

保 存

No. 3

ヴェトナム中小企業振興計画  
予備調査  
報告書

1998年12月

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国際協力事業団

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## 1. 調査の概要

### (1) 調査の目的

雇用の創出に寄与する中小企業は、経済発展のために不可欠のものであり、特に、高付加価値の創出が期待される製造業の中小企業の果たす役割は大きい。

ベトナムにおける中小企業振興の重要性については、JICAが平成7年度から2フェーズにわたって実施した「ベトナム国市場経済化支援開発政策調査」においても指摘されており、同国政府内においても、中小企業振興の意識は芽生えつつある。しかしながら、政府としての振興のための資金不足、中小企業振興政策立案の組織体制の未整備、振興政策の不在という問題を抱えている。

平成10年5月、ベトナム側はこれらの問題解決のためのマスタープラン策定のための開発調査の実施を日本側に要請した。

同時期に、事業団は「鉱工業プロジェクト選定確認調査団」（プロ選調査）を派遣し、ベトナム側関係者と協議した結果、ベトナム側は、中小企業振興のための基本政策提言、中小企業政策実施のための行政組織体制の構築に関する提言、企業調査を通じた技術指導、を内容とする開発調査を希望しており、この内容は日本側でも対応可能なものであることが確認された。

かかる経緯を踏まえ、事業団は、先方関係機関との調査内容についての具体的な協議を行うとともに、本格調査実施のために必要な情報を収集することを目的として、本予備調査団を派遣した。

### (2) 調査団構成

1) 団長・総括	三平 圭祐	国際協力事業団鉱工業開発調査部長
2) 技術協力行政	花輪 晃二	通商産業省通商政策局技術協力課
3) 中小企業金融	鈴木 寿彰	中小企業金融公庫業務部特別貸付課主任調査役
4) 工業開発	三木 常靖	国際協力事業団国際協力専門員
5) 調査企画	朝熊 由美子	国際協力事業団鉱工業開発調査部工業開発調査課
6) 通訳	永井 蘭	(財) 日本国際協力センター

### (3) 調査日程

平成10年8月25日（火）から9月3日（木）まで

- 8月25日(火) 【三平団長、鈴木団員、朝熊団員、永井団員】  
東京発 TG641 バンコク着
- 8月26日(水) バンコク発 TG682 ハノイ着  
在ヴェトナム日本大使館表敬  
JICAヴェトナム事務所と打合せ  
【三木団員】  
関西発 JL701 香港着  
香港発 CX791 ハノイ着
- 8月27日(木) 計画投資省(MPI)と協議  
UNIDOヴェトナム事務所と打合せ【三木団員】  
OECS・SAPROF調査団と打合せ
- 8月28日(金) VCCI訪問  
工業省訪問  
ハノイ人民委員会訪問  
【三平団長、鈴木団員、朝熊団員、永井団員】  
ハノイ発 ホーチミン着 (19:30発)  
【花輪団員】  
東京発 NH909 香港着  
香港発 CX791 ハノイ着
- 8月29日(土) 【三木団員、花輪団員】  
UAICハノイ訪問  
Machine and Industrial Equipment Corporation 社視察  
Sohado 社視察  
【三平団長、鈴木団員、朝熊団員、永井団員】  
UAICホーチミン訪問  
VCCIホーチミン事務所訪問  
ホーチミン人民委員会訪問  
Aluminium Hoan Cau 社視察
- 8月30日(日) 【三木団員、花輪団員】  
資料整理  
【三平団長、鈴木団員、朝熊団員、永井団員】  
VCCIショールーム見学  
ホーチミン発 ハノイ着
- 8月31日(月) 計画投資省(MPI)と協議
- 9月1日(火) 計画投資省(MPI)と協議

JICA ヴィエトナム事務所報告  
9月 2日 (水) ハノイ発 TG683 バンコク着  
【三平団長、鈴木団員、三木団員、朝熊団員、永井団員】  
バンコク発 TG642  
9月 3日 (木) 【三平団長、鈴木団員、三木団員、朝熊団員、永井団員】  
東京着  
【花輪団員】  
バンコク発 NH916  
9月 4日 (金) 【花輪団員】  
東京着

(4) 主要面談者

Ministry of Planning and Investment

Mr. Do Van Hai Deputy Director, Department of Industry  
Mr. Dang Nghiem Dien National Project Coordinator, UNIDO-MPI Project  
Mr. Nghiem Viet Anh Technical Expert, UNIDO-MPI Project  
Mr. Tran Quoc Trung Junior Expert, Industry Department

Ministry of Industry

Mr. Tran Manh Thu Deputy Director General, Department of Planning and Investment  
Ms. Dang Phan Thu Huong Senior Expert, International Cooperation Department  
Mr. Pham Thanh Tam Expert for Economy Senior, Planning and Investment Department

Hanoi People's Committee

Dr. Nghiem Xuan Dat Deputy General Director of Hanoi Authority for Planning and Investment  
Ms. Nguyen Minh Thuan Deputy Manager, Department for Management of International of International Laon and Assistance  
Mr. Nguyen Dinh Duong Hanoi Authority for Planning and Investment

People's Committee of Ho Chi Minh City

Dr. Tran Thanh Long Vice Chairman

Vietnam Chamber of Commerce and Industry, Hanoi

Mr. Pham Tat Dinh General Director, SMES Promotion Centre

Dr. Pham Thi Thu Hang Deputy General Director, SMES Promotion Centre  
Mr. Nguyen Ngoc Tuan Deputy Director, SMES Promotion Centre

Vietnam Chamber of Commerce and Industry of Vietnam, Ho Chi Minh City Branch

Mr. Nguyen Huu Hai Director General  
Mr. Le Binh Hung Director, SME-Promotion Center  
Mr. Vo Tan Thanh Deputy Director, Membership and Training Department  
Mr. Le Phuong Bac SME Promotion Center

Union Associations of Industry and Commerce, Hanoi

Mr. Vu Duy Thei Standing Deputy Chairman and Secretary General

Union Associations of Industry and Commerce, Ho Chi Minh City

Dr. Tran Hoi Sinh Standing Vice Chairman  
Mr. Do Huu Ngu Vice President

United Nations Industrial Development Organization, Vietnam

Mr. Nguyen Khac Tiep Programme Officer

UNIDO-Assistance to Industrial Small and Medium Enterprises in Viet Nam

Ms. Nilgun F. Tas Chief Technical Adviser  
Ms. Kazue Yanagi Associate Expert

Machine and Industrial Equipment Corporation, Hanoi Mechanical Company

Eng. Luong Manh Hung Deputy Director  
Eng. Pham Ba Thuong Permanent Member of Business Board, Head of Bidding and Pricing Section

Sohado Co., Ltd.

Mr. Dang Duy Phuong Director  
Mr. Tran Quang Khai Vice Director

Aluminium Hoan Cau

Mr. Nguyen Huu Danh Manager-Owner

在ヴァイエトナム日本国大使館



宮原 信孝	参事官
宮崎 祥一	一等書記官
安楽岡 武	二等書記官
横尾 和孝	専門調査員

日本貿易振興会 ヴィエトナム事務所  
朝倉 俊雄 所長

OECD・中小企業支援事業 SAPROF 調査団

黒田 泰久	調査団員
持田 智男	調査団員
矢野 暁	調査団員

在ホーチミン日本国総領事館  
佐々木 忠弘 JICA 専門家 (援助調整)

JICA ヴィエトナム事務所

地曳 隆紀	所長
菊地 和彦	所員
Ms. Do Kim Diep	Secretary

## 2. 協議結果

調査団は、計画投資省（Ministry of Planning and Investment：MPI）と、本格調査の枠組みについて協議を行い、概ねの合意に達した。調査団帰国後、細目についての調整を重ね、平成10年11月、実施細則（Scope of Work）及び協議議事録（Minutes of Meeting）の署名が行われた（Appendix 1）。

協議の経緯は以下のとおりである。

### （1）本格調査の内容

平成10年5月のプロ選調査によって、先方が希望する開発調査の内容は下記の3点であることが確認された。

1. 中小企業振興のための基本政策提言の策定
2. 中小企業政策実施のための行政組織体制の構築に関する提言
3. 企業調査を通じた技術指導の実施

また、先方は、信用供与制度の具体的構築方法（手数料率の設定等を含む）の提案及び事業支援基金のF/Sを希望したが、中小企業の財務状況や倒産件数等の統計が入手不可能な状態で、これらの内容を調査に含めることは困難である旨、日本側から説明を行った。しかしながら、ベトナム側の希望を踏まえ、調査の過程で日本の中小企業支援制度の紹介や、ベトナムで実施する際の手法の紹介・アドバイスを行うことは可能であることを示唆した。

「市場経済化支援開発政策調査（第2フェーズ）報告書」では、同国の中小企業振興策は、以下の3点を基本的な柱として実施することが提言されている。

1. 中小企業の事業活動の基盤整備（基本法制定、金融支援、組合・業界団体の設立等）
2. 援助・投資を利用したサポーティングインダストリーの育成
3. 組合・業界団体組織を活用した輸出振興

上記提言及びプロ選調査の結果を踏まえ、日本側は、ベトナム側に対し、

1. 中小企業振興のための基本政策の策定
2. 中小企業政策実施のための行政組織体制構築に関する提言
3. 企業調査を通じた技術指導の実施

の3点を柱とする調査内容を提示したところ、ベトナム側からは、以下の要望があった。

1. 上記1. と2. を重点とした調査の実施
2. 信用保証制度の確立及び実施方法についての提言
3. 中小企業支援基金についての提言（予算確保の問題）
4. マーケット情報、経営計画策定など、経営者の研修制度の設立

また、ベトナム側は、政策策定が最重要事項であるので、サブセクターの振興政策策定や調査団による個別企業の技術指導に関しては、優先順位が低いものとした<sup>21</sup>。

これに対し、日本側からは、以下のとおりの説明を行い、ベトナム側の概ねの合意を得た。

1. 基本政策策定及び行政組織体制構築に関する提言は、本格調査の重要なテーマである。
2. 信用保証制度についての、保証料率の設定などのF/Sは実施しないが、具体的活動内容などの提言は、中小企業金融の一部として、調査内容に含まれる。
3. 支援基金は、政府の支援政策の一部として、検討されるべきものである。
4. 人材育成についても、提言に含まれる。
5. 政策策定の際には、企業の実態やセクターの実情を踏まえた政策を策定すべきであるので、企業調査やセクター調査を行う必要がある（但し、技術指導は、ベトナム側が希望しないのであれば実施しない）。

## （2）調査期間

ベトナム側は、政策策定にはかなりの期間が必要であると考え方から、日本側が提案した9ヶ月間は短いのではないかと懸念を示した。

これに対して、日本側は、早急に基本政策を策定し次のステップに入ることが重要であること、中小企業振興の基本政策策定はアジア金融危機による競争力の低下や市場開放に向けて緊急度の高い課題であること、ベトナムの市場経済化政策の変化の激しさから長期間の調査は適当でないこと等の理由から、当初予定通り、9ヶ月間の調査実施を提案した。

しかしながら、1999年のテトのスケジュール<sup>22</sup>との関係から、最終的に、10ヶ月間とすることで合意した（S/W添付のスケジュール表参照）。

<sup>21</sup> 「（4）企業調査」参照。

<sup>22</sup> 2月14日から20日の間に開始する予定。休みの期間は1週間程度だが、前後各10日間の調査は困難とのこと。

### (3) 重点サブセクター

プロ選調査団がベトナム側に対し、重点サブセクター案を提示するよう依頼したところ、ベトナム側は、下記の6サブセクターを選定した。

1. 民生用電気・電子機器
2. 電気・電子部品
3. 穀物・食品加工
4. 木工・手工芸
5. 陶磁器・ガラス
6. 衣料

それぞれのサブセクターの現状は下記のとおりである。<sup>※</sup>

#### 1) 民生用電気・電子製品

ベトナムの電気・電子産業における国内企業のほとんどは国あるいは地方政府によって管理されている。

民生用電気製品は扇風機が中心であり、その他に電気炊飯器、電気湯沸かし器などがあるが、いずれも規模は小さい。輸入品との競合が激化しており、商品開発力と設計力が課題である。

扇風機の製造企業は、1990年に約50社であったが、市場経済に移行して競争が激化し、多くの企業が解散した。国内需要の約半分を生産しており、輸出はない。安価な中国製品との競合があり、高品質の日本製も市場に参入している。

電気炊飯器は、機構や回路が単純なことから、現地の中小企業によって生産されている。

電気湯沸かし器は、やかんにシーズヒーターを付けた単純なモデルが金属食器の製造企業で生産されている。

民生用電子製品は、4、5年前からテレビの普及によりテレビ、オーディオの組立が始まり、国外のメーカーから生産設備や部品の供給を受けた組立生産を行っている。その代表的製品はカラーテレビである。需要の2倍の生産能力があり、生産過剰な上に、輸入品との競合がある。VCRは数が少なく持ち運びも容易なので密輸に対抗できず、現地で調達できる部品が少ないので、ほとんどが輸入である。ラジカセも安価な中国製との競合がある。

#### 2) 民生用電気・電子製品部品

<sup>※</sup> この項目は「市場経済化支援開発政策調査（第2フェーズ）報告書」の他、「ベトナム社会主義共和国産業開発基礎調査報告書」（（社）海外コンサルティング企業協会）、「ベトナム国工業標準化・計量・検査・品質管理マスタープラン調査報告書」（国際強力事業団）、を参考とした。

扇風機の工場及びトランス、ブレーカーの工場は内製化が進んでおり、材料を購入し、自社で加工している。但し、扇風機製造企業の場合は、部品を他社に売る一方で、その他の部品は他社から購入し、組立を行うなど、分業体制をとっている企業もある。

民生用電子機器製造企業は、ほとんどの部品を輸入している。但し、カラーテレビにおいては、政府が部品の国産化を推進するための税制措置をとっているため、各社とも現地部材調達に努力し、現地調達率が上がっている。但し、原材料、基本部品であるコンデンサー、抵抗、半導体はすべて輸入されており、これら部品産業の誘致により、国内での部品調達が可能な産業構造とすることが必要である。

### 3) 食品加工

豊富な農水産資源を有する同国の食品工業は、重要な位置を占めている。同国政府は農業生産の拡大に注力しており、今後の発展可能性は大きい。FAOの調査によると、約100万人が食品工業に従事しており、その90%が中小企業で働いている。精米業が最も大きな業種であり、他の主要部門は製糖、製粉、製麺、果物・野菜加工、食肉加工、冷凍魚、乾燥魚などである。

精米業は、米の収穫量の拡大に伴い、発展可能性が高いが、精米の効率アップによるロス減少、精米機器の更新、設備の適切な維持・補修体制、貯蔵設備の改善が課題である。

製糖業の課題も、精米業と同じく、生産工程と設備の近代化が必要である。

果物・野菜の加工業は、生産工程の衛生状況と包装技術の改善が必要である。

### 4) 木工・手工芸

木工製品の企業数は656社で、内85%が従業員100名以下の企業である(93年)。また、多くの自営業が存在すると推定されている。

### 5) 衣料その他

縫製加工企業は、国営101社、共同組合77社、その他の民間企業383社、家内工業3万2,000社となっている(94年1月)。生産額の58%が国営企業によるものである(95年)。合併設立や生産委託による海外投資プロジェクトは、1990年から1996年3月までに56件、1億4,000万米ドルであった。

縫製企業の設備はミシン、アイロンが中心であり、設備への投資金額は格段に低い。そのため、設備を新設した企業も多いが、メンテナンスの不備も指摘されている。

品質工場による中国製品との差別化や、米国市場の開拓が課題である。

重点サブセクターは、ベトナムの工業全体の発展に寄与度の高い分野から選択する

ことが望ましく、1)、2)、3)、6)は、輸出産業として可能性の高いサブセクターであり、特に、2)の発展は、同国の裾野産業発展の前段階となるものであり、高いポテンシャルを有しているサブセクターであるといえる<sup>24)</sup>。

一方、先方からの要望に含まれていないが、機械産業（または素形材産業）は、同国の裾野産業振興に寄与する分野である。機械産業については、かつては大企業だったものが、仕事量の減少により、規模を縮小したものが多く存在する。加工工程の一部（メッキ、鋳造、鍛造など）を独立させ、それを合併にするという動きも見られる。仕事が少ないため生き残りのために分社化するという動きは今後も増えていくものと思われる。元の会社は200から500人程度の規模の企業が多かったが、現在は100人前後の規模のものも見られる。ソ連の崩壊により、鋳物部品（修理用のピストン、シリンダーなど）が入手できなくなり、自社で国産するという鋳造企業（100から200人程度の規模）も存在する。

以上を踏まえ、重点サブセクターに関し、以下のとおりベトナム側に提案した。

#### 1) 重点サブセクター選択

重点サブセクターは、先方の要望する6サブセクターに機械産業を加えることとする。

#### 2) 調査内容

重点サブセクターの内、技術面での計画策定・指導を併せて実施する分野を「主たるサブセクター」とし、2サブセクター程度選定する。民生用電気・電子産業、機械産業、衣料を、その候補とする。

これに対し、ベトナム側からのコメントは、以下の4点である。

- ・「電気・電子製品」の内、電子製品を製造する企業は中小企業が少ないため、「電気製品」とする。
- ・「電気製品」も中小企業が発達した分野ではないため、「従たるサブセクター」とする。
- ・「衣料」は「主たるサブセクター」に含める。
- ・「陶磁器・ガラス」の内、「ガラス」は中小企業が少ないため、除外する。
- ・「プラスチック」を、重点サブセクターに含める。

ベトナム側の要望に従い、重点サブセクターは以下のとおりとした。

「主たるサブセクター」

<sup>24)</sup> 「市場経済化支援開発政策調査（第2フェーズ）報告書」によると、第1ステージ「・機械修理、メンテナンス業をもとにした創業 ・電気電子部品、自動車部品の外資系企業誘致」以降、第2ステージ「・中小企業への技術移転によるサポート産業の展開」、第3ステージ「ASEANのサポート産業の形成 ・中堅企業の輩出」への段階的発展が提言されている。

- ・機械産業及び部品

- ・衣料

「従たるサブセクター」

- ・電気製品

- ・加工食品

- ・木工・手工芸

- ・陶磁器

- ・ガラス

但し、上記は国際産業分類（I S I C）によるものでない。また、中長期的には電子産業も小さからぬ発展可能性が出てくるものと思われるため、電気産業に含めて検討を行うこととする。

#### （４）企業調査

ベトナム側は、既に「市場経済化支援開発政策調査」で、約800の企業を調査していることから、本開発調査では、重点サブセクターの企業調査や産業政策策定より、中小企業支援政策策定に重点を置いてほしいとの意向を強く表明した。これに対し、日本側が、企業調査の結果を基に政策策定を行うことの重要性について説明を行い、ベトナム側の合意を得た。

調査企業数は、ベトナム側の受入能力の問題もあり、「主たるサブセクター」は各10社、「従たるサブセクター」は各5社、計45社とした。

対象地域は、ハノイ、ホーチミン、ダナンの3都市を提案したところ、ベトナム側からは、ハノイ、ホーチミンの2都市としてほしい旨、要望があったため、ハノイ、ホーチミン、及びこの周辺地域とすることで合意した。

対象業態（中央国営、地方国営、非国営等）は、重点サブセクターによって異なる（例えば、機械産業は、国営企業の率が高いと想定される）ことから、限定しないこととしたが、選定にあたって非国営企業を優先することとして、ベトナム側の合意を得た。

企業リストの提供、企業調査のアポイントの取り付けは、MPIが行う。

MPIとの協議の結果、企業リストは、事前に、MPIから提出され、JICA調査団

は、それを元に、訪問の20日前までに、MPIに訪問希望を伝えることとした。

#### (5) ヴィエトナム側実施体制

本開発調査の実施機関はMPI（計画投資省）である。計画投資省産業局に中小企業担当者が1名配置されている。

実施機関の体制としては不十分な面もあるが、本開発調査の要請内容が組織体制の構築を含めた中小企業振興の基本政策提言を中心としたものであることを考慮に入れた場合、現在の組織体制の不備は、計画投資省のカウンターパートとしての的確性や正当性を否定するものではないと思われる。しかしながら、実際に調査を実施するにあたり、最低限必要なカウンターの配置やプロジェクト実施体制の確保は必要であるため、ヴィエトナム側の体制整備の要請を行った。

また、MPIの実施体制を補う意味でも、他の機関との連携を密接に行う必要性があることを、ヴィエトナム側に対して説明した。

ヴィエトナム側は、調査の実施に際し、MPI内に1名の専任者を配置することとした。

また、ヴィエトナム側は、MPI内に「ステアリング・コミッティ」（通常の開発調査のステアリング・コミッティではなく、「ワーキング・グループ」的な位置づけ）を設置し、調査の実施にあたる予定であることを述べた。ステアリング・コミッティのメンバーは、MPI大臣が任命する。

併せて、調査実施過程でのヴィエトナム側との共同作業及び意見交換の重要性及びヴィエトナムの特殊事情を鑑み、「市場経済化支援開発政策調査」同様、ヴィエトナム側ワーキンググループ（原則日本人コンサルタント1名に対し、ヴィエトナム側専門家1名）を設置することを提案した。

ワーキンググループの役割は、政策策定に際する情報収集・分析や、企業調査支援である。

日本側は、ヴィエトナム側ワーキンググループ（ローカルコンサルタント）は、JICAとの直接契約ではなく、調査団（コンサルタント）が傭上するという位置付けであることを説明した。MPIには中小企業支援を専門とする組織がなく、本格調査の専任者も1名であるという状況を鑑み、ワーキンググループを活用した調査実施を進める必要があるものと思われる。



## (6) アドバイザリー・コミッティ

日本側からは、地方政府や中小企業支援団体が活発な活動を行っている<sup>85</sup>ことから、関係省庁、地方政府（ハノイ及びホーチミンの2ヶ所）、金融機関の他、中小企業支援を行っている諸団体やUNIDOなどの国際機関との連携の重要性を説明し、これらの機関が参加し、JICA調査団に助点するアドバイザリー・コミッティの設置を提案し、その旨M/Mに記載した。

MPIは、アドバイザリー・コミッティの設立は、上記（5）記載の「ステアリング・コミッティ」の決定事項であることを述べた上で、他の機関との会議は、必要に応じて、いつでも開催する準備があることを説明した。

## (7) ワークショップ

日本側は、調査結果の説明・普及のためのセミナーの開催をドラフト・ファイナル・レポート説明時に行いたいとの意向を説明した。ベトナム側は、普及については、MPIが責任をもって行うので、必要なく、むしろレポートに対してベトナム側から意見を述べ、それをレポートに反映させるためのワークショップの実施を行いたいとの意向であった。ベトナム側の意向を踏まえ、インセプション・レポート説明時に1回、ドラフト・ファイナル・レポート作成時に2回、計3回のワークショップを実施することとした。

<sup>85</sup> 「3. その他調査の結果明らかになった事項」参照。

### 3. その他調査の結果明らかになった事項

#### (1) 中小企業政策

ここ数年、政府内で中小企業振興の重要性が認識されており、本年6月に、政府によって中小企業の定義（資本金50億ドン未満または平均従業員200名未満）が定められた。

中小企業振興のためのステアリング・コミッティが結成され、MPI、大蔵省、中央銀行、商工会議所（Vietnam Chamber of Commerce and Industry：VCCI）等が、そのメンバーとなっている。中小企業約300社にインタビューを行っており、9月には提言の第一案が策定され、国家的な会議で最終的なものが提出される予定とのことであった。

#### (2) 中小企業支援団体

中小企業振興に関係する機関は以下のとおりである。

##### 1) VCCI

VCCI（Vietnam Chamber of Commerce and Industry of Vietnam）の主たる会員は、国営企業と民間企業であり、VCCIは会員企業に対して、情報提供、研修、コンサルティング等を行う独立機関である。VCCIは、ハノイの他、6都市に支所を持ち、4カ国に在外事務所を持つ。

##### 2) NEDCEN

NEDCEN（The Non-State Economic Development Center）の主たる会員は共同組合（Cooperative）であり、会員に対し、情報提供、研修、コンサルティング等を行う独立機関であり、主要都市に支所を持つ<sup>※</sup>。

##### 3) UAIC

UAIC（Union Associations of Industry and Commerce）は、ハノイ市及びホーチミン市に設置されており、当該都市及びその周辺の民間企業に対して支援を行う機関である。会員に対し、生産及び貿易に対するアドバイス等の支援、外資との投資・合併・提携の促進、技術の紹介、職業斡旋などを行っている。

##### 3) MOI、他中央官庁

<sup>※</sup> プロ選調査団の報告によると、NEDCENは意識が低く、実際にはこれらの支援活動を十分に行っていないようである。

MOIは国営企業を直轄しており、国営企業を調査対象に含める場合は、MOIをステアリング・コミッティのメンバーとすることが必要となるであろう。

また、食品加工については、農業・食品工業省も関係するものと思われる。

#### 4) 金融機関

中小企業金融に関係する機関、特にOECDのプロジェクトの実施機関であるヴィエトナム国家銀行 (State Bank of Vietnam) や、最終借入人の窓口となる貸付実施機関である工商銀行 (Industrial and Commercial Bank of Vietnam) などとの連携や情報収集は、本開発調査で必要な分野である。

また、EUとのプロジェクトを行っているSMEDF (SME Development Fund) も、中小企業振興についての意識が高い<sup>註7</sup>。

#### 5) 地方政府

ハノイ、ホーチミンの人民委員会の中に、中小企業支援の組織があり、活動を行っている。

#### 6) その他

SMEDEC (Small and Medium Enterprises Development Support Center) は、STAMEQ (科学技術環境省ヴィエトナム標準化総局) に属する機関であり、中小企業(国有か否かは問わない) に対し、品質管理の分野において、研修、情報提供、コンサルタントサービスなどの支援活動を行っている。ハノイに6名、ホーチミンに9名の職員を擁し、97年にマスタープラン「Development of Promotion of SME in Vietnam」を作成している。

品質管理という特定分野に関する支援を実施しており、独立した機関ではないため、他の機関と並列したステアリング・コミッティのメンバーとはなり得ない可能性はあるが、中小企業に関する情報を保有しており、情報源の1つとして活用できる可能性は高い。

SMEDECのような、特定分野で中小企業支援を行っている機関については、本格調査の段階で、その機能・役割を調査し、情報源としても活用するとともに、調査結果の普及対象とすることが考えられる。必要に応じてステアリング・コミッティに入れることを検討できる。

上記のうち、ハノイ、ホーチミンそれぞれで、VCCI、UAIC (Union Association of Industry and Commerce)、人民委員会を訪問し、その活動内容について調査を実施した。

<sup>註7</sup> OECD・SAPROF調査団による。

これらの機関はいずれも、中小企業支援に対する意識が高く、実際に、中小企業に対して、研修の実施、情報の提供、コンサルティングの提供などの活動を活発に実施している。また、いずれの機関も、MPIが中小企業振興政策提言を策定するにあたり、MPIに対する提言を行っている。

これらの機関が共通に持っている問題意識は、「政策の不在」であり、今回の開発調査、すなわちマスタープランの策定に対し、大きな期待が感じられた。その他、調査に対しては、実現可能な具体的な提言が求められており、その例としては、企業のマーケティング能力・情報・経営能力・資金の不足に対する支援政策、信用保証制度の策定、プロモーションセンターの設立などが提示された。

調査に対する期待から、これらの機関は、本格調査団に対しても積極的に支援したいとの意向を表明した。実際に、中小企業とのつながりを持っており、今回の予備調査の企業訪問アレンジも、MPIからの依頼により、実際には、ハノイVCCI及びUAICホーチミンが行った。

本格調査の実施に際しては、これらの機関と、情報収集、意見交換、提言の普及などあらゆる面で積極的に連携することが不可欠である。

### (3) UNIDO中小企業振興プロジェクト (US/VIE/95/004) との連携

1996年9月から2000年6月までを実施期間として、中小企業支援のプロジェクトを実施しており、MPI工業局がC/P機関である。

具体的には、ハノイとホーチミンのそれぞれで、大学・地方政府傘下機関・中小企業支援団体の3者のネットワークを構築し、地方政府傘下機関や支援団体のニーズによって、大学で研修を行い、研修員募集は地方政府傘下機関や支援団体が行う、などの活動を行っている。活動内容は、研修の他に、情報提供、アドバイスがあるが、金融は含まれていない。パートナーの大学・地方政府傘下機関・中小企業支援団体は、下記のとおりである。

ハノイ地区：ハノイ工科大学・HCU (Hanoi Cooperatives Union) ・VCCI

ホーチミン地区：ホーチミン工科大学・CESTI (Center for Science and Technology Information) ・UAIC

UNIDOは、これらのネットワークに資金援助を行っている。これら6機関は、サブコントラクターという位置づけである。

また、上記6機関のみならず、Binh Thainの職業訓練所や、Viet Duc Technical School、STEME Q附属のWelding Training Schoolなどとも、提携を実施している（これらの機関にはドイツの支援が入っている）。また、UNIDOが実施する、他の中小企業支援プロジェクトや、GTZとも連携を行っている。

既存の組織を活用し、新しいフレームワークを構築する、ということが、基本的方針である。

UNIDO側からのJICAの開発調査に期待する内容としては、中小企業政策策定のみならず、このネットワークに対する問題点の指摘やアドバイス及びこのネットワークのパーマネント化の提言である。それによって、ネットワークの改善と、ヴェトナム政府によるネットワークのパーマネント化が期待できるからである。JICAがコンサルタントへの業務指示の中に、UNIDOのプロジェクトに対する提言を含めることにより、UNIDOが実施するネットワークの改善（必要であればパーマネント化）に寄与するものと思われる。

このネットワーク内では、3625の企業（内69%が中小企業）のリストがあり、これはISICの基準に基づいた分類となっている。JICA調査団が、このリストを使用することも、UNIDOプロジェクトは歓迎している。

予備調査団は、既述のとおり、開発調査のアドバイザリー・コミッティに、UNIDOを含めるよう、MPIに強く提案を行った。万一、アドバイザリー・コミッティが結成されない場合においても、JICA調査団とUNIDOチームとの密接な情報交換や、UNIDOのネットワークに対する提言という面において、連携が促進できるものと思われる。

尚、UNIDOは当該プロジェクトの他にも、中小企業関連の案件を実施している<sup>28</sup>。UNIDOは、これらの案件のいずれも連携の用意があるとのことであり、情報交換や、調査終了後のフォローアップの段階で、連携の可能性のあるものと考えられる。本格調査で訪問する企業数に限りがあることから、特に零細企業については、UNIDOの持つ情報の活用は有意義であるものと考えられる。

#### （４）OECSF・中小企業支援事業との連携

OECSFは平成11年度に中小企業支援のツーステップローンの実施を予定している。主たるカウンターパートは、MPI産業局であり、中央銀行を頂点とするホールセール型のツーステップローンを予定している。最終借入人の窓口となる貸付実施機関は工商銀行とOECSFの承認する金融機関とする。国家銀行内のプロジェクト・マネイジメント・ユニットを使い、貸付実施機関の経営及びサブローンの状況等を監理する。

7月18日から9月6日まで、SAPROF（第一次現地調査）を実施し、9月20日

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<sup>28</sup> 「附属資料」参照。

以降、ドラフト・ファイナル作成予定。

貸付先の業種は特定しない。対象業態は、民間企業及び民営化計画のある国営企業を想定しているが、国有企業を除外することは予定していない。当初は、ハノイ、ダナン、ホーチミン、ハイホンの4都市に立地する企業を対象とする予定である。

OECFが中小企業への資金面のサポートを実施し、本開発調査が、政策の立案、組織の構築、企業調査を実施するという形での連携が期待されるものと思われる。

#### 4. 団長所感

##### (1) ヴィエトナム政府側の中小企業政策策定への強い期待

今回の調査を通じて感じたのは、ヴィエトナム側（MPI）の中小企業政策策定への強い意向である。当方の調査案にある業種別の実態調査について、当初、MPI側は関心を示さず、「とにかくマクロの中小企業政策の策定を急いでほしい。業種別の課題等はミクロの問題であり、マクロの政策決定の後に行えばよい」との先方の言葉にも、それが端的に表れている。また、「中小企業政策の一覧のみならず、政策実現の方法が重要である」との意見を表明した。これに対し、当方から、前者については、抽象的なレベルでの中小企業政策の策定では意味がなく、実態を十分に踏まえた上での実効性のある中小企業政策の策定が必要である旨説明し、企業調査の重要性については先方の一定の理解を得られたものと考えている。後者については、政策提言を短・中・長期に分けて提言を行い、実現への方途を示すと説明を行った。

この背景としては、ヴィエトナム政府の中で中小企業政策を担当する省庁というと、本件が多数の省庁、団体に関連する横断的なものであることから、MPIにならざるをえないが、MPI自体にはこれまで中小企業政策を担当する職員としては、UNIDOのプロジェクトを担当している職員1名であり、先方も強調していたが、現在までのところ中小企業政策と呼べるものは皆無であるということがあげられる。さらに、最近、ヴィエトナム政府として（首相から）MPIに対し、中小企業政策策定の指示が出され、MPIは9月末にも第一次案を作成しなければならない状況にあることが大きいと思われる。MPIはこのため関連する省庁、中小企業支援団体等に対して意見の聴取を行っているが、このような事情もあってとにかくまずは中小企業政策を策定してほしいとの上記の言葉につながっているのではないかと思われる。

##### (2) C/PとしてのMPIと中小企業支援団体との関係

ヴィエトナムにおける日本関係者から、ヴィエトナム政府の組織的な形式を考えれば、MPIをC/Pとせざるを得ないが、MPIには中小企業に関する組織・人員もなく、調整官庁であってC/Pとしての役割に大きな期待はできないのではないかとの懸念が指摘された。当方としても、企業調査については、むしろ中小企業支援団体を活用するとの案で先方との協議に臨んだ。しかしながら、MPIからは、中小企業政策を策定するのはMPIであり、本件調査についてもMPIが企業の選定、企業調査への同行の手配、政策提言作業へのヴィエトナム側共同作業の手配を含め、すべて責任をもって対応する旨強く主張し、ステアリング・コミッティ（当方の概念と異なり、MPIが基本となるヴィエトナム側の本調査の責任・調整機関で、当方の概念のステアリング・コミッティについては、誤解を避けるために当方でアドバイザー・コミッティと名称を変えた）の設立、構成、

運営についても、MP I 側の問題として行うとの立場を示した。本件調査に対して、このように主体的積極的な取り組みの姿勢を示すことは高く評価すべきことではあるが、他方において、この国の社会主義的・官僚主義的体質を考慮すると、中小企業の現実の姿や中小企業支援団体等の意向が十分に反映されるかという点に若干の懸念が残る。

一方、今回訪問した、VCCI、UAIC等の中小企業支援団体は、会員企業からの会費収入あるいは事業収入を基に一定の職員を配し、研修、法律相談その他のコンサルティング、展示スペースの提供等、財政上の問題もあって不十分とはいえ、支援活動をそれなりに実施している。当方の調査の他の国際機関等と異なる一つの利点が、マスタープラン策定に止まらず、企業調査を通じた企業の診断手法あるいは企業の経営及び工程の管理手法等の技術移転にあることを考えると（先方MP Iは今回調査ではこれを期待していないが）、企業調査に当たって実際に中小企業を会員とし、支援活動を行っているこれら中小企業支援団体の職員を調査に同行させることが望ましいと考えられる。

当方としては、以上の状況に鑑み、M/Mの中に、ベトナム側にアドバイザー・コミッティを設立し、その構成員として、中小企業支援団体を加えることを強くリコメンドした旨記載するとともに、調査の過程での中小企業支援団体への技術移転の重要性について繰り返しMP Iに説明したが、この点については、今後ともベトナム側の対応について注視していく必要があると考えられる。

### （3）本マスタープラン調査はベトナム中小企業政策実現への出発点

記述したとおり、ベトナムにおいて、政府レベルでは中小企業政策及び担当する組織は皆無の状況で、ベトナム政府としてもまさに中小企業政策策定のスタートラインについた（その前のウォーミングアップの段階？）ところである。その意味で、今回のマスタープラン調査は時宜にもかない、ベトナム政府側からも十分な関心と期待が寄せられる重要なものであると評価できる。

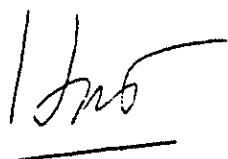
今回の訪問の際に、MP I側からは本調査の提言を受けて、MP Iの中に中小企業政策担当のセクションを設け、予算も配分していきたいとの意向が表明された。しかしながら、ベトナム政府の現状を鑑みると、財政、スタッフ等の面で厳しいものがあり、本調査終了後も日本からの支援の継続の必要性が痛感される。本調査はあくまでもベトナムにおける中小企業政策展開の第一歩であり、その後の個々の政策についてのF/S調査、研修員受入、各種施策策定・実施の際の専門家による支援等の技術協力、あるいは財政面での支援についても、ベトナム政府の要請に応じて日本側としてこの分野において必要な協力を継続していくことが、本調査の実効性を担保し、日本への信頼を高めている上で重要であると考えられる。



## 附属資料

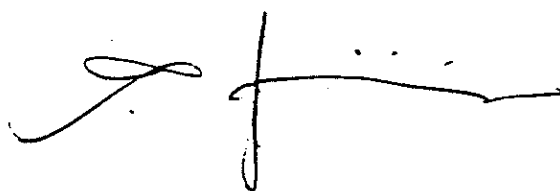
Scope of Work  
for  
a Study  
on  
the Promotion of the Small and Medium Scale  
Industrial Enterprises  
in  
the Socialist Republic of Vietnam  
agreed upon between  
the Ministry of Planning and Investment  
and  
the Japan International Cooperation Agency

Hanoi, 30th November, 1998



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Mr. Do Van Hai  
Deputy Director  
Department of Industry  
Ministry of Planning and Investment  
Socialist Republic of Viet Nam



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Mr. Takanori Jibiki  
Resident Representative  
JICA Vietnam Office  
Japan International Cooperation Agency  
Japan

## I. INTRODUCTION

In response to the request of the Government of the Socialist Republic of Viet Nam (hereinafter referred to as "the Government of Viet Nam"), the Government of Japan decided to conduct a Study on the Promotion of the Small and Medium Scale Industrial Enterprises (hereinafter referred to as "the Study") in accordance with the relevant laws and regulations in force in Japan.

Accordingly, the Japan International Cooperation Agency (hereinafter referred to as "JICA"), the official agency responsible for the implementation of the technical cooperation programmes of the Government of Japan, will undertake the Study in close cooperation with the authorities concerned of the Government of Viet Nam.

The present document sets forth the scope of work with regard to the Study.

## II. OBJECTIVES OF THE STUDY

The main objective of the Study is to formulate and submit to the Government of Viet Nam a comprehensive policy framework and measures for supporting the development of the small and medium industry in Viet Nam.

## III. SCOPE OF THE STUDY

In order to achieve the above objective, the study shall cover the following items:

1. Review and analysis of policies and current state related to the small and medium industry development
  - 1-1 Review and analysis of policies and measures by the Government of Viet Nam
    - 1-1-1 National Development plan and other strategies and policies
    - 1-1-2 Development plans and programmes for the small and medium industry
    - 1-1-3 Organizations and systems
    - 1-1-4 Laws and regulations
    - 1-1-5 Financial mechanism
    - 1-1-6 Taxation system
    - 1-1-7 Foreign trade, investment and assistance

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1-2 Review and analysis of current state of the small and medium industry by collecting data/information and conducting a survey of selected enterprises of the following subsectors (hereinafter referred to as "target subsectors")

- machinery and its components\*
- garment\*
- electric products
- processing foods
- ceramic
- woodwork and handicrafts
- plastic

\* priority subsectors

1-2-1 Position of the small and medium enterprises (SMEs) in the Vietnamese economy

1-2-2 Industrial technology and productive capacity

1-2-3 Performance of the enterprises

1-2-4 Needs for supporting the SMEs

2. Formulation of a comprehensive policy framework and short-, medium- and long-terms action plans for the small and medium industrial development including institutional capacity building

2-1 Formulation of a policy framework for supporting the development of SMEs

2-2 Function and activities of the relevant organizations and formulation of coordination model of SME supporting programmes

2-3 Measures to promote the small and medium industry

2-4 Financial and credit mechanism

2-5 Human resources development

#### IV. WORK SCHEDULE

The Study will be carried out in accordance with the attached tentative work schedule.

#### V. REPORTS

JICA shall prepare and submit the following reports in English to the

Government of Viet Nam in accordance with the attached tentative work schedule.

- Ten (10) copies of the Inception Report
- Ten (10) copies of the Progress Report
- Thirty (30) copies of the Draft Final Report with a summary
- Thirty (30) copies of the Final Report with a summary

## VI. UNDERTAKING OF THE GOVERNMENT OF VIET NAM

1. To facilitate the smooth conduct of the Study, the Government of Viet Nam shall take necessary measures:

- 1-1 to secure the safety of the Japanese Study team;
- 1-2 to permit the members of the Japanese study team to enter, leave and sojourn in Viet Nam for the duration of their assignment therein, and exempt them from alien registration requirements and consular fees;
- 1-3 to exempt the members of the Japanese study team from taxes, duties and other charges on equipment, machinery and other materials brought into Viet Nam for the conduct of the Study;
- 1-4 to exempt the members of the Japanese study team from income tax and charges of any kind imposed on or in connection with any emoluments or allowances paid to the members of the Japanese study team for their services in connection with the implementation of the Study;
- 1-5 to provide necessary facilities to the Japanese study team for remittance as well as utilization of the funds introduced into Viet Nam from Japan in connection with the implementation of the Study;
- 1-6 to secure permission for entry into private properties or restricted areas for the conduct of the Study;
- 1-7 to secure permission for the Japanese study team to take all data and documents (including photographs) related to the Study out of Viet Nam to Japan, and
- 1-8 to provide medical services as needed. Its expenses will be chargeable to members of the Japanese study team.

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2. The Government of Viet Nam shall bear claims, if any arise against members of the Japanese study team resulting from, occurring in the course of, or otherwise connected with the discharge of their duties in the implementation of the Study, except when such claims arise from gross negligence or willful misconduct on the part of the members of the Japanese study team.

3. The Ministry of Planning and Investment (hereinafter referred to as "MPI") shall act as a counterpart agency to the Japanese study team and also as a coordinating body in relations with other governmental and non-governmental organizations concerned for the smooth implementation of the Study.

4. MPI shall, at its own expense, provide the Japanese study team with the following, in cooperation with other organizations concerned;

- 4-1 available data and information related to the Study,
- 4-2 counterpart personnel,
- 4-3 suitable office space with necessary equipment in Hanoi, and
- 4-4 credentials or identification cards.

#### VII. UNDERTAKING OF JICA

For the implementation of the Study, JICA shall take the following measures:

- 1 to dispatch, at its own expense, study teams to Viet Nam, and
- 2 to pursue technology transfer to the Vietnamese counterpart personnel in the course of the Study,

#### VIII. OTHERS

JICA and MPI shall consult with each other in respect of any matter that may arise from or in connection with the Study.

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TENTATIVE SCHEDULE OF THE STUDY

Month	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
Order of month	1	2	3	4	5	6	7	8	9	10
Year	1999									
Work in Viet Nam		■			■	■	■	■		
Work in Japan	□		□		□		□		□	
Report		△					△	△	△	△
		IC/R					P/R	DF/R		F/R

IC/R: Inception Report

P/R: Progress Report

DF/R: Draft Final Report

F/R: Final Report

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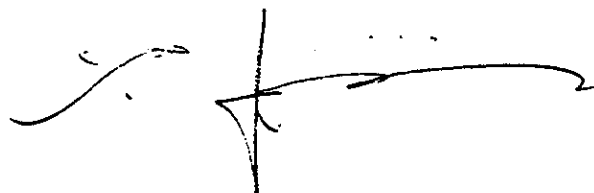
Minutes of Meeting  
for  
a Study  
on  
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in  
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agreed upon between  
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Hanoi, 30th November, 1998



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Mr. Do Van Hai  
Deputy Director  
Department of Industry  
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Socialist Republic of Viet Nam



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Japan



A Japanese Preliminary Study Team (hereinafter referred to as "the Team"), organized by the Japan International Cooperation Agency (hereinafter referred to as "JICA") and headed by Mr. Keisuke Mihira, visited the Socialist Republic of Viet Nam from 26th of August to 2nd of September, 1998, for the purpose of discussing the framework of a Study on the Promotion of the Small and Medium Scale Industrial Enterprises (hereinafter referred to as "the Study").

The Team had a series of discussions with the representatives of the Ministry of Planning and Investment (hereinafter referred to as "MPI") and other relevant ministries and organizations according to the outline of Terms of Reference on Small and Medium Enterprise Assistance in Viet Nam sent by MPI to Embassy of Japan in Viet Nam on 12th May and the discussions between MPI and JICA Project Identification Study Team last May. The Scope of Work for the Study was agreed upon and signed on 30th of November.

The salient results of the discussions besides the items included in the Scope of Work are as follows:

#### 1. The Scope of the Study

Both sides confirmed that the Study will be conducted in the following areas based on what was agreed upon between MPI and JICA Project Identification Study Team on May, 1998.

- 1) Recommendation of SME Support Programmes Policy Framework
- 2) Recommendation of Coordination Network for implementing SME Support Programmes
- 3) Detailed description of selected schemes of SME support services and systems recommendation in 1) above, such as
  - Analysis of the necessity of Credit Guarantee Fund for SMEs, and recommendation of financial sources development, framework and operation/implementation mechanism
  - Analysis of the necessity of Services (i.e. information, marketing, training) Subsidy Fund for SMEs, and recommendation of financial sources and supporting networks
- 4) Diagnostic study of selected companies, which will provide necessary input for the above 1) and 2) and, at the same time, will provide advises to the companies how they can improve their production technology and management

Action Programmes will be formulated for 1) and 2) above phasing in short-

but

medium- and long-terms.

## 2. Outcomes of the Study

Both sides agreed that the realization of outcomes formulated by the Study will be indispensable for the development of the small and medium industry in Viet Nam.

MPI mentioned that the organization which will utilize the output of the Study is MPI and it will consider and submit to the Government of Viet Nam the recommendations of the Study.

## 3. Implementation of the Study

On behalf of the Vietnamese side, MPI will be the executing agency of the Study. MPI will assign full-time counterpart personnel for executing of the Study and coordinate the activities among JICA Study Team and relevant ministries, organizations including enterprises.

JICA will be the executing agency for the Study from the Japanese side. The JICA Study Team (consultants team), which will be carefully selected by the JICA, will conduct field survey, analysis, and report making.

MPI mentioned that it is necessary for the JICA Study Team to employ local consultants in order to obtain assistance such as:

- to collect and analyze data/information relating to content of the Study
- to assist the JICA Study Team during enterprise survey and field study

MPI's Department of Industry will recommend the local consultants according to requirements of the JICA Study Team if necessary.

## 4. Enterprise Survey

Both sides recognized that the analysis of current state of small and medium scale industrial enterprises and industrial structure is important for the purpose of formulation of policies and measures by the government for development of small and medium industry. For this reason, the enterprise survey will be conducted, and the number of the enterprises for the survey is forty-five (45) for the following subsectors: (including ten (10) for machinery and its components, ten (10) for

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garment, and twenty-five (25) for other selected target subsectors).

The enterprise survey will be conducted in the following areas: Hanoi, Ho Chi Minh City, and their outskirts.

The priority of enterprise selection will be given to the non-state-owned ones.

MPI will provide the JICA Study Team with a list of the enterprises by the end of December, 1998. Based of this list, the JICA Study Team will reply its selection at least twenty (20) days in advance of their enterprise-visiting.

## 5. Advisory Committee

Both sides recognized the importance of close cooperation and coordination among relevant ministries, local governments, financial institutions, and other Vietnamese or international organizations for efficient and effective implementation of the Study.

In order to give the advises to JICA Study Team, to exchange views with JICA Study Team and also to disseminate the results and findings of the Study, Japanese side strongly recommended MPI to establish an Advisory Committee. Japanese Side also mentioned the members of this Advisory Committee should be consisted of the organizations, mentioned above, especially United Nations Industrial Development Organization (UNIDO) and the SME's supporting organization such as Chamber of Commerce and Industry of Vietnam (VCCI), Union of Associations of Industry and Commerce (UAIC) etc...

In response for this, MPI stated that the meeting of JICA Study Team and other related ministries, SMEs' supporting organizations...etc. can be arranged at any time if necessary.

## 6. Workshops

Both sides agreed that workshops related to the Study will be conducted for the purpose of gather opinions as widely as possible among the governmental officials, staff of the relevant organizations, and the executives of the enterprises. The workshops will be organized three times ; once in the activities of the inception report explanation for about fifty(50) members, once in the activities of the draft final report explanation for about sixty(60) governmental officials and staff of the relevant organizations, and once in the activities of the final report preparation for about twenty(20) decision makers and academics.

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Rental charges of the meeting places and equipments will be paid by the JICA Study Team. Japanese side will also provide interpreter(s) and printing materials for workshops. Other expenses will be paid by the Vietnamese side.

#### 7. Office Space for the JICA Study Team

MPI will provide a reasonably furnished office space for the JICA Study Team to work in and consider the installation of a telephone line. The monthly telephone charge will be paid by the JICA Study Team during the period of the Study.

MPI should be announced one month in advance by JICA about number of the JICA Study Team working in Viet Nam and their field schedule.

#### 8. A Study Tour to Japan and Counterpart Training in Japan

MPI strongly requested that during the implementing period of the Study, JICA should organize and grant for:

- 1) A study tour to Japan for five (5) policy makers of the Government of Viet Nam within 10-day-period to understand policy formulation and examples for supporting for SMEs in Japan.
- 2) A 10 to 20 day-training-course for four (4) participants of counterpart agency on executing the supporting programmes (including management and coordination system) for SMEs in Japan.

MPI also stated that 1) should be the first priority.

In reply to this, the Team mentioned that, in general, JICA accept one or two counterpart(s) training including study tour for each project because of a limit of the budget, but the Team recognized that the study tour of policy makers, who must be members of Advisory Committee, is so important that JICA will be invited five policy makers, as an exception, from the end of March for 10 day by the budget of 1998 fiscal year.

Concerning the general training in Japan as MPI requested in 2), the Team mentioned, that JICA has special training course " the Promotion of the Small and Medium Scale Enterprises in Vietnam" in this fiscal year, then the Team recommended MPI to coordinate to the relevant department in charge of JICA training in Japan.

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UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION  
Vietnam Office

**Vietnam**

**Portfolio  
of  
Ongoing and Pipeline Projects**

Update as of 30 April 1998

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## INTRODUCTION

The "Programme of Cooperation Between the Socialist Republic of Vietnam and UNIDO for the Triennium 1998-2000" (Programme of Cooperation 1998-2000) prescribes that follow-up reports regarding activities related to ongoing projects, hard pipeline projects and soft pipeline projects be prepared by the UNIDO Office in Vietnam three times a year. This report is the first of such reports in 1998 prepared as of 30 April 1998.

According to the Programme of Cooperation 1998-2000, the technical cooperation programme between the Government and UNIDO will have its focus on three areas:

- (i) Industrial strategies, policies and strengthening of industrial capacities;
- (ii) Poverty alleviation through rural industrial development; and
- (iii) Environmentally sustainable industrial development.

In comparison with the Programme of Cooperation for 1996-1997, the above UNIDO technical assistance programme areas represent a reduction from five to three concentration areas. The adoption of the Programme of Cooperation 1998-2000 also implied the addition of some projects and the deletion of others as compared to the project portfolio in late 1997.

The present report provides details of project related activities undertaken since the preparation of the Programme of Cooperation 1998-2000. Changes in status of projects are compared with the status of projects as presented in the Programme of Cooperation 1998-2000. Highlights are as follows below.

Two hard pipeline projects have developed into ongoing projects, viz.

- US/VIE/96/063 Vietnam National Cleaner Production Centre (US\$ 2,520,000, funded by Switzerland); and
- DP/VIE/97/051 National Industrial Statistics Programme, NISP (US\$ 498,700, funded by UNDP).

In addition, one more project will shortly become operational following the signing ceremony scheduled for mid May as all requisite approvals have now been obtained, viz.

- TF/VIE/96/E10 Handicraft Village Employment Programme in Ninh Binh Province (US\$ 346,000, funded by Japan).

Two additional projects have turned into hard pipeline projects, viz.

- DP/VIE/96/023 Environmental Management Project in Ho Chi Minh City (the UNIDO part is approximately US\$ 400,000, funded by UNDP); and

- Phasing Out of Methyl Bromide in the Grain Industry (US\$ 464,633, funding approved by the Montreal Protocol Fund).

Two previously ongoing projects have been operational terminated, viz.

- SI/VIE/95/801 Sea Corrosion Technology ITTV; and
- US/RAS/95/048 Energy Saving Technologies in Iron Casting and Rubber Industries.

Regarding the soft pipeline projects "Environmental Management Projects" in three provinces in the Programme of Cooperation 1998-2000, the project in Ho Chi Minh City was reclassified into a hard pipeline project (see above). Regarding the two other projects (Hanoi and Binh Duong) Japan and Canada have taken up activities there, which has made UNDP reconsider these projects. The projects are still retained in the project portfolio as soft pipeline projects, however, with no US\$ value attached to them.

**To summarize, the current UNIDO Vietnam project portfolio now contains 11 ongoing projects, 7 hard pipeline projects and 9 soft pipeline projects. The total value of ongoing projects amounts to US\$ 10.0 million, an increase by US\$ 3.0 million from the start of 1998. Current phasing of ongoing projects indicate a delivery of US\$ 2.4 million worth of technical assistance in 1998, up from US\$ 1.6 million in 1997.**



**UNIDO PORTFOLIO OF ONGOING AND PIPELINE PROJECTS IN VIETNAM**  
*(Total Value of Ongoing Projects US\$ 10,018,700; Hard Pipeline Projects US\$ 5,917,633; and Soft Pipeline Projects US\$ 3,196,000)*

Industrial Strategies, Policies and Strengthening of Industrial Capacities	Poverty Alleviation through Rural Industrial Development	Environmentally Sustainable Industrial Development
<b>Ongoing Projects:</b> - US/VIE/95/058 Assistance for the Preparation of a Medium-term Industrial Development Strategy (incl. Phase II focusing on international competitiveness) - Umbrella Programme for Promotion of Foreign Investment - US/VIE/95/004 Assistance to SMEs - US/VIE/93/078 Modular Construction Components Programme (NISP) - DP/VIE/97/051 National Industrial Statistics Programme (NISP) <b>Total: 4,930,700</b>	<b>Ongoing Projects:</b> - US/VIE/94/109 Training Programme for Women Entrepreneurs in the Food Processing Industry <b>Total: 488,000</b>	<b>Ongoing Projects:</b> - MP/VIE/95/047 Phasing Out of Ozone Depleting Substances - DP/VIE/95/019 Industrial Pollution Reduction in Viet Tri - DP/VIE/95/053 Ind. Pollution Reduction in Dong Nai - TF/VIE/97/001 Cleaner Production Demonstration Projects in HCMC - US/VIE/96/063 Vietnam National Cleaner Production Centre <b>Total: 4,600,000</b>
<b>Hard Pipeline Projects:</b> - Establishment of a Business Technology Information Network (ITMIN) - Strengthening the Capacity and Policy Environment for Technology Transfer, Technology Acquisition and Industrial R&D <b>Total: 1,472,000</b>	<b>Hard Pipeline Projects:</b> - Industry Strategy for the Mekong Delta Focusing on the Rural Poor - Mitigation of Poverty in Typhoon-prone Areas by Improved Building Construction Methods - TF/VIE/96/E10 Handicraft Villages Employment Programme <b>Total: 3,581,000</b>	<b>Hard Pipeline Projects:</b> - DP/VIE/96/023 Environmental Management Project in HCMC, appr. - Phasing out of Methyl Bromide in the Grain Industry under the Montreal Protocol <b>Total: 864,633</b>
<b>Soft Pipeline Projects:</b> - Action Plan for Medium-term Industry Strategy - Road Map for Industrialization until Year 2020 - Quality and Safety of Food Products (HIF-3) - Support for the Government's Industrial Estates Development Programme - Export Promotion Programme <b>Total: 1,358,000</b>	<b>Soft Pipeline Projects:</b> - Training Programme for Women Entrepreneurs in the Food Processing Industry (partly funded) - Preparatory Assistance for Support in the Field of Poverty Alleviation Through Rural Industrial Development <b>Total: 1,838,000*</b>	<b>Soft Pipeline Projects:</b> - Environmental Management Projects in Hanoi and Binh Duong <b>Total: 864,633</b>

*Hard pipeline projects are based on formal requests from the Government.*

*\* Funding source already identified*

## 1. INDUSTRIAL STRATEGIES, POLICIES AND STRENGTHENING OF INDUSTRIAL CAPACITIES

### 1.1 Ongoing Projects

Number: US/VIE/95/058  
Title: UMBRELLA PROGRAMME FOR THE PREPARATION OF A MEDIUM-TERM INDUSTRY STRATEGY

Description: The *first phase* of the project assisted the Government in the formulation of a medium-term industrial and trade development strategy. The first phase also strengthened the capacity of the Government to formulate, implement and monitor a medium-term industry strategy in the future.

The *second phase* of the project (funded by SIDA) is assisting the Government in preparing manufacturing sub-sector studies and a study of international competitiveness of the Vietnamese industrial sector. Focus is on four industrial sub-sectors, viz. the engineering, food processing, electronics, and garments and textile industries. Recommendations will be provided regarding measures to reduce constraints or to introduce incentives, if appropriate, for development of the particular sub-sector. The competitiveness study focuses on labour, capital, and total factor productivity, respectively, international price comparisons, transaction costs, factor price and other distortions, technical efficiency, etc., and will shed light on the viability of alternative trade reform scenarios under AFTA and other trade agreements.

Task Manager: Mr. P. Scholtes.  
Budget: US\$ 1,754,000 (an estimated US\$ 438,000 in 1998).  
Funding: UNIDO, UNDP, Korea, Japan and Sweden.  
Impl. Agency: Development Strategy Institute, Ministry of Planning and Investment.  
Est. Completion: September 1998.  
Status: The project's proposal for a medium-term industrial development strategy (MTIS) constituted an important document at the Economic Plenary Session of the Communist Party Central Committee in December 1997. Several points from the MTIS proposal were adopted in the Plenary Session report. A study tour to Singapore took place in January 1998 to study the institutions related to industrial development and to discuss the financial crisis in the region and its impact on industrial development in Vietnam and other ASEAN countries. A report on the results of the enterprise surveys, the completed company case studies and profiles of the four selected subsectors which are being prepared by local consultants are all expected to be completed in May. The analysis of economy-wide issues related to industrial competitiveness in Vietnam being prepared by the Project Office is expected to be completed in June/July.

Number: US/GLO/94/202, US/GLO/96/128, etc.  
Title: UMBRELLA PROGRAMME FOR PROMOTION OF JAPANESE INVESTMENT IN DEVELOPING COUNTRIES  
Description: The Government of Japan has allocated annual not fixed amounts for promotion of Japanese investment in Vietnam, including the preparation of feasibility studies together with small and medium-sized Japanese entrepreneurs. Individual projects under the programme are implemented with the assistance of UNIDO Hqs, IPS Tokyo and the UNIDO Office in Vietnam.  
Task Manager: Mr. D. Ghozali.  
Budget : Not fixed.  
Funding: Government of Japan.  
Impl. Agency: IPS, Tokyo.  
Est. Completion: No termination date fixed.  
Status: 1-2 feasibility studies are carried out each year. Two Japanese enterprises have already established joint-ventures in Vietnam. Currently a sericulture project, and a project to produce inked nylon seamless printer ribbons are under consideration while an art and craft village project has developed into the hard pipeline project "Handicraft Village Employment Programme" (see page 10).

Number: US/VIE/95/004  
Title: ASSISTANCE TO SMEs IN VIETNAM  
Description: The project is intended to support selected aspects of a national programme to strengthen the private small and medium industrial enterprise sector in Vietnam. The project will contribute to making the products of private SMEs better able to meet the demands of domestic and foreign markets in terms of price, quality, and design - i.e. to make the enterprises more competitive.  
Task Manager: Ms L. Van Oyen.  
Budget: US\$ 2,530,359 (an estimated US\$ 760,000 in 1998).  
Funding: IDF with Special Purpose Contribution from Germany.  
Impl. Agency: Department of Industry, Ministry of Planning and Investment.  
Est. Completion: 1999.  
Status: A TPR meeting was held in January with the participation of the Task Manager. Workshops on the CIEM report on legal and regulatory issues for the development of SMEs were held in January in HCMC and Hanoi. Additional work on the CIEM report to concretize two central recommendations of the report started in April. In March, the HCMC University of Technology became the 6th counterpart institution. A SME Technical Meeting with representatives from ongoing donor funded SME-projects took place in April and preparations for a SME Conference in the middle of May have been initiated. It has been decided to provide project funding for the participation of Mr. Tran Xuan Gia, Minister of MPI, in a SME Conference in Italy in May.

Number: **US/VIE/93/078**  
Title: **LIGHTWEIGHT MODULAR COMPONENTS FOR CONSTRUCTION**  
Description: The project aims to establish an open system of industrialized building through the use of lightweight modular components.  
Task Manager: Ms. H. S. Yalcindag.  
Budget : US\$ 200,000 (an estimated US\$ 90,000 in 1998).  
Funding: French IDF.  
Impl. Agency: VINACONEX, Ministry of Construction.  
Est. Completion: 1999.  
Status: Project activities resumed in 1998 with the arrival of the equipment from France and a VINACONEX study tour to PPB Saret International, France, in March. Experts from PPB Saret came to Vietnam in April to install the equipment and train the Xuan Mai Concrete Factory workers on how to use the pilot production line. Implementation plan for future project activities will be prepared by the National Project Coordinator upon recruitment in early May.

Number: **DP/VIE/97/051**  
Title: **NATIONAL INDUSTRIAL STATISTICS PROGRAMME (NISP)**  
Description: The objective of the project is to strengthen the national institutional capacity to collect and process industrial raw data into comprehensible statistical information according to international standards in order to enable the formulation of appropriate industrial policies as well as providing the industrial sector with accurate information for decision making.  
Task Manager: Ms. B. Riezky.  
Budget: Main phase US\$ 498,700 (an estimated US\$ 140,000 in 1998).  
Funding: UNDP.  
Govt. Request: 16 May 1995.  
Impl. Agency: The General Statistical Office (GSO). National Execution.  
Est. Completion: 2000.  
Status: The NISP project document was revised according to comments at the FPAC meeting and additional later comments by UNDP. The project was submitted to MPI for final approval in the beginning of April. The project has been approved by MPI and GSO. Due to the lengthy internal Government approval procedures which are now being undertaken and the consequent project signing ceremony delay, an advance authorization to initiate project activities was given at the end of April by UNDP. The recruitment of an international Industrial Statistician and the arrangement of the first mission of the Task Manager were subsequently initiated by the UNIDO Office in Vietnam and UNIDO Hqs. The signing ceremony is scheduled for mid-May.

**1.2 Hard Pipeline Projects**

Number:

Title: **ESTABLISHMENT OF A BUSINESS AND TECHNOLOGY INFORMATION NETWORK**

Description: The objective of the project is to stimulate and support business, industrial and agricultural activities, in particular carried out by SMEs, through the installation of a facility based on the Internet, called BINViet (Business and technology Information Network for Vietnam), which will provide information already available in the country and abroad, and will develop information resources (content) and information value-added services.

Task Manager: Mr. V. Podshibyakin.

Est. Budget: US\$ 1,472,200.

Pot. Funding: UNDP with possible bilateral donor cost-sharing.

Gov. Request: 20 September 1996.

Impl. Agency: The Vietnam Chamber of Commerce and Industry (VCCI) or some other agency appointed by the Ministry of Planning and Investment (MPI) in close cooperation with the UNIDO project US/VIE/95/004 "Assistance to SMEs in Vietnam".

Status: A project formulation mission took place in November 1997 under the regional project XP/RAS/97/012 "Needs Assessment for the Establishment of Information Network in Selected Asia Pacific Countries" with the Ministry of Industry as the appointed counterpart for the preparatory mission. A draft project proposal for Vietnam was finalized in March 1998, but was revised in April by UNIDO Hqs following recommendations by the UNIDO Office in Vietnam. Consultations with government agencies and mobilization of funds will be undertaken by the UNIDO Office in Vietnam.

Number:  
Title: **STRENGTHENING THE CAPACITY AND POLICY ENVIRONMENT FOR TECHNOLOGY TRANSFER, TECHNOLOGY ACQUISITION AND INDUSTRIAL RESEARCH & DEVELOPMENT IN VIETNAM**

Description: The project intends to improve the international competitiveness of Vietnamese enterprises by strengthening the national capacity and policy environment for technology transfer, technology acquisition and industrial research & development.

Task Manager:  
Est. Budget:  
Pot. Funding:  
Govt. Request: State Planning Committee request dated 20 May 1991 (for the former Science and Technology Review project).

Impl. Agency: The National Institute for Science and Technology Policy and Strategy Studies (NISTPASS), Ministry of Science, Technology and Environment (MOSTE).

Status: The draft outline of a project document has been prepared by JPO Ms. Simonsen with guidance of the UCD and in close consultation with NISTPASS. A full-fledged project document, however, still remains to be prepared.

### 1.3 **Soft Pipeline Project**

Title: **ACTION PLAN FOR IMPLEMENTATION OF THE MEDIUM-TERM INDUSTRY STRATEGY**

Description: Under the assumption that the proposal for a Government's medium-term industrial development strategy prepared jointly by the Ministry of Planning and Investment and UNIDO receives the requisite political blessing and the Government's endorsement, it is foreseen that an action plan for implementation of the strategy will be required and that UNIDO assistance in this endeavor will be sought.

Task Manager:  
Est. Budget:  
Pot. Funding:  
Impl. Agency:  
Status: Since the preparation of the Programme of Cooperation for 1998-2000 was prepared, the recommendations from the Medium-term Industry Strategy Project (US/VIE/95/058) were included in the final resolution of the Economic Plenary Session of the Communist Party Central Committee in December 1997. The recommendations will therefore be implemented by the Government's established implementation mechanisms and there will be no need for a separate technical assistance. The pipeline project will be deleted in the next follow-up report.

**Title: ROAD MAP FOR INDUSTRIALIZATION UNTIL THE YEAR 2020**

**Description:** Whereas the ongoing Medium-term Industry Strategy project has a medium-term perspective, this project concept will have a focus on long-term industrial planning. The objective is to develop and build the capacity of the Vietnamese counterpart to formulate recommendations regarding strategies and policies to be pursued to achieve the Party's and the Government's objective to turn Vietnam into a newly industrialized country (NIC) by the year 2020.

**Task Manager:**

**Est. Budget:**

**Pot. Funding:**

**Impl. Agency:**

**Status:** Discussions are being held in the field with the Development Strategy Institute of the Ministry of Planning and Investment and one donor on how to pursue this project proposal. The CTA of US/VIE/95/058 is preparing a project concept paper.

**Title: APPLICATION OF UNIDO QUALITY APPROACH TO THE FOOD PROCESSING SECTOR IN VIETNAM**

**Description:** A general proposal regarding future support by UNIDO in the food sector was launched at the Joint Vietnam - UNIDO Committee Meeting in December 1995. The present project proposal responds to that idea and will carry out an industrial survey in order to prioritize four technical areas for improvement to food quality/safety. The second phase will improve the performance of up to 20 enterprises in Vietnam and provide assistance to support institutions in applying modern quality management methods.

**Task Manager:** Mr. S. Miranda da Cruz.

**Est. Budget:** US\$ 343,000 (only Vietnam component).

**Pot. Funding:**

**Impl. Agency:** Directorate for Standards and Quality (STAMEQ).

**Status:** The regional project regarding food quality assurance (High Impact Programme No. 3) has been accepted in principle by STAMEQ. The finalized project document was submitted to the Government in October 1997. Funding opportunities are being explored.

Title: **SUPPORT TO THE GOVERNMENT'S INDUSTRIAL ESTATES PROGRAMME**

Description: Assistance may include (i) the preparation of an industrial estates development programme, including a strategy for its implementation; (ii) contributions to the drafting of a new legislation regarding industrial estates, special economic zones and export processing zones; (iii) a review of the institutional set up for promoting, regulating and implementing the programme; and (iv) capacity developing measures, in particular training.

Est. Budget: US\$ 1,428,885

Pot. Funding:

Impl. Agency:

Status: The UCD has had several meetings with the Vietnam Industrial Zones Authority (VIZA) sorting directly under the Prime Minister's Office, discussing possible assistance from UNIDO that VIZA has expressed an interest in. A fact finding mission to Vietnam took place in October/November 1997. A draft project document, prepared by UNIDO in close cooperation with VIZA, was submitted to MPI on 6 February 98 for consideration and endorsement. It is expected that the Government will endorse it in May 1998 and request UNIDO to mobilize the funding.

Title: **EXPORT PROMOTION PROGRAMME**

Description: The export promotion programme will consist of an integrated package of technical assistance components complementary to the ongoing trade reform programme and measures taken in respect of ASEAN, APEC and WTO. The programme will include interventions at (i) policy level; (ii) institutional capacity development level; (iii) at the level of incentives; and (iv) in respect of specific export promotion measures. Participation by UNDP, UNIDO, UNCTAD, ITC and FAO is envisaged.

Task Manager:

Est. Budget:

Pot. Funding:

Impl. Agency:

Status: UNDP is preparing the TOR for a mission to prepare the project document. The mission would include UNCTAD, ITC and UNIDO. The TOR have not been finalized nor has the draft TOR been circulated pending the Government's approval of a Trade Promotion Institute which may become a key agency for the present project.



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## 2. POVERTY ALLEVIATION THROUGH RURAL INDUSTRIAL DEVELOPMENT

### 2.1 Ongoing Projects

- Number: US/VIE/94/109  
 Title: **TRAINING PROGRAMME FOR WOMEN ENTREPRENEURS IN THE FOOD PROCESSING INDUSTRY IN VIETNAM**  
 Description: The objective of this project is to provide women entrepreneurs with the skills required to establish and efficiently operate viable small-scale agro-processing units. This is intended to be achieved through strengthening the training capacity of a national counterpart in Vietnam.  
 Task Manager: Ms. T. Ulusay-de-Groot.  
 Budget: US\$ 450,100 (an estimated US\$ 20,226 in 1998).  
 Funding: IDF, Belgium.  
 Impl. Agency: People's Committee of Hai Phong (COHASIPH).  
 Est. Completion: June 1998.  
 Status: The terminal TPR meeting took place in November 1997. The in-depth evaluation team completed its mission on 3 November 1997. Following the recommendation of the terminal TPR, in addition to the four provincial training courses and the pilot course as set out in the project document, one more training course was organized in the first quarter of 1998 in Bac Ninh Province. Altogether, about 140 women have received six weeks' training on management and food technologies. The last remaining activity is the finalization of the training manual, expected to be completed by June 1998.
- Number: NU/VIE/97/040  
 Title: **FORMULATION OF A PROJECT ON WOMEN'S ENTREPRENEURSHIP DEVELOPMENT IN FOOD PROCESSING INDUSTRIES**  
 Description: The objective of this STS funded technical assistance is to formulate a new project to expand the approach developed under project US/VIE/94/109 (see above) to other provinces and regions throughout Vietnam.  
 Task Manager: Ms. T. Ulusay-de-Groot.  
 Budget: US\$ 22,900 (all to be spent in 1998).  
 Funding: STS, UNDP.  
 Impl. Agency: UNIDO in close cooperation with UNDP and related Vietnamese authorities, such as the Vietnam Farmers' Union, the Vietnam Women's Union, etc.  
 Est. Completion: End 1998.  
 Status: The Task Manager was in Vietnam 23-28 February 1998 to revise the project document on Entrepreneurship Development Programme for Women in Rural Areas (VIE/98/005). A tracer study is to be carried out in two phases, the first one in May '98 and the second one 6 months later to investigate the impact of the training carried out under US/VIE/94/109.
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## 2.2 Hard Pipeline Projects

- Number:
- Title: **INDUSTRY STRATEGY FOR THE MEKONG DELTA FOCUSING ON THE RURAL POOR**
- Description: The project aims at assisting the Government of Vietnam in preparing an industrial development strategy for the Mekong River Delta region in Vietnam. The project intends to strengthen the capacity of regional and local authorities to ensure project sustainability. The project will also provide advice on mechanisms for translating economic growth and industrialization into *i.a.* rural poverty alleviation, income generation, gender equity and higher living standards for the rural population through *i.a.* increased participation of the rural population in the industrialization process.
- Task Manager:
- Est. Budget: US\$ 879,705.
- Pot. Funding:
- Govt. Request: 19 December 1996.
- Impl. Agency: Southern Economic Studies Centre (SESC) of the Ministry of Planning and Investment in HCMC.
- Status: The UNIDO Office in Vietnam is considering how to change the approach of the present draft project document to give poverty alleviation and rural industrialization at the provincial level a more central role in the project. The project is also to be revised according to the technical assistance priorities to be developed for the programme area "Poverty Alleviation Through Rural Industrial Development".
- Number:
- Title: **MITIGATION OF POVERTY IN TYPHOON-PRONE AREAS BY THE INTRODUCTION OF IMPROVED BUILDING CONSTRUCTION METHODS**
- Description: The project aims at preventing and reducing damages to buildings caused by typhoons. This includes *i.a.* the acquisition and development of appropriate building technology and the diffusion and adoption of such technology in the regions at risk. The project will target in particular the poor people in these regions.
- Task Manager: Mr. R. Hallett.
- Est. Budget: US\$ 2,355,000.
- Pot. Funding:
- Impl. Agency: Institute for Building Science and Technology, Ministry of Construction.
- Govt. Request: 20 December 1996.
- Status: A request to use funds from the joint UNDP-Government Project Management Support to revise the project document was submitted to FERD, MPI, in the beginning of April. There are differing views as to revise the project document and the Government is even considering to abandon the project.

Number: TF/VIE/96/E10  
Title: ESTABLISHING A TRADITIONAL ART AND CRAFT VILLAGE (HANDICRAFT VILLAGES EMPLOYMENT PROGRAMME)  
Description: The project will assist in the establishment of an traditional art and craft village in Vietnam involving an investment of approx. US\$ 10 million. The UNIDO support will consist of: (i) preparation of guidelines for promotion and preservation of art and craft; (ii) training of craft persons, including trainers and craft persons for demonstration; (iii) training of managers for managing the village; (iv) identification of traditional art and craft products in mountainous tribes; and (v) establishing linkages among Asian countries. The project is intended to form a model for employment creation and export development by the development of traditional art and craft villages in Vietnam.  
Task Manager: Mr N. Suzuki  
Est. Budget: US\$ 345,780.  
Funding: Japan.  
Gov. Request: 28 November 1997.  
Impl. Agency: People's Committee of Ninh Binh Province.  
Status: Signing of the project document is scheduled for 15 May 1998 in Ninh Binh. The Task Manager visited Vietnam 20-25 April 1998 and had discussions with the Ninh Binh People's Committee about project implementation modalities. The recruitment of the CTA will be carried out in June 1998 and his/her first mission has been planned for August 1998.

2.3

**Soft Pipeline Project**

Number: VIE/98/005 (Number assigned by UNDP Hanoi)  
Title: **ENTREPRENEURSHIP DEVELOPMENT PROGRAMME FOR WOMEN IN RURAL AREAS.**  
Description: The project aims at consolidating some of the results of the on-going Project, US/VIE/94/109 and expanding the training programme for women entrepreneurs in food processing industries to the national scale. The project will have a duration of three years and will set up a nationwide sustainable training programme for women entrepreneurs by strengthening three regional Resources Centres for Women and 10 provincial coordinating points. The project will also *inter alia* produce locally adopted training manuals, provide training for some 50-60 trainers and also train some 500 - 600 women entrepreneurs during the project.  
Task Manager: Ms. T. Ulusay-de-Groot.  
Est. Budget: US\$ 1,715,340.  
Pot. Funding: UNDP and other bilateral donors.  
Impl. Agency:  
Status: The project document was initially drafted by a UNIDO consultant during his mission in Vietnam 15 September-28 October 1997 in close collaboration with UNDP and the CTA of the ongoing project US/VIE/94/109. After that, the Project Task Manager has several times improved it to incorporate comments made by UNDP, UNIDO and other Vietnamese stakeholders. UNDP and UNIDO have proposed Vietnam Farmers' Union in collaboration with the Women's Union to be the project counterpart, but the Government has not yet made any decision on the counterpart issue. The present revision which was made during the Task Manager's most recent mission 23-28 February, has been submitted to MPI for endorsement and identification of the project counterpart. It is expected that the Government request to UNIDO will be issued in May. UNDP and UNIDO are jointly approaching bilateral donors for funding, including the Netherlands, Luxembourg and Belgium.

Title: **PREPARATORY ASSISTANCE FOR UNIDO TECHNICAL ASSISTANCE IN THE CONCENTRATION AREA OF POVERTY ALLEVIATION THROUGH RURAL INDUSTRIAL DEVELOPMENT**

Description: Considering the high priority attached to rural industrial development by the Government as well as the fact that there is a wide range of issues that need to be addressed, including policies, business extension services and other support for small and medium-sized enterprises in rural and mountainous areas, a Preparatory Assistance mission in this field is being planned. The objective of the mission is to assess the current status of rural industrial development and to formulate programme/projects in this area for further consideration as pipeline projects.

Task Manager:

Est. Budget:

Pot. Funding:

Impl. Agency:

Status:

The UNIDO Office in Vietnam will prepare draft terms of reference for the mission and request UNIDO Hqs to explore possibilities of funding the mission. The mission's terms of reference will also include to review and further elaborate on the project proposal to assist the Government in preparing a strategy for industrial development of the Mekong Delta region.

### 3. ENVIRONMENTALLY SUSTAINABLE INDUSTRIAL DEVELOPMENT

#### 3.1 Ongoing Projects

Number: **MP/VIE/95/047**  
 Title: **PHASING OUT ODS IN THE FOAM PRODUCTION AT SEAREE AND SEAREFICO**  
 Description: The project consists of implementation of plant level investments at SEAREFICO and SEAREE phasing out all use of CFC-11 and CFC-502.  
 Task Manager: Mr. T. Grof.  
 Budget: US\$ 562,000 (an estimated US\$ 24,500 in 1998).  
 Funding: Montreal Protocol.  
 Impl. Agency: The Ministry of Fisheries.  
 Est. Completion: June 1997.  
 Status: UNIDO has already authorized the local purchase of additional equipment and materials by the project counterpart. It is expected that the project counterpart could carry out the final test run in June 1998 and the project could thus be completed during the third quarter of 1998.

Number: **DP/VIE/95/019**  
 Title: **INDUSTRIAL POLLUTION REDUCTION IN VIET TRI**  
 Description: The goal of this project is to reduce waste water pollution stemming from the industrial areas of Viet Tri. An area-wide environmental quality management approach is being used to determine interim guidelines for ambient water quality for the region based on the desired beneficial uses of the Red River downstream of Viet Tri. A pollution reduction strategy is being prepared to ensure that the ambient water quality guidelines can be attained within a reasonable period and at a reasonable socio-economic cost.  
 Task Manager: Mr. R. Luken.  
 Budget: US\$ 912,435 of which US\$ 500,566 is administered by UNIDO (an estimated US\$ 268,500 in 1998).  
 Funding: UNDP IPF.  
 Impl. Agency: DOSTE of Phu Tho Province (National Executed Project, NEX).  
 Est. Completion: August 1998.  
 Status: The CTA arrived on 22 April 1998 for his fourth mission with a duration of almost two months. The second study tour was successfully organized to Taiwan 7-19 April. Four trainees are currently in Canada. The international Solid Waste Consultant will arrive on 11 May and stay with the project until 21 May. An Industrial Pollution Control Strategy has been prepared and revised for the second time based on comments by major stakeholders. The CTA together with the project counterpart are preparing the project terminal report. The project is being implemented as scheduled.

**Number:** DP/VIE/95/053  
**Title:** INDUSTRIAL POLLUTION REDUCTION IN DONG NAI  
**Description:** The goal of this project is to reduce waste water pollution caused by industrial activities in Dong Nai Province. An area-wide environmental quality assessment is being used to determine interim guidelines for water quality in Dong Nai Province. A pollution reduction strategy is being prepared to ensure that the ambient water quality standards can be attained.  
**Task Manager:** Mr. R. Luken.  
**Budget:** US\$ 981,162 of which US\$ 565,102 is administered by UNIDO (an estimated US\$ 291,500 in 1998).  
**Funding:** UNDP IPF.  
**Impl. Agency:** DOSTE of Dong Nai Province (National Executed Project, NEX).  
**Est. Completion:** August 1998.  
**Status:** All the short-term consultants have finalized their work. The second study tour was successfully organized for 9 Government officials and industrialists to Taiwan 7-19 April. Seven trainees will get their training in Canada and the United States during the period April-July. An Environmental Quality Management Strategy has been prepared. The CTA together with the project counterpart are preparing the project terminal report. The project is being implemented as scheduled.

**Number:** TF/VIE/97/001  
**Title:** REDUCTION OF INDUSTRIAL POLLUTION IN HO CHI MINH CITY  
**Description:** Demonstration projects on the application of cleaner production methods will be carried out in three sectors; viz. pulp and paper, textile and dyeing, and food processing.  
**Task Manager:** Mr I. Volodin/Mr N. Hogstedt.  
**Budget:** US\$ 259,787 (an estimated US\$ 150,000 in 1998)  
**Funding:** SIDA (former SwedeCorp), Sweden.  
**Impl. Agency:** Environmental Committee of HCMC (ENCO).  
**Est. Completion:** August 1999.  
**Status:** The project document was signed in May 1997. A two-week study tour was successfully organized for the Technical Team, two managers from the industries and one from the People's Committee in December 1997 to India to learn about cleaner production and the Indian experience in this field. The first workshop was organized in January 1998. The second workshop will be organized by the end of May with the participation of all project consultants, including the 3 international and 3 national sub-sectoral consultants. The project implementation is proceeding as scheduled.

Number: **TF/VIE/96/063**  
Title: **VIETNAM NATIONAL CLEANER PRODUCTION CENTRE**  
Description: The promotion and dissemination of the concept of Cleaner Industrial Production (CIP) will be undertaken through the establishment and operation of a Vietnam National Cleaner Production Centre. The centre will be hosted by the Centre for Environmental Science and Technology of the Hanoi University of Technology. The four main components of the project are in-company demonstrations, information dissemination, training, and policy assistance to government.  
Task Manager: Mr. N. Hogstedt.  
Budget: US\$ 2,520,126 (an estimated US\$ 200,000 in 1998).  
Funding: Swiss Agency for Development and Cooperation (SDC), Switzerland.  
Impl. Agency: Centre for Environmental Science and Technology (CEST) under the Hanoi University of Technology (HUT).  
Est. Completion: June 2003.  
Status: The project document was signed on 22 April. The Task Manager visited Hanoi 26-29 April and participated in the start up of the project, including the recruitment of national staff. The work to enter into an agreement with a Swiss counterpart organization and the recruitment of an international CTA has already been initiated.

### 3.2 Hard Pipeline Projects

Number:  
Title: **DEMONSTRATION PROJECT ON ALTERNATIVES TO THE USE OF METHYL BROMIDE**  
Description: The project will demonstrate proven alternatives to the use of methyl bromide as a fumigant of stored products. The chosen alternatives are: (i) phosphine pellets or tablets; (ii) improved uses of phosphine in cylinderized liquid phosphine in silos and under tarps; and (iii) new uses of diatomaceous earth as a protector and gas barrier. Results of the technical and economical evaluation of the used technologies will be disseminated among specialists from the Article 5 countries.  
Task Manager:  
Est. Budget: US\$ 464,633.  
Funding: Multilateral Fund for the implementation of the Montreal Protocol.  
Gov. Request: Request by HMS on 24 February 1998.  
Impl. Agency: Vietnam Fumigation Company.  
Status: The project was approved by the Executive Committee of the Multilateral Fund for the implementation of the Montreal Protocol in March 1998. The Government of Vietnam is in the process of approving the project document. The ceremony for signing of the project document is tentatively scheduled for 5 June 1998, the World Environmental Day.



Number: DP/VIE/96/023  
Title: ENVIRONMENTAL MANAGEMENT IN HO CHI MINH CITY  
Description: The project's overall objective is to develop the capacity of HCMC to achieve environmental sustainability in the face of rapid industrial and urban expansion. Its immediate objectives are: (i) to strengthen the capacities of the authorities to manage the environment more effectively; (ii) to improve planning capabilities by strengthening environmental monitoring systems; and (iii) to develop mechanisms for improved environmental management at both local and regional levels. As this project is under National Execution, UNIDO's role is limited to the recruitment of the Senior Technical Advisor (STA) and to provide substantive support to the project under a separate STS facility.

Task Manager:  
Est. Budget: US\$ 2,281,100 of which US\$ 336,000 plus an STS at a value of about US\$ 40,000 is administered by UNIDO (an estimated US\$ 84,000 in 1998).

Funding: UNDP IPF and third party.  
Impl. Agency: DOSTE of HCMC and UNIDO (National Executed Project, NEX)  
Est. Completion: 2000.  
Status: The FPAC was carried out on 7 May and concluded that the present project document be submitted to the Government for approval with some minor changes only. It is expected that the project document could be signed in June 1998. The FPAC also agreed that UNIDO will prepare a proposal for STS funding for the provision of substantive inputs to ensure the quality of the project implementation by monitoring the inputs of the STA; evaluating mission reports of international consultants and other project progress reports; supporting the preparation study tours and overseas training and identification of host institutions and countries and participation in substantive project meetings, etc.

3.3                    **Soft Pipeline Project**

Title:                    **ENVIRONMENTAL MANAGEMENT PROJECTS (THREE PROJECTS IN HANOI, HCMC AND BINH DUONG PROVINCES)**

Description:            The immediate objectives of each project are: (1) to strengthen the capacity of the local environmental authorities to manage the environment more effectively; (2) to improve planning capacities by strengthening environmental monitoring systems; (3) to develop and test mechanisms for improved environmental management at both local and regional levels. Key elements of the projects include in-country and overseas training programmes, groundwater and air quality monitoring networks and a regional river basin consultative committee in the case of HCMC and Binh Duong.

Task Manager:

Est. Budget:

Pot. Funding:            UNDP

Impl. Agency:

Status:                    Out of the three projects, the one in HCMC has been approved by a Field Project Appraisal Committee and is described under 3.2 Hard Pipeline Projects. Due to activities taken up by Japan and Canada in Hanoi and Binh Duong, respectively, UNDP is reconsidering whether there is justification for a separate UNDP/UNIDO intervention anymore. These projects may be excluded in the next progress report.



VCCI

PHÒNG THƯƠNG MẠI

VÀ CÔNG NGHIỆP VIỆT NAM

Vietnam Chamber of Commerce

Industry



**PHÒNG THƯƠNG MẠI  
VÀ CÔNG NGHIỆP VIỆT NAM**

**Vietnam Chamber of Commerce  
and Industry**

# STATUTES

## OF VIETNAM CHAMBER OF COMMERCE AND INDUSTRY

*(Amended)*

### I. GENERAL PROVISIONS

**Article 1.** Vietnam Chamber of Commerce and Industry (hereinafter briefly referred to as the Chamber) is a national organisation which assembles and represents business enterprises and business associations of all economic sectors in Vietnam. The purpose of the Chamber is to protect and assist business enterprises, to contribute to the socio-economic development of the country and to promote economic, commercial and technological co-operation relations between Vietnam and the rest of the world on the basis of equality and mutual benefit.

**Article 2.** The Chamber is an independent, non-governmental organisation enjoying the status of a legal entity and operating with financial autonomy.

**Article 3.** The Chamber has its head office located in Hanoi, the capital of the Socialist Republic of Vietnam, together with branches and representative offices in Vietnam and abroad.

**Article 4.** The Chamber conducts its activity in accordance with Vietnamese law and within the framework of the present statutes, with the support and under the supervision of the Vietnamese State.

### II. FUNCTIONS AND TASKS

**Article 5.** The functions of the Chamber shall be as follows :

- 5.1. To represent the Vietnamese business community for the promotion and protection of its interests in domestic and international relations.
- 5.2. To promote, and offer assistance in trade and investment, economic and technological co-operation and other business activities of enterprises in Vietnam and abroad.

**Article 6.** The tasks of the Chamber shall be as follows :

- 6.1. To collect and study the views and suggestions of business enterprises for reflection, recommendation and advice to the State on legal matters and economic policies; to organise meetings between business enterprises and governmental agencies for the exchange of information and views for the improvement of the business environment.
- 6.2. To conduct necessary activities for the protection of the legitimate interests of business enterprises before the law.

- 6.3. To co-ordinate and assist business associations operating in Vietnam, to co-operate with foreign relevant chambers of commerce and organisations, to join international and regional organisations, the activity of which corresponds to the objective of the Chamber and to help business enterprises participate in those organisations' activities.
- 6.4. To organise activities providing information and recommendations to business enterprises on the strict observance of business laws and regulations in Vietnam and abroad, the establishment of healthy labour relations, the protection of the environment and participation in social activity which corresponds to the objective of the Chamber.
- 6.5. To conduct activities in support of business enterprises to establish and develop commercial and investment relations in Vietnam and abroad as a match-making and introductory partner, supplying information, providing guidance and advice to business enterprises, and organising market surveys, seminars, conferences, trade fairs, exhibitions, advertisements, and other promotional activities.
- 6.6. To organise training activity in appropriate forms to help entrepreneurs to enhance their business and management expertise and capacity.
- 6.7. To help in the registration and protection of intellectual property and technology transfer in Vietnam and abroad.
- 6.8. To issue Certificates of Origin for Vietnamese export products and certify other necessary commercial documents and cases of force majeure.
- 6.9. To help domestic and foreign business enterprises settle discrepancy, disputes through negotiation, mediation or arbitration, and to help in general average adjustment, if requested.
- 6.10. To conduct other activities which are assigned by the Vietnamese State or by other organisations.

### III. MEMBERSHIP

**Article 7.** All organisations and individuals agreeing to the Statutes of the Chamber, whether voluntarily applying for membership and accepted, or otherwise invited, by the Executive Committee or the General Assembly of the Chamber may become members of the Chamber.

Membership of the Chamber shall consist of four categories as follows :

- 7.1. Official members shall include Vietnamese business associations and enterprises and joint-venture enterprises, in which at least 50% of the legal capital is held by the Vietnamese party, duly registered and operating in Vietnam.

7.2. Associated members shall include foreign or joint Vietnamese foreign business enterprises duly registered and operating in Vietnam, and Vietnamese business enterprises duly registered and operating abroad.

7.3. Correspondent members shall include Vietnamese and foreign experts and organisations capable of contributing to the achievement of the Chamber's objectives.

7.4. Honorary members shall include individuals with an acknowledged special contribution to the achievement of the objective of the Chamber.

**Article 8.** The Executive Committee of the Chamber shall consider and decide on the admission of official and associated members.

In the case of rejection of an application, the party concerned may lodge an appeal with the General Assembly. The decision of the General Assembly shall be final.

On the proposal of the Standing Committee, the Executive Committee shall decide on inviting particular organisations and individuals to join the Chamber as its correspondent members, shall elect honorary members and shall inform all members of the Chamber of such decisions and elections.

**Article 9.** Organisations and individuals shall be officially considered members of the Chamber upon the Chamber's acceptance of their admission and the full payment of admission fees.

**Article 10.** Membership shall cease in the following events :

1- Suspension or cessation of registered operation.

2- Dissolution or bankruptcy.

3- Death or being sentenced.

4- A decision taken to this effect by the Executive Committee on a three-quarter (3/4) majority vote, for one of the following reasons :

a. Failing to strictly carry out or seriously offending the provisions and resolutions of the Chamber.

b. Operating contrary to the objectives of the Chamber, causing harm to the Chamber's prestige or its finances.

Any member whose membership is withdrawn in accordance with Article 10.4 may lodge an appeal with the General Assembly. The decision of the General Assembly shall be final.

**Article 11.**

11.1. A legal entity established on the merger of two or more members of the Chamber, if not request otherwise, shall automatically be a member of the Chamber.

11.2. Members of business associations, members of general corporations, and branch offices of companies may become members of the Chamber if voluntarily applying for admission and accepted by the Executive Committee.

**Article 12.** Members shall have the following rights :

12.1. All members shall have the right to attend the General Assembly if elected.

12.2. Official members shall have the right to vote at the General Assembly.

12.3. Official and correspondent members shall be eligible for candidacy or recommendation as potential candidates for membership of the Executive Committee of the Chamber.

12.4. All members shall have the right to make recommendations to the General Assembly, the Executive Committee, the Standing Committee on the Chamber's operations and on matters of economic policy, law and regulations, and the business environment.

12.5. All members shall be entitled to aid and assistance from the Chamber, and to the use of services provided by the Chamber on preferential terms.

12.6. Members shall be allowed to withdraw their membership if and when they find it impossible for or unwilling to continue their membership.

**Article 13.** Members shall have the following obligations :

13.1. To pay the admission fees and annual membership fees prescribed by the Executive Committee. Correspondent and honorary members, however, shall be exempted from such payment.

13.2. To carry out the resolutions and decisions of the General Assembly and the Executive Committee.

13.3. To attend meetings if summoned or invited by the Executive Committee.

13.4. To provide information, documents and suggestions in the interests of the function of the Chamber.

13.5. To foster solidarity and co-operation among fellow members in order to realise jointly the objectives of the Chamber.

#### IV. ORGANISATION

**Article 14.** The leading bodies of the Chamber shall consist of :

- The General Assembly.
- The Executive Committee.
- The Standing Committee.
- The Control Committee.



**Article 15.** The General Assembly shall be the highest body of the Chamber.

The General Assembly shall comprise authorised representatives of the Chamber's members who are elected from business associations, and other members in the proportion of membership among the regions, with the number and structure prescribed by the Executive Committee.

**Article 16.** The General Assembly shall sit in two kinds of session, viz. ordinary sessions and extraordinary sessions.

An ordinary session of the General Assembly shall be convened by the Executive Committee once every five years, with the following as its agenda:

- To pass the report on the Chamber's activity during the past term.
- To approve the Chamber's programme of action for the next term.
- To decide on any revision of, or addition to, the Statutes of the Chamber.
- To elect members of the Executive Committee
- To discuss and decide on specific matters concerning the work of the Chamber and that of its members.

An extraordinary session of the General Assembly may be convened at any time, whether on the decision of the Executive Committee or at the request of more than one-half of the members, for the settlement of matters of organisation and activity which are beyond the authority of the Executive Committee.

**Article 17.** At the convocation of an ordinary session of the General Assembly, the Executive Committee shall announce the working agenda, decide on the number and structure of representatives and provide guidance to members on the election of representatives not later than 30 days prior to the expected date of the session.

Members shall elect representatives and inform to the Executive Committee of the result not later than 15 days prior to the expected date of the session.

The convocation of an extraordinary session of the General Assembly and the working agenda shall be announced not later than 15 days prior to the expected date of the session. Representatives for an extraordinary session of the General Assembly shall be those elected for the last ordinary session of the General Assembly.

**Article 18.** Resolutions of the General Assembly shall be made by a majority vote of the representatives present.

For the following matters of particular importance, any resolution thereon shall have to be taken by a majority vote of two-thirds of the representatives present who, altogether, account for more than one-half of the total representatives elected, viz.

- a- Any revision of, and addition to, the Statutes of the Chamber.

b- Admission of new members whose applications have previously been refused by the Executive Committee, at their request.

c- Settlement of any claim relating to the withdrawal of membership in accordance with Article 10.4.

d- Dissolution of the Chamber and liquidation of its assets.

**Article 19.** The Executive Committee shall be the body, elected by the General Assembly, to direct all activity of the Chamber in the intervening periods between the two sessions of the General Assembly. The number of members of the Executive Committee shall be decided by the General Assembly, and at least three-quarters of them shall be representatives of official members of the Chamber.

The Executive Committee shall consist of :

- The Chairman,
- The Vice-Chairmen,
- The Secretary General, and
- A certain number of other members.

The Chairman, Vice-Chairmen and Secretary General of the Executive Committee shall concurrently be the President, Vice-Presidents and Secretary General of Vietnam Chamber and Industry for the same office term as that of the Executive Committee.

The term of office of the Executive Committee shall be five years. Members of the Executive Committee may be dismissed before expiration of their term on the decision of the extraordinary session of the General Assembly or at the request of more than one-half of the official members of the Chamber.

In the event that any of the members of the Executive Committee retire, are suspended during their term of office, or for other reasons fail to continue their term, the member of the Chamber with status of legal entity represented by the so discontinued member of the Executive Committee, shall have right to recommend a nominee for substitution and shall inform the Chairman of the Executive Committee within the 30 following days of the occurrence of the above situation. The nominee for substitution shall be accredited as member of the Executive Committee only with the acceptance of at least two-thirds of the members of the Executive Committee.

All members of the Executive Committee shall have the right to attend, nominate, stand for candidacy and vote at the next General Assembly.

**Article 20.** The tasks of the Executive Committee shall be as follows :

20.1. To study and set out the necessary work and measures for carrying out the resolutions of the General Assembly.

- 20.2. To approve the annual working programme and budget of the Chamber, the official fees and charges which the Chamber may collect and to decide on membership fees and methods of collection.
- 20.3. To decide on the organisational structure of the Chamber and the establishment of specific sectoral committees, specialised committees and other bodies attached to the Chamber.
- 20.4. To elect the President, Vice-Presidents and Secretary General, set up the Standing Committee and the Control Committee of the Chamber.
- 20.5. To supervise the work of the Standing Committee and other bodies attached to the Chamber.
- 20.6. To prepare for the work and matters relating to the organisation of ordinary and extraordinary sessions of the General Assembly.
- 20.7. To decide on the invitation of organisations and individuals to join the Chamber as correspondent members and to take part in the committees of, and the bodies attached to the Chamber; to elect honorary members of the Chamber.
- 20.8. To approve the admission of new members and the withdrawal of membership of existing members.
- 20.9. To consider suggestions and recommendations of members and consequently, to provide accurate information and make appropriate recommendations to the relevant administrative authorities.

**Article 21.** The Executive Committee shall meet at least once every six months, the meetings to be convened by the Chairman of the Executive Committee not later than 15 days prior to the expected date of the meetings. Decisions of the Executive Committee shall be taken by a majority vote of members present who must, altogether, account for one-half of the members of the Executive Committee. If there is no majority, the voice of the Chairman of the Executive Committee shall be decisive. Any decision on convening the General Assembly for an extraordinary session shall, however, be subject to a majority vote of two-thirds of members of the members of the Executive Committee.

The Executive Committee shall, in accordance with the present Statutes and resolutions of the General Assembly, set forth applicable rules and assign tasks to its members.

**Article 22.** The President shall be the representative of the Chamber and the Executive Committee and shall assume responsibility for the entire activity of the Chamber. The President shall concurrently be Head of the Standing Committee.

The Vice-Presidents shall assist the President in the overall operation of the Chamber and shall be assigned by the President with responsibility for specific fields of activity. The Executive Vice-President shall, ex-officio, represent the President in leading the Chamber in the latter's absence.

The Secretary General shall assist the President in coordinating the operation of the departments and organisations under the Chamber, and shall be assigned by the President with responsibility for specific fields of activity.

**Article 23.** The Standing Committee which consists of the President, the Executive Vice-President, the Secretary General, and other members to be appointed by the Executive Committee, shall lead departments and organisations under the Chamber. The tasks of the Standing Committee shall be as follows:

- 23.1. To organise the execution of the work set forth by the Executive Committee.
- 23.2. To organise and direct the work of departments and organisations under the Chamber for the proper discharge of their regular business. To nominate and dismiss any deputy secretary-general and director of organisation under the Chamber.
- 23.3. To prepare for the agenda and the work of all meetings of the Executive Committee.
- 23.4. To propose to the Executive Committee the invitation of qualified organisations and individuals to join the Chamber as correspondent members, and other committees and organisations established by the Executive Committee. To propose to the Executive Committee the election of honorary members of the Chamber.

Additionally, the Executive Committee may assign other tasks to the Standing Committee. The Standing Committee shall report to the Executive Committee on the execution of its work and tasks.

Rules applicable to the Standing Committee shall be set forth by the Executive Committee.

**Article 24.** The Control Committee shall consist of a number of the Executive Committee's members to be nominated by the Executive Committee for a term of five years. The Control Committee shall elect the Head of the Committee to lead the operation of the Committee.

The Control Committee shall exercise control over the status of representatives to the General Assembly, the implementation of resolutions of the General Assembly and the Executive Committee, financial matters, and shall report to the Executive Committee and the General Assembly on such aspects of the work as mentioned.

Rules applicable to the Control Committee shall be set forth by the Executive Committee.

## V. FINANCE

**Article 25.** Vietnam Chamber of Commerce and Industry shall have assets and a budget of its own and shall operate with financial autonomy.

**Article 26.** The budget of the Chamber shall be based on the following sources :

- Fees paid by members upon their admission and their annual membership fees.
- Other income generated from the activity of the Chamber and of organisations under it.
- Financial assistance from the State.
- Financial assistance from domestic and foreign organisations, association, business enterprises and individuals.

**Article 27.** The Chamber may use its budget resources to cover the following expenditure :

- Payments made to cover operational expenses.
- Salaries, capital and operational expenses of departments and organisations under, and attached to, the Chamber.
- Financial investment in expanding its activity in the interest of its functions and tasks in Vietnam and abroad.

**Article 28.** The President of the Chamber shall assume responsibility for the management of the assets and budget of the Chamber.

## VI. FINAL PROVISION

**Article 29.** The dissolution of Vietnam Chamber of Commerce and Industry shall be subject to the decision of the General Assembly and approval by the Prime Minister.

**Article 30.** The present Statutes were passed by the Third General Assembly of the Vietnam Chamber of Commerce and Industry on March 29, 1997 and shall take effect after approval by the Prime Minister of the Government of the Socialist Republic of Vietnam.

## APPLICATION FOR ASSOCIATED MEMBER OF THE VIETNAM CHAMBER OF COMMERCE AND INDUSTRY

1. Company name in English : \_\_\_\_\_ Phone : \_\_\_\_\_  
 Address : \_\_\_\_\_ Fax : \_\_\_\_\_

2. Established in Vietnam in 19..... as

Representative Office	<input type="checkbox"/>	Branch	<input type="checkbox"/>
Joint Venture	<input type="checkbox"/>	Other	<input type="checkbox"/>
Foreign Enterprise	<input type="checkbox"/>		

3. Parent Company (name, add.) \_\_\_\_\_

4. Branch Office in Vietnam (name, add.) \_\_\_\_\_

5. Bank relation (name, add.) \_\_\_\_\_

6. Name of top leaders \_\_\_\_\_

7. Total number of employees \_\_\_\_\_ of which Vietnamese \_\_\_\_\_

8. Capital paid up : USD \_\_\_\_\_ of which Vietnamese partner % \_\_\_\_\_

9. Company principal activities in international market	In Vietnam (%)

10. Exports, imports and sales in Vietnamese market in the past 2 years.

Year	Export from Vietnam	Import into Vietnam	Total sales in Vietnam

11. Your targets in Vietnamese Market in the next 3 years

12. Other information and proposal to VCCI

(Further information is welcomed to be sent attached or separately)

After studying Statutes, the Right and Obligation of Associated Member of VCCI, we wish to register as an Associated member of VCCI.

Name and position of  
 person who signs this application  
 Mr/Ms.....  
 Position.....

Date.....  
 Signature and Stamp

## RIGHTS AND OBLIGATIONS OF ASSOCIATED MEMBERS OF VIETNAM CHAMBER OF COMMERCE AND INDUSTRY

Associated members shall be foreign or joint Vietnamese-foreign business enterprises duly registered and operating in Vietnam and Vietnamese business enterprises duly registered and operating abroad.

Associated members shall have the following rights and obligations:

### A. RIGHTS

1. To attend General Assembly and discuss on matters concerning the operations of the Vietnam Chamber of Commerce and Industry.
2. To joint as member of functional/professional departments or organizations established by the Chamber in Vietnam or in foreign countries and to enjoy the latter's services in the conduct of their own business activities.
3. To offer regular suggesstions and, through the channel of the Chamber to make recommendations to Vietnamese Government on matters of policy and regulaltions dealing with business environment in Vietnam.
4. To gain access to all available information and publications of the Chamber and use them for the purpose of presenting and propagating their respective activities both in Vietnam and abroad
5. To be recipients of aids and assistance from the Chamber for the promotion of their business operations in the areas hereunder specified:
  - 5.1- Introduction to potential Vietnamese partners and provided services as a connection for eventual transactions;
  - 5.2- Arranging for business visits and missions of interested foreign businessmen to Vietnam and vice versa;
  - 5.3- To conduct with the help of the Chamber market research in regard to potential business partners, applicable laws and regulations and other matters concerning business operation in Vietnam;
  - 5.4- To participate in trade fairs and exhibitions, conferences, seminars and training courses sponsored by the Chamber either on its own initiative or jointly with other organizations;
  - 5.5- To apply for patent right and registration of trade and services marks as well as any protection of industrial property in Vietnam and abroad;
  - 5.6- To be qualified for application for Certificates of Origin of products made in Vietnam and for certification of other necessary documents in accordance with the international commercial practice.

5.7- To settle, within their own right,disputes arising from economic relations with Vietnamese or foreign physical or juridical persons.

6. To use under special treatment,all other services provided by the Chamber or any organizations under it.

## B. OBLIGATIONS

1. To pay admission fee and annual membership fee as may be prescribed by the Executive Committee of Vietnam Chamber of Commerce and Industry

2. To strictly carry out the resolutions of any General Assembly and the decisions of the Executive Committee.

3. To actively contribute their share in specific activities of the Chamber

4. To provide sufficient information on their business activities, periodically or at the request of the Chamber.

5. To foster solidarity and cooperation among fellow members in their common interests and closely cooperate with functional departments under the Chamber for the sake of development of the latter's operations,thereby raising its prestige and increasingly consolidate it as an effective organization.



## HOW TO APPLY FOR ASSOCIATED MEMBERSHIP OF VCCI

The amended Statutes of VCCI ratified by the third National Assembly and approved by the Government of Vietnam states that foreign and joint Vietnamese-foreign business enterprises duly registered and operating in Vietnam and Vietnamese business enterprises duly registered and operating abroad may, on voluntary basis, join VCCI as associated members.

In order to be associated members, the interested parties are requested to send to VCCI's head office in Hanoi or its branches the following documents:

- + Application for associated member of VCCI (using VCCI's form)
- + License for operating in Vietnam (copy of the license)
- + Other material on the party.

On receiving the application, the Executive Committee of VCCI shall consider and decide on the admission of associated members. The Standing Committee, then, shall notify the applicant thereof after which the latter shall pay the admission fee.

The applicant shall not become associated member unless and until the prescribed admission fee is paid up.

According to Decision of the Executive Committee of VCCI the current admission fee and annual membership fee applied for associated member are equivalent to USD 500.00, equaling half of the highest rate applied for official member. For the first year, new members shall not have to pay annual membership fee.

## **DECISION OF THE GOVERNMENT PRIME MINISTER ON WORK RELATIONS OF GOVERNMENT ORGANS AND VIETNAM CHAMBER OF COMMERCE AND INDUSTRY**

**Article 1** - The Ministries, ministry - level organs, and organs under the Government (hereinafter referred to collectively as Government organs) shall have the responsibility of creating favourable conditions and rendering assistance to Vietnam Chamber of Commerce and Industry for the discharge by the latter of its function and tasks set in the Statutes approved by the Government Prime Minister under Decision No203 - TTG dated 27 April 1993. \*

**Article 2** - Vietnam Chamber of Commerce and Industry shall have the responsibility of offering its own suggestions and advice to Government organs and People's Committees of provinces and cities under central authority in the drafting and organised implementation of economic institutions and policies for the purpose of improving the business environment, providing appropriate guidance and assistance, and creating favourable conditions for the operation of business enterprises in all sectors of ownership.

**Article 3** - Vietnam Chamber of Commerce and Industry shall have the responsibility of collecting the views and suggestions of the business community for report to the Prime Minister, and organizing contacts between representatives of business enterprises and Government organs for discussions on matters concerning the activity of the business community.

**Article 4** - The President of Vietnam Chamber of Commerce and Industry shall be invited to take part in Government meetings where the relevant matters are discussed. Where necessary, the Leadership of Vietnam Chamber of Commerce and Industry shall be invited to participate in activities on bilateral and multilateral economic co-operation and to join Government delegations or mission in the country and abroad.

**Article 5** - Where necessary, the Prime Minister may delegate power to Vietnam Chamber of Commerce and Industry or otherwise, through the latter, to carry out certain Government tasks aimed at developing economic and trade relations with non-governmental organizations in other countries and with those countries with which Vietnam has not yet established diplomatic relations.

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\* The amended Statutes had been passed at the 3rd National Assembly and approved by the Prime Minister at Decision No 315/TTg dated 12 May, 1997.

**Article 6** - The Ministry of Commerce, the State Planning Committee, the State Committee for Co-operation and Investment and the Ministry of Foreign Affairs shall have the responsibility of close co-ordination with Vietnam Chamber of Commerce and Industry for organizing effective trade and investment promotion. The Heads of these Government organs and the President of Vietnam Chamber of Commerce and Industry shall plan joint periodical work to step up co-ordinated effort in the said field.

**Article 7** - Government organs and People's Committees of provinces and cities under central authority shall have the responsibility of making available to Vietnam Chamber of Commerce and Industry all statutory documents and other necessary information for the proper discharge of its functions and tasks.

The President of Vietnam Chamber of Commerce and Industry shall be responsible for reporting to the Prime Minister, once every six months, on the development situation of the business community and on the activity of the Chamber, and sending a report on the existing state of business enterprises to the Government organs and People's Committees concerned.

**Article 8** - Vietnam Chamber of Commerce and Industry shall be authorised to set up branches or representative offices in the country and abroad, and to establish and develop relations with non - governmental organizations, associations and other institutions of foreign countries and international organizations, in conformity with its stated objective.

**Article 9** - Vietnam Chamber of Commerce and Industry shall have an allocation for attendance of qualified members of its personnel in Government training programmes and may be assigned by the Government the task of conducting, jointly with interested domestic and international organizations, certain projects and programmes of training business executives and professionals for the promotion of trade and investment.

**Article 10** - The President of Vietnam Chamber of Commerce and Industry shall have the authority of appointing members of the working personnel of the Chamber for work and study abroad and of inviting foreign businessmen, investors and researcher's for work in Vietnam in accordance with Government regulations currently in force.

**Article 11** - Vietnam Chamber of Commerce and Industry shall enjoy financial autonomy and shall discharge its financial obligations to the State under the provision applicable to nonprofit associations. Pending the issuance of

Government regulation to this effect, the Ministry of Finance shall provide for an interim budgetary collection appropriate to the nature of operations of the Chamber, after consultation and agreement with the latter.

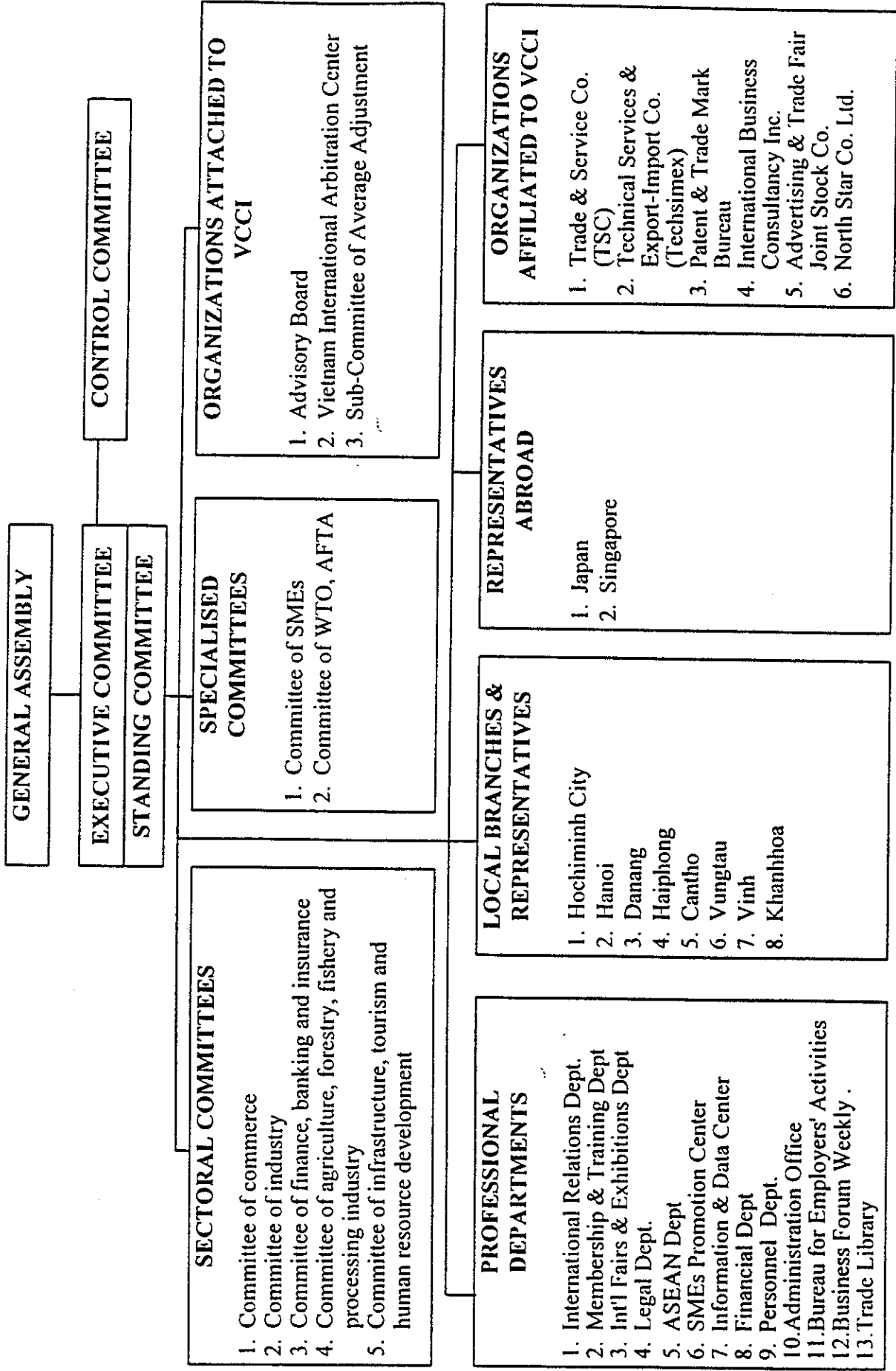
Where necessary, the Government shall assist in allocation of funds and other assistance for Vietnam Chamber of Commerce and Industry to carry out the strengthening of its infrastructural facilities and the development of activities on trade and investment promotion.

**Article 12** - The present Decision shall enter into force from the date of signing. The President of Vietnam Chamber of Commerce and Industry jointly with the Ministers, Heads of ministry-level organs and organs under the Government, and Chairman of People's Committees of provinces and cities under central authority shall be responsible for the implementation of this Decision.

FOR THE PRIME MINISTER  
DEPUTY PRIME MINISTER

PHAN VAN KHAI (Signed)

# ORGANIZATION CHART OF THE VIETNAM CHAMBER OF COMMERCE AND INDUSTRY



## VIETNAM CHAMBER OF COMMERCE AND INDUSTRY' S OFFICES

**Head office** : 33 Ba Trieu str., Hà nội.

fax : 84 4 8256446,8244617

**President** : Mr. Doan Duy Thanh

Executive Vice President : Mr. Doan Ngoc Bong

Vice president : Mrs. Pham Chi Lan

Secretary General : Mr. Vu Tien Loc

Functional/professional departments:

*1. International Relations Dept.*

Tel .84.4 8266782, 8250852,8258175,8253023,8252962,8266780,8263787

Director : Mr. Hoang Van Dung

*2. Membership and Training Dept.*

Tel. 84 4 8266236,8244414

Director: Mr. Le Thanh Nghi

*3. International Fairs and Exhibition Dept.*

Tel. 84 4 8258176,8251361,8259325

Director : Mr. Duong Ky Anh

*4. Legal Dept.*

Tel. 84 4 8266230,8250785

Director: Mr. Tran Huu Huynh

*5. ASEAN Dept.*

Tel. 84 4 8253253,8251027

Director : Mr. Nguyen Duy Khien

*6. Information and Data Centre*

Tel. 84 4 8248891,8266235

Director : Mr. Tran Quoc Hung

*7. SME Promotion Centre*

Tel. 84 4 8250883

Director : Mr. Pham Tat Dinh

*8. Financial Dept.*

Tel.84 4 8266234,8253251

Director : Mr. Nguyen Van Thao

*9. Personnel Dept.*

Tel.84 4 8258174,8250996

Director: Mr. Pham Gia Tuc

*10. Administration Dept.*

Tel. 84 4 8250360,8265461

*11. Bureau for Employer Activities in Vietnam*

Tel. 84 4 8266236

Director: Mr. Phung Quang Huy

*12. Business Forum Weekly and Vietnam Commerce and Industry magazine*

Tel.84 4 8240329,8283787

Fax: 84 4 8240431

Editor in chief: Mr. Ngo Van Hai

*13. Library*

Tel. 84 4 8250995

**B. VCCI 'S BRANCHES AND REPRESENTATIVES:**

***1. VCCI Branch in Hanoi***

1a Lang Ha Road, Dong Da Distric, Hanoi.

Tel. 84 4 8561079: Fax. 84 4 8353519

Director : Dr.Le Van Vien

***2. VCCI Branch in Ho Chi Minh City***

171 Vo Thi Sau Str.,district 3, Ho chi Minh City

Fax : 84 8 8294472

Vice president : Mr. Dao Duy Chu

Director: Mr. Nguyen Huu Hai

International Relations Dept. : 84 8 8231886

Membership and Training Dept. : 84 8 201739

Legal Dept. : 84 8 8201788

International Exhibition and Fairs Dept. : 84 8 8201789

Information Dept. 84 8 8231505

***3. VCCI Branch in Da Nang***

256 Tran Phu Str.,Da Nang city

Tel. 84 511 822930 ,821719

Fax : 84 511 822930

Director : Mrs. Tran Thi Thuy

**4. VCCI Branch in Hai phong City**

10 Dinh Tien Hoang Str., HaiPhong City

Tel : 84 31 842894

Fax : 84 31 842243

Director :Mr. Nguyen Hoang Tien

**5. VCCI Branch in Can Tho**

29 Cach Mang Thang Tam Str.,Can Tho City

Tel : 84 71 824918

Fax : 84 71 8824169

Director: Mr. Dang Van Rong

**6. VCCI Representative in Nghe An Province**

155 Tran Phu Str., Vinh City

Tel : 84 38 844012

Fax : 84 38 842026

Director : Mr. Nguyen Duy Tuan

**7. VCCI Representative in Khanh Hoa Province**

33 Tran Phu, Nha Trang City

Tel : 84 58 810362,810363

Fax : 84 58 824243

Director : Mr. Le Van Ke

**8. VCCI Representative in Vung Tau**

36/6 Vo Thi Sau Str., Vung Tau City

Tel : 84 64 852710

Fax : 84 64 859651

Director : Mrs. Vu Thu Hang

**C. SECRETARIAT OF ORGANIZATIONS ATTACHED TO VCCI**

**1. Secretariat of Advisory Board**

Tel : 84 4 8240329

**2. Secretariat of Vietnam International Arbitration Centre**

Tel : 84 4 8266230,8250875.



**3. Secretariat of General Average Adjustment Committee**

Tel : 84 4 8266230

**D. ORGANIZATIONS AFFILIATED TO VCCI**

**1. Trade and Service Company [TSC]**

79 Ba Trieu Str., Hanoi

Tel : 84 4 8520025,8520029,8520781,8520031

Fax : 84 4 8520190

Director :Mr. Hoang Cong Thu

**2. Technical Service and Import-Export Company(TECHSIMEX)**

Khu B Kim Lien, Dong Da,Hanoi

Tel : 84 4 8524422,8522954

Fax : 84 4 8524080

Director: Mr. Phan Duc Thien

**3. Patent & Trade Mark Bureau**

5 Lo Duc Str.,Hanoi

Tel : 84 4 8266232, 9710247

Fax : 84 4 8241642

Director : Mr. Do Thuong Ngai

**4. International Business Consultancy Inc.**

36 Ly Thuong Kiet Str.,Hanoi

Tel : 84 4 8266231,8 266233

Fax : 84 4 8241759

Director: Mr. Nguyen Gia Hao

**5. Advertising & Trade Fair Joint Stock Co.**

**6. North Star Co. Ltd**

4 Da Tuong Str, Hanoi

Tel : 84 4 8222273,8222274; Fax: 8 220520

Director : Mr. Tran Quoc Hung

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VCCI'S HEAD OFFICE AND  
BRANCHES AND REPRESENTATIVES

The Small and Medium Enterprises Promotion Center (SME PC) was established through a decision by the President of the Chamber of Commerce and Industry of Vietnam (VCCI) on January 7, 1994.

The SME PC operates as an executive body within VCCI in organizing and implementing promotional activities for Small and Medium Enterprises (SMEs) in Vietnam.

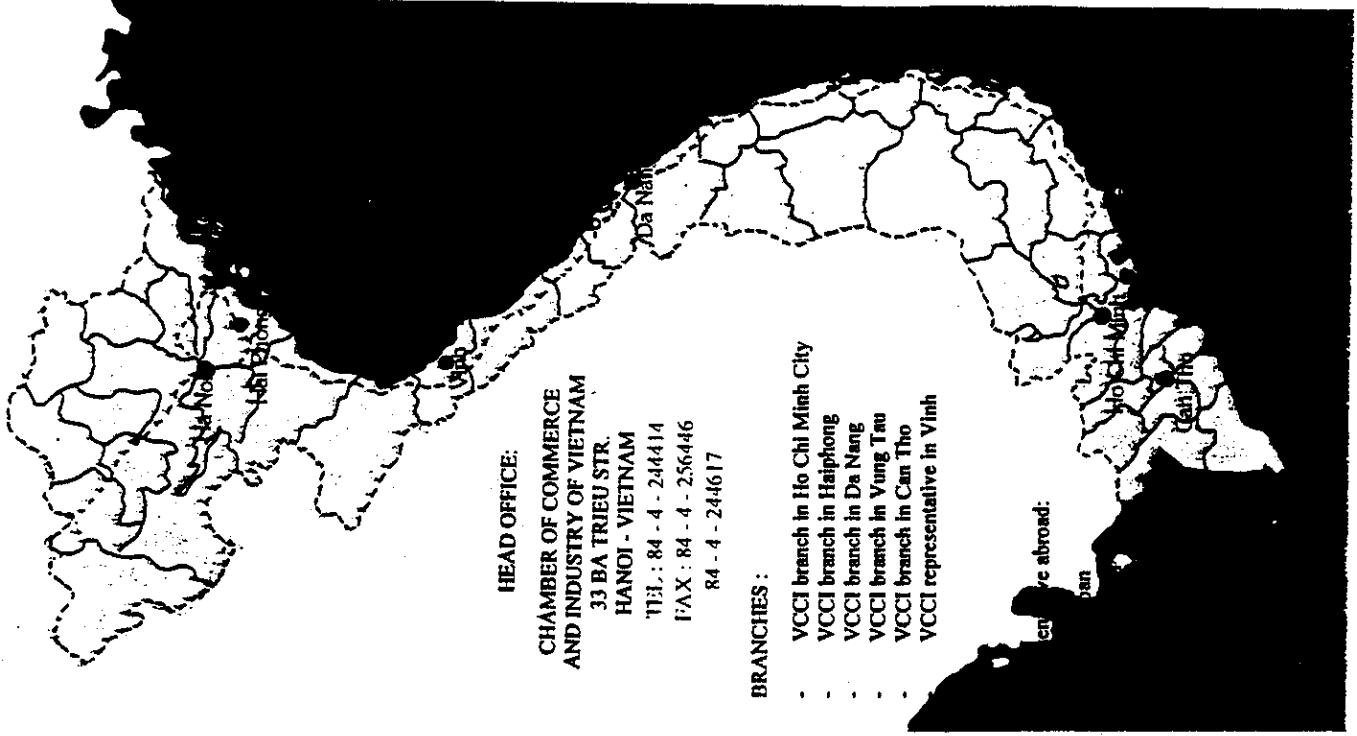
Until the Government of Vietnam establishes an official definition of SMEs, the SME Promotion Center is using a provisional definition worked out by members of VCCI based on available statistics of Vietnamese enterprises. According to this definition, Small and Medium Enterprises are enterprises with fewer than 300 employees and legal capital of less than VND 1 billion.

CHAMBER OF COMMERCE AND  
INDUSTRY OF VIETNAM



# Small and Medium Enterprises Promotion Center

(SME - PC)



HEAD OFFICE:

CHAMBER OF COMMERCE  
AND INDUSTRY OF VIETNAM  
33 BA TRIEU STR.  
HANOI - VIETNAM  
TEL.: 84 - 4 - 244414  
FAX: 84 - 4 - 256446  
84 - 4 - 244617

BRANCHES:

- VCCI branch in Ho Chi Minh City
- VCCI branch in Haiphong
- VCCI branch in Da Nang
- VCCI branch in Vung Tau
- VCCI branch in Can Tho
- VCCI representative in Vinh

and  
representative abroad:

# Objectives of SME PC

1. To provide consultancy to VCCI's leaders and to relevant governmental organizations on the development and improvement of SME business activities in Vietnam.
2. To support the Vietnamese SMEs in the following fields:

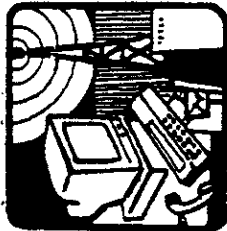
## LEGAL

Help business enterprises to acquaint themselves with the laws and regulations of the Vietnamese Government that relate to their operation.



## INFORMATION

Provide necessary information on business opportunities, trade and investment in both domestic and foreign markets.



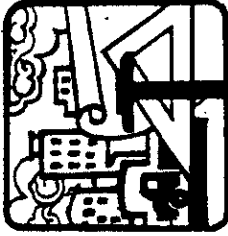
## MARKETING

Assist business enterprises to link up with appropriate partners, to participate in trade fairs, exhibitions and seminars, and to conduct market surveys.



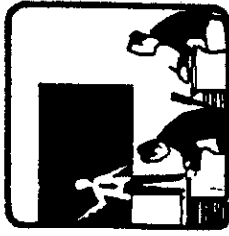
## TECHNOLOGY

Assist Vietnamese enterprises to search for advanced and appropriate global technologies.



## TRAINING

Organize short-term training courses on various topics in the areas of business administration and enterprise management.



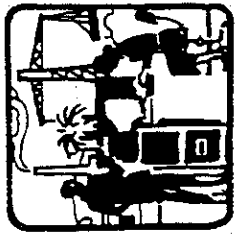
## CONSULTANCY

Provide consultancy to SMEs on technology and business matters through experienced consultants.



## FINANCING

Support SMEs by creating links to financial institutions.

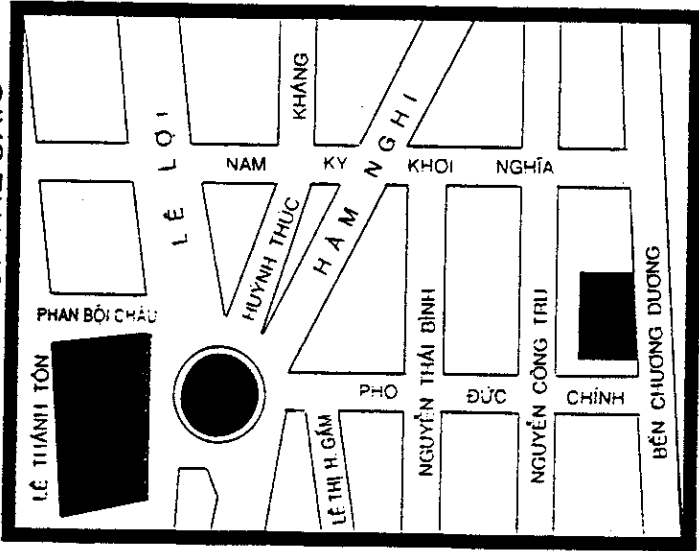


## Structure of SME PC at VCCI:

The SME PC operates under the direct management of VCCI's Executive Committee and Standing Committee. The Promotion Center is headed by a director who is assisted by a secretary and other full-time staff specialized in training, finance, legal issues and trade. In addition, the Promotion Center can make available Vietnamese and foreign specialists working in various fields of business. The SME PC is funded by VCCI. It has close, cooperative relations with relevant Vietnamese organizations as well as with regional and international organizations.

The head office of the SME PC is located in Hanoi. It has a branch in Ho Chi Minh City and representatives at VCCI's branches in Haiphong, Vinh, Danang, Vungtau and Cantho.

**ĐỊA ĐIỂM HIỆP HỘI CÔNG THƯƠNG  
THE SITE OF THE UAIC**



Chợ Bến Thành (Ben Thanh Market)  
 Công trường Quách Thị Trang (Quach Thi Trang Square)  
 Hiệp Hội Công Thương - 51 Bến Chuông Dương - Q.1  
 (Union of Associations of Industry and Commerce  
 51 Ben Chuong Duong - District 1)

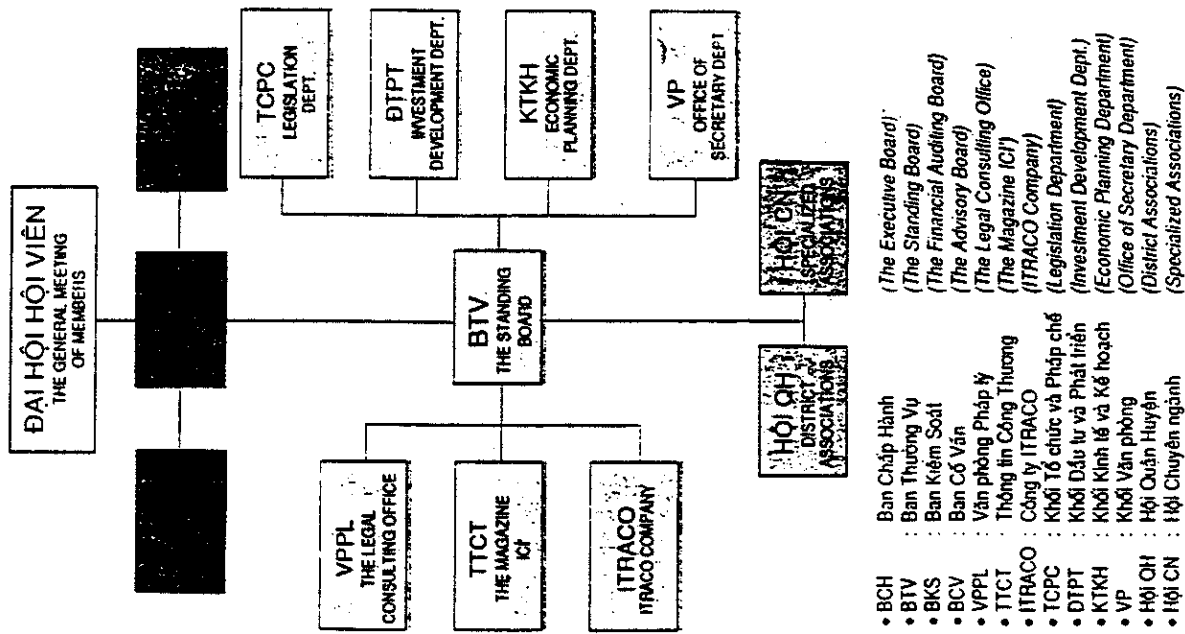
**CÁC HỘI TRỰC THUỘC (AFFILIATED ASSOCIATIONS)**

- **HỘI QUẬN HUYỆN : (DISTRICT ASSOCIATIONS)**
  - NỘI THÀNH : Q.1 - Q.3 - Q.5 - Q.6 - Q.8
  - Q.10 - Q.11 - Q. Bình Thạnh
  - Q. Gò Vấp - Q. Phú Nhuận
  - URBAN DISTRICTS : Dist.1 - Dist.3 - Dist.5 - Dist.6 - Dist.8
  - Dist.10 - Dist.11 - Bình Thạnh Dist.
  - Go Vap Dist. - Phu Nhuận Dist.
  - NGOẠI THÀNH : Huyện Thủ Đức - Huyện Nhà Bè - Huyện Bình Chánh
  - SUBURBAN DISTRICTS : Thủ Đức Dist. - Nha Be Dist. - Bình Chánh Dist.
- **HỘI CHUYÊN NGÀNH : (SPECIALIZED ASSOCIATIONS)**
  - Hội Doanh nghiệp Xây dựng, Hội Cơ khí - Điện tử
  - Construction, Mechanic - Electronics
  - Hội Cao su - Nhựa, Hội Mỹ nghệ
  - Rubber - Plastics, Fine Arts
  - Hội Dệt - May - Thêu - Đan, Hội Khách sạn - Nhà hàng
  - Textile - Garments - Embroidery - Knitting, Hotel - Restaurant

**ZDH** TECHNICAL ASSISTANCE: **TECHNONET ASIA**



## SƠ ĐỒ TỔ CHỨC HIỆP HỘI CÔNG THƯƠNG ORGANIZATION CHART OF THE UAIC



## HOCHIMINH CITY ASSOCIATION OF INDUSTRY AND COMMERCE

Established on March 24, 1989 by Decision No. 129/QĐ of The City People's Committee, The HoChiMinh City Association of Industry and Commerce is an organisation of both city and district levels for private enterprises that operate in various manufacturing and trading fields of different guilds in the City like : fine arts, construction, weaving/tailoring, rubber/plastic wares, mechanic/electronics, etc.

### THE FUNCTIONS

- The Association's main functions are :
- Providing its members with advice, guidance and support for development of manufacturing and trade.
  - Representing its members in domestic and foreign business interaction.
  - Creating opportunities for its members to study and participate in investments, joint ventures and co-operation with foreign partners, as well as to update members on advances in science and new technology.
  - Helping to ensure jobs for the unemployed in collaboration with The Labor Union, and to consolidate the relationship between the enterprise owners and the workers on the basis of mutual interest and benefit.

### THE AUTHORITY

- The Association :
- \* Is entitled to receive updated information on State policies and economic laws from public agencies ; can take part in conferences, seminars that concern the operation or the interest of The Association itself ; can contribute its opinion for settlement of cases involving its members' legitimate rights.
  - \* Can nominate its members to stand as candidates for elections to Congress, The People's Committee, The People's Jury of various levels, etc.
  - \* Can propose for its members and representatives to go abroad for market studies, scientific - technology researches, negotiation of investment, and attendance of conferences and seminars on economic topics.

## MANAGEMENT & OPERATION BODIES

- ❖ The General Meeting or The Convention of Members' Representatives will elect an Executive Board of 35 to 45 commissioners to operate The Association and a Financial Auditing Board of 2 or 3 members to control the operation of the Association. This meeting / convention is held every 5 years.
- ❖ The Executive Board, in turn, will nominate the staff for the Standing Board, the Chairman, the Vice Chairmen, the General Secretary and 15 to 17 of its commissioners to set directions for the Association.
- Assisting Executive Board in the operation are an Advisory Board and other specialist teams, which are organized on adhoc basis to help solve problems.
- Elections or selections of the above committees and boards are direct and secret. The elected commissioners, staff must have over 50% of legal votes.

## MEANS OF OPERATION

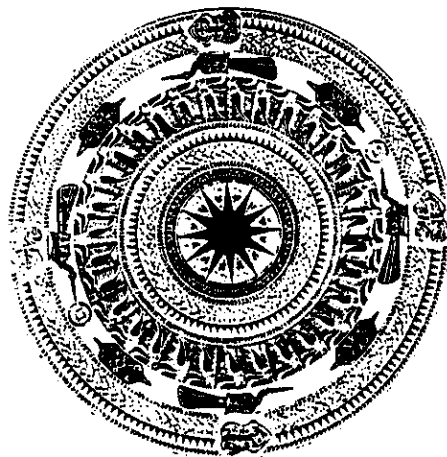
- The Legal Consulting Office :  
Licenced by The Justice Service to act as consultant to the members on matters of laws, enterprise establishment, domestic and international interactions for business contracts, settlement of disputes between enterprises themselves and disputes between enterprises with the State organisation, all in accordance with current laws.
- The Magazine "Industrial & Commercial Information"  
is a fortnightly magazine licenced by The Service of Culture and Information for introducing The Associations's operation, the State policies, relevant laws, economics, price indexes, current market situations, opportunities and contacts for business, etc. The magazine also serves as a bridge between the members and the Association.
- The Library and Information Hall  
Collects and preserves books, periodicals, documents and information on domestic and international science - technology with the assistance of the ZDH/TA for the research and reference of the City's industrial/commercial circles.
- ITRACO, Joint - Stock Commercial Company  
Supplies materials, machinery, equipment to the members and applies for the members' direct import - export of their needed material/products.
- The Members Financing  
Gives loans to the members in co-operation with the Joint-Stock Commercial Banks established by the industrial and trading enterprises themselves.

# NEDCEN

The NON-STATE ECONOMIC  
DEVELOPMENT CENTER



# NEDCEN



TRUNG TÂM HỖ TRỢ PHÁT TRIỂN  
CÁC DOANH NGHIỆP NGOÀI QUỐC DOANH

Office: 62 Giang Vo Road, Ha Noi City, Viet Nam.  
Tel: 2.34456; 4.30369; 4.30368 \* Fax: 84.4.236382.

**THE NON - STATE ECONOMIC DEVELOPMENT CENTER** is an organization aiming at enhancing the development of non - state enterprises including private enterprises, cooperatives, small enterprises and informal sector, covering all activities in the fields of: industry, construction, transportation, trade, services and other business.

NEDCEN is an independent legal status, with its branches and representative offices in big cities and other localities.

- Being the head office to assist the Central Council of Non-State Enterprises and guide all branches of provinces and cities of implementing the Small Gap Programmes.
- Taking part in researching and implementing the national projects on assisting the non - state economic sector.
- Organizing and conducting special all-supporting activities to enterprises especially the small and medium enterprises.

#### CONCRETE ACTIVITIES AND PROGRAMS

1. Implementing the assistance on investment, technology transfer to enterprises.
2. Organizing the training, consulting activities on management, upgrading the skill for craftmen and workers. Organizing available seminars and conferences.
3. Implementing all activities on organizing and services in market research, trade information and advertisement, exhibition.

4. Implementing all activities on seeking funding sources, investments to enterprises and job for labourers.
  5. Drafting and carrying out international collaboration project in information, training, technology and investment.
  6. Assisting the enterprises in drafting and implementing cooperation projects and venture with foreign partners, assisting enterprises to organize marketing abroad.
  7. Organizing and working with economic institutions, individual and companies in carrying out the support activities for development of enterprises.
- NEDCEN also actively cooperate with all organizations and individuals in the country and abroad.

General Director: Dr. **GUAN TIEN QUAN**  
 Vice General Director: **TRẦN ĐỨC VINH**

- NEDCEN BUREAU: 62 Giang Vo Road, Ha Noi.  
77 Nguyen Thai Hoc Str, Ha Noi.  
Tel: 2.34456 \* Fax: 84.4.236382
- The Economic - Social Project Dept.
- The Investment and Business Assistance Dept.  
62 Giang Vo, Ha Noi, Viet Nam.  
Tel: (84.4) 430369 \* fax: 84.4236382.
- The Training School of Non-State Enterprise Manager. 62 Giang Vo, Ha Noi; Tel: 2.36857.
- The Science and Technology Assistance Center for Small and Medium Enterprises.  
62 Giang Vo, Ha Noi, Viet Nam.  
Tel: (84.4) 430369 \* fax: 84.4236382.



## THẺ CHẤP

Theo quy định của Luật Ngân hàng Việt Nam, thông thường có các hình thức thẻ chấp tín dụng sau đây:

- Thẻ chấp bất động sản như nhà ở, khách sạn, cửa hàng, nhà xưởng, nhà kho... được định giá bằng 70% giá trị tài sản.
- Cầm cố động sản như xe cộ, tàu thuyền, máy móc thiết bị (bao gồm cả máy móc thiết bị được tài trợ bằng vốn vay) được định giá bằng 60% giá trị tài sản.
- Ký quỹ tài sản như: Tài sản ngân hàng phong tỏa, trái phiếu Kho bạc Nhà nước, giấy chứng nhận sở hữu tài sản, vàng hoặc đá quý.
- Bảo lãnh: Tùy thuộc vào mức độ tin cậy của người bảo lãnh.

## THỦ TỤC XIN VAY

- Doanh nghiệp cần đến giao dịch với các chi nhánh của các ngân hàng thương mại Việt Nam đã ký kết văn bản thỏa thuận với SMEDEF.
- Các ngân hàng thương mại sẽ áp dụng mọi quy trình thủ tục hiện hành để xem xét, xử lý các đề nghị xin vay vốn.
- Ngân hàng và doanh nghiệp sẽ thỏa thuận với nhau về cơ cấu tài chính của từng dự án, các điều kiện vay vốn và lãi suất thương mại.
- Ngân hàng và doanh nghiệp có thể tham khảo ý kiến của Văn phòng Kế hoạch và Giám sát dự án SMEDEF / PPMU.

## ĐỊA CHỈ LIÊN HỆ

### QUỸ PHÁT TRIỂN DOANH NGHIỆP VỪA VÀ NHỎ - VĂN PHÒNG KẾ HOẠCH & GIÁM SÁT DỰ ÁN (SMEDEF/PPMU)

Địa chỉ: 26 Triệu Việt Vương, Hà Nội, Việt Nam

Điện thoại: (84-4) 9307433 / Fax: (84-4) 9431485

Ông Trần Bảo, Tổng Giám đốc.

B. Teyssoniere de Giamont, Đồng Giám đốc.

Lê Thanh Hương Giang, Thư ký thường trực

### Các đối tác của SMEDEF

#### 1. Ngân hàng Đầu tư Phát triển Việt Nam (BIDV)

Địa chỉ: 194 Trần Quang Khải, Hà Nội

ĐT: (84-4) 825 8077, 824 1309 / Fax: (84-4) 826 6959

#### 2. Ngân hàng Nông nghiệp và Phát triển Nông thôn Việt Nam (VBARD)

Địa chỉ: 4 Phạm Ngọc Thạch, Hà Nội

ĐT: (84-4) 852 1814, 852 5374 / Fax: (84-4) 852 5376

#### 3. Ngân hàng Thương mại Cổ phần Hàng hải Việt Nam (Maritime Bank)

Địa chỉ: 2A-B-C Trần Quang Khải, Hải phòng

ĐT: (031) 823 092 / Fax: (031) 823 063

### Các tổ chức hợp tác

#### 1. Quỹ Phát triển Dự án Mê Kông (MPDF)

Địa chỉ: 56 Lý Thái Tổ (Metropole Center)

ĐT: (84-4) 824 7892 / Fax: (84-4) 824 7898

#### 2. Dự án Hỗ trợ các Xi nghiệp Công nghiệp Vừa và Nhỏ ở Việt Nam (MPI - UNIDO)

Địa chỉ: 47A Quan Thánh, Hà Nội.

ĐT: (84-4) 8439246 / Fax: (84-4) 8439218



# Quý Phát triển Doanh nghiệp Vừa và Nhỏ

## Lời giới thiệu

Ngày 6/6/1996 Chính phủ Việt Nam và Ủy ban Châu Âu ký kết bản Thỏa thuận Tài chính về việc thành lập Quỹ Phát triển các Doanh nghiệp Vừa và Nhỏ (SMEDF). Tổng nguồn vốn của SMEDF khoảng 275 tỉ Đồng Việt Nam (tương đương 25 triệu Đô la Mỹ) do Ủy ban Châu Âu tài trợ nhằm hỗ trợ các doanh nghiệp vừa và nhỏ của Việt Nam phát triển sản xuất và tạo thêm việc làm cho xã hội.

Bộ Lao động Thương binh và Xã hội là cơ quan quản lý, thực hiện dự án. Dự án được triển khai trong 3 năm, từ 12/9/1996 đến 12/9/1999 trên phạm vi toàn quốc

## MỤC TIÊU TÀI TRỢ CỦA SMEDF

Quỹ sẽ cung cấp các món vay trung và dài hạn (từ 3 đến 5 năm) cho các doanh nghiệp vừa và nhỏ thông qua các ngân hàng thương mại Việt Nam để phục vụ cho việc mua sắm, thay thế hoặc đổi mới máy móc thiết bị, nhằm mục đích sau:

- Thành lập doanh nghiệp mới.
- Mở rộng sản xuất hoặc hiện đại hóa cơ sở vật chất cho các doanh nghiệp vừa và nhỏ (các nhu cầu về vốn tự có và vốn lưu động không được Quỹ tài trợ).

## ĐỐI TƯỢNG CỦA SMEDF

Đối tượng được vay vốn từ nguồn quỹ SMEDF là các doanh nghiệp vừa và nhỏ Việt Nam, các liên doanh EU-Việt Nam đáp ứng các điều kiện sau:

- Tất cả các doanh nghiệp vừa và nhỏ thuộc tất cả các thành phần kinh tế. Tuy nhiên, ưu tiên sẽ được dành cho các dự án đầu tư cho sản xuất, chế biến nông - lâm - thủy sản, sản xuất hàng tiêu dùng, thủ công nghiệp, chế tạo cơ khí nhỏ, điện tử. Không cho vay các dự án thuần túy thương mại và bất động sản.
- Các doanh nghiệp vừa và nhỏ có vốn đăng ký tương đương từ 50.000 đến 300.000 Đô la Mỹ và sử dụng từ 10 đến 500 lao động.

- Các dự án có tổng giá trị đầu tư tương đương từ 25.000 đến 500.000 Đô la Mỹ; trong đó bao gồm cả phần đầu tư của bản thân doanh nghiệp vừa và nhỏ cũng như phần đóng tài trợ của ngân hàng thương mại và của SMEDF. Dự án phải tăng nguồn thu chi bằng tiền mặt cho doanh nghiệp.

- Các dự án phải tuân theo luật pháp nước Cộng hòa Xã hội Chủ nghĩa Việt Nam.

## CƠ CẤU TÀI CHÍNH CỦA DỰ ÁN

- 20% tổng giá trị của mỗi dự án phải được các doanh nghiệp đóng góp bằng tiền mặt hoặc hiện vật.
- Phần còn lại sẽ được SMEDF và Ngân hàng thương mại đóng tài trợ. Phần tài trợ của Ngân hàng thương mại ít nhất phải bằng 24% tổng giá trị dự án.
- Các món vay sẽ được cung cấp bằng tiền đồng Việt Nam.
- Thời hạn cho vay từ 3 đến 5 năm với thời gian ân hạn (từ 6 tháng đến 1 năm) được quyết định tùy theo mục đích, thời gian hoàn thành của từng dự án.
- Kỳ hạn hoàn trả gốc và lãi sẽ được quy định theo từng trường hợp giữa ngân hàng và doanh nghiệp. Thông thường kỳ hạn này là hàng quý hoặc 6 tháng một lần.

**\* SMEDEC \* SMECDEC \* SMECDEC \***

**Extension Services**

SMEDEC extends its activities to the SMEs plant to "Help Entrepreneur to Help Himself" in upgrading his business.  
In closed linkage, SMEDEC helps Entrepreneur to identify his problems and needs, to find solutions and measures to improve business.

**Quality Consultancy Services**

SMEDEC offers following quality consultancy services :

1. Product quality oriented services :
  - 1.1 Preparation of enterprises to the mastering of product quality by the implementation of statistical process techniques during the manufacturing process.
  - 1.2. Preparation of enterprises for the certification of their products and services according to standards and regulations of international reputation.
2. Quality system oriented services :
  - 2.1. Preparation of enterprises for ISO 9000 certification
  - 2.2. Preparation of enterprises for ISO 14000 certification.
3. Quality Management oriented services :  
Training of executives to total quality management techniquet and others.

**\* SMEDEC \* SMECDEC \* SMECDEC \***

**International Relations :**

From many years, STAMEQ has maintained very closed relation with Regional and International Organizations.

- UN (United Nation)
  - TA (Technonet Asia)
  - FAMD (Japan)
  - IDRC (Canada)
  - HWK - KOBLENZ (Germany)
- STAMEQ is a Participating Organization of Technonet Asia, Dr Nguyen Huu Thien, Director General of STAMEQ became Council Member of Technonet Asia at the General Annual Meeting of TA in Singapore (November 1993).

The effective and valuable support (staff training, financial aids, operation consultancies...) from international Organization have greatly contributed to SMEs development promotions invitatives in Vietnam, and especially in the establishment and strengthening of SMEDEC.

# SMEDEC

**SMALL AND MEDIUM ENTERPRISES  
DEVELOPMENT SUPPORT CENTER.**

SMEDEC Head Office, HANOI :  
70 Tran Hung Dao TONG CUC TCDLCL  
Phone : 84-4-8.266220 NGHIA DO TU LIEM, HANOI  
Fax : 84-4-8.267416 Director Dr. LE NGOC CHAU  
Phone/Fax : 84-4-8364718

SMEDEC HCM City  
Add : 49 Pasteur Street, Dist. 1, HCM City  
Director : Pham Ba Cuu  
Phone : 84 - 8 - 8.298287  
Fax : 84 - 8 - 8.293012

**SMALL AND MEDIUM ENTERPRISES  
DEVELOPMENT SUPPORT CENTER**

### \* SMEDEC \* SMECDEC \* SMECDEC \*

Small and Medium Enterprises Development Support Center, a Semi - governmental, non - profit Organization, was established in January 1994, in the framework of SMEs Technology Promotion Program which are implemented by the Directorate for Standards and Quality (STAMEQ) and supported by International and Regional Organizations (UN, FAMO, IDRC, TECHNOET, ASIA, HWK ...)

SMEDEC is sponsored by STAMEQ  
SMEDEC Head office Hanoi, SMEDEC HCM CITY AND SMEDEC in other cities in future, will form a SMEDEC Network covering nation - wide SMEs promotion oriented activities.

#### **SMEDEC Objectives.**

Due to the important Role of SMEs in the national socio economy, SMEDEC directs all its efforts in assisting Vietnamese SMEs to grow, develop and efficiently contribute to the national economy development

#### **SMEDEC Activities.**

All the diversified SMEDEC activities are concentrated in assisting SMEs to upgrade Technical and Management knowhow, to improve productivity, product quality and competitiveness, to seek for financial support, to internationalize activities...

In close cooperation with other institutions: Universities, Institutes, Research Centers, Training and Information Centers, Professional Associations, Local, National, Regional and International Organizations, SMEDEC carries out diversified.

### \* SMEDEC \* SMECDEC \* SMECDEC \*

Activities which can be broadly divided into 5 categories :

#### **Training :**

- Technical training for Entrepreneurs and / or successors aiming at improving their technical capability.
- Technology and Management training for SMEs aiming at improving Technology and Management competency.
- Extension training : to improve capability of SMEs Extension officers.

All the training courses are conducted by experienced, highly qualified resource persons, coming from reputed Foreign Institutions or wellknown Vietnamese educational institutions

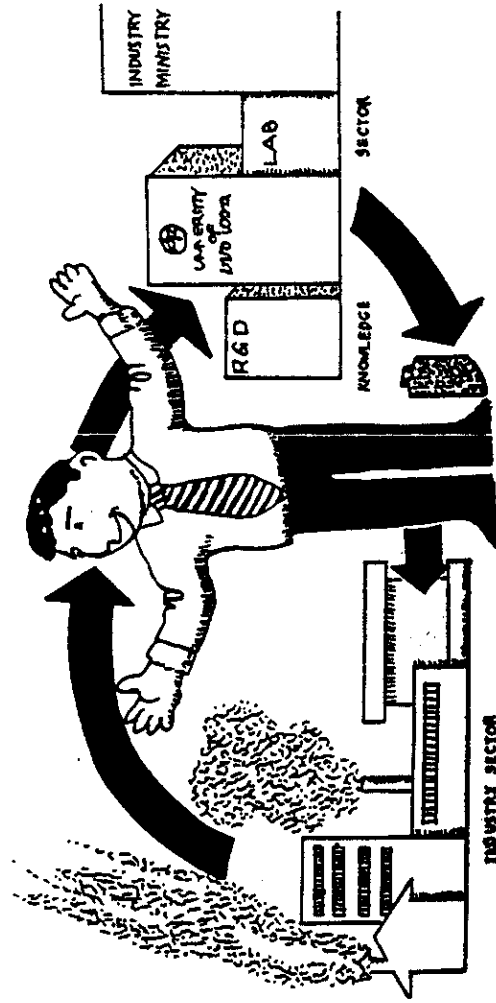
### \* SMEDEC \* SMECDEC \* SMECDEC \*

The content of training courses as well as the teaching method are specially studied to be most adaptable to SMEs Entrepreneurs.

#### **Information services**

SMEDEC offers support for SMEs information upgrading :

- Provision of wide ranges of documentations
- Provision of processed informations from a wide variety of fields for easy comprehension,
- Provision of informations for individual requests (package): informations will be selected, collected from many sources, processed and tailored to individual needs.





CHAMBER OF COMMERCE & INDUSTRY OF THE S.R. VIETNAM  
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1998年1月吉日

企業代表、担当者各位 殿

拝啓、時下ますますご清祥の段、お喜び申し上げます。

早速ですが、私共ベトナム商工会議所が、昨年10月にオープン致しましたショールームについてご案内申し上げます。

ベトナム商工会議所は、皆様の暖かいご支援ご協力を得て、現在2000企業の会員を有する経済組織へと成長することが出来ます。これも偏に皆様のおかげと感謝しております。

商工会議所としましては、今まで同様に貿易投資関連視察団の受け入れ、ベトナム経済情報、投資ガイダンス、コンサルタント等の業務を行なう他に、より短時間での具体的な商品探しや確実なパートナー選択にお役に立つ様にと、ショールームの設立を致しました。ショールームでは、ベトナム優良企業各社の輸出基準にあつた製品の展示、及びカタログでの紹介を常時行なっておりますので、新しいビジネスチャンスを見つけるうえに於いても役立つものと確信しております。

尚、ご質問やご利用の際には、ベトナム商工会議所ホーチミン支部までご連絡していただければ、日本語での対応ご案内が可能です。会員以外の方のご利用も可能ですので、お気軽にお問い合わせいただければ幸いです。

さらに、ショールームでは、皆様のブースによる製品展示やカタログ展示のご依頼も承っております。

\* ブースによる製品展示

ブースのサイズ ... 高さ : 240 cm 幅 : 120 cm 奥行 : 60 cm

1 ブース単位、月額 100 USD

\* カタログのみ展示

月額 10 USD

上記の金額には、製品の保管、広告及びマーキング費用が含まれています。皆様のご健康と益々のご活躍を心よりお祈り申し上げます。

敬具

ベトナム商工会議所。ホーチミン支部、

副総裁

フイ。スアン。フォン。



ベトナム商工会議所。ホーチミン支部  
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TEL: 8204170, 9320033  
FAX: 8294472

# ASSOCIATION LIST

1. HAI PHONG Fishery Association  
17 Vo Thi Sau Street, Ngo Quyen Hanoi
2. The Committee of Non- State- Owned Unions and Industry Association  
37 Dien Bien Phu, Hong Bang Hai Phong
3. SAIGON Construction & Building Material Association  
60 Truong Dinh (4th Floor), District 3, Ho Chi Minh City
4. The Association of Forestry in Middle Viet Nam  
82 Hai Phong, Da Nang
5. HA NOI Non-State-Owned Transportation Association  
40 Phu Doan, 10-12 Bac Co Ha Noi
6. Viet Nam Plastic Manufacturers Association  
59 Ly Tu Trong, District 1, Ho Chi Minh City
7. Viet Nam Jewelry Art Association  
32 , B 4 Lang Ha Ha Noi
8. Viet Nam Tobacco Association  
152 Tran Phu, District 5, Ho Chi Minh City
9. Viet Nam Engineering Consultants Association  
37 Le Dai Hanh, HBT District, Ha Noi
10. Viet Nam Coffee and Cocoa Association  
5 Ong Ich Khiem, Ba Dinh, Ha noi
11. Viet Nam Union Association of Industry and Commerce  
95 Ly Nam De. Ha Noi
12. Viet Nam Aviation Construction Association  
Gia Lam Airport, Ha Noi
13. Foreign Invested Enterprise Association  
56 Quoc Tu Giam, Ha Noi
14. Metal Casting Association  
54 Hai Ba Trung
15. Textile, Garment, Embroidery, Knitting Association in Ho Chi Minh City  
51 Ben Chuong Duong, District 1, Ho Chi Minh City Tel: 8293390/89

16. Leather and Shoes Association  
Address is not written
17. Viet Nam Informatics Association  
27 Hang Chuoi, Ha Noi Fax: 8211708
18. Union Corperation  
77 Nguyen Thai Hoc. Tel: 8435455
19. Almond Association  
28 Ton Duc Thang, District 1, Ho Chi Minh City Tel: 8225275
20. Plastic Bags Association  
No address
21. Ho Chi Minh City Commerce Association  
51 Ben Chuong Duong
22. Laboratory Corporation Association  
45 Pasteur, District 1 Ho Chi Minh City Tel: 8294541
23. Construction Association  
253 Hai Ba Trung, District 1, Ho Chi Minh City
24. Ho Chi Minh City Business Club  
174 Dien Bien Phu, District 3, Ho Chi Minh City
25. Ho Chi Minh City Rubber Plastic Manufacturers Association  
51 Ben Chuong Duong Tel: 8293389
26. Motobikes, Bicycles Association  
No address
27. Jewlery Art Association  
Dong Nhan Hai Ba Trung, Ho Chi Minh City
28. Club of Financial Subsidy for Businessmen  
98 Bach Dang, Chau Doc Town, An Giang Province
29. Club of Businessmen of Industry and Handicraft  
16A Ly Thai To, Long Xuyen, An Giang Province
30. Club of Vietnam Economic Newspaper's Journalists  
C 2 Giang Vo, T T Lan, Giang Vo, Ha Noi
31. Viet Nam Cement Association  
108 Le Duan, Ha Noi

JICA