Sep-09		
155	4.2.2	Use RIA process to increase public consultation in developing more responsive policies and laws	Dec-08	Sep-09		On-going: VNCI is working with ministries in doing pilot RIA and carrying RIA trainings with specific focus on public consultation as an effective tool to develop evidence based responsive policies.
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157	4.3	Support continued use and sustainability of the PCI as an effective policy advocacy voice of the private sector	Oct-08	Sep-09	VCCI	
						Implemented. PCI 2008 was successful launched with VCCI in Hanoi and HCMC on December 11 and 12 with widespread media coverage continued to put key reform issues in the headlines, with new infrastructure index highlighting issues at the provincial and national levels. Among others, this year dissemination is marked with participation of nearly ten Vice Chairmen of Provincial People's Committee and PCI 2008 map on the entire cover of special edition of Sai Gon Times, the "local economist" magazine.
158	4.3.1	PCI release in Hanoi and HCMC	Jan-08	Sep-09	VCCI	
						In Progress and Planning. VNCI and VCCI will deliver another issuance of the PCI in 2009 with more businesses surveyed, a refinement to the methodology, and possibly more indicators and sub-indices developed. To meet with increasing demand and requests, this year survey is planned to reach wider business participation by extending the mail-out survey coverage up to 40,000 from 30,000 firms and targeted 10,000 response firms. We are working on ways to increase response rate.
159	4.3.2	Development and implementation of PCI 2009	Feb-09	Jul-09	VCCI	
						Completed. PCI was presented to the Economic and Budget Committee of the National Assembly at a workshop on Vietnam's economic review jointly organized by VNCI and STAR in Nha Trang and to the State and Legal Institute of the Ho Chi Minh Academy in mid December.
160	4.3.3	Communicating PCI to national policy makers	Dec-08	Dec-08		
						In Progress and Planning. VNCI and VCCI doing a series of PCI diagnostics in the last 3 months. Mekong regional workshop in Can tho linked Project 30 with PCI diagnostics and broadened political and public support for regulatory reform.
161	4.3.4	Provincial diagnostics	Feb-09	Sep-09	VCCI	
						In Progress and Planning. Leveraging on the successful PCI, VNCI is in discussion with Microsoft, Intel, BIDV, APL and Niket – VCCI in designing mechanism for new network of corporate partners that contribute new credibility, technical and business expertise and financial resources to PCI and efforts of improving business environment.
162	4.3.5	Initiating PCI corporate partnership for policy adv	Feb-09	Sep-09	VCCI	
163						
164	4.4	Address relevant issues in selected industries and/or provinces to support their integration into national and provincial policy dialogue	Jan-08	Sep-09		
165	4.4.1	Identify and develop workshops on regulatory reforms to protect the environment, consumers and public health		Jun-09	Sep-09	Ministries
						Ongoing: every RIA training addresses these topics and requires public consultation
166	4.4.2	Organize workshops and conference on administrative reform to highligh critical development issues for national policymakers		Mar-09	Sep-09	
						Ongoing: through Project 30 VNCI supports these consultations with 88 task forces in Ministries and Provinces
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168						