

The Socialist Republic of Viet Nam

**Data Collection Survey on Public
Infrastructure and Service Development in
Ho Chi Minh City**

Final Report

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**Japan International Cooperation Agency
Deloitte Tohmatsu Financial Advisory LLC
Nippon Koei Co., Ltd.**

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ABBREVIATIONS

ADB	Asian Development Bank
ADF	Asian Development Fund
AIIB	Asian Infrastructure Investment Bank
AP	Availability Payment
ASA	Authorized State Agency
BLT	Build - Lease - Transfer
BOO	Build - Own - Operate
BOT	Build - Operate - Transfer
BT	Build - Transfer
BTL	Build - Transfer- Lease
BTO	Build - Transfer - Operate
CAPEX	Capital Expenditure
DBO	Design - Build - Operate
DOC	Department of Construction
DOCS	Department of Culture and Sports
DOET	Department of Education and Training
DOF	Department of Finance
DOH	Department of Health
DONRE	Department of Natural Resource and Environment
DOT	Department of Transport
DPI	Department of Planning and Investment
F/S	Feasibility Study
FY	Fiscal Year
HCMC	Ho Chi Minh City
JCM	Joint Crediting Mechanism
IFC	International Finance Corporation
JICA	Japan International Cooperation Agency
JPY	Japanese Yen
JSC	Joint-Stock Company
METI	Ministry of Economy, Trade and Industry
MOF	Ministry of Finance

MOH	Ministry of Health
MOU	Minutes of Understanding
MPI	Ministry of Planning and Investment
O&M	Operation & Maintenance
ODA	Official Development Assistance
OJT	On-the-Job Training
PC	People's Committee
PMC	Phu My Bridge Corporation
PPP	Public Private Partnership
PS	Project Planning Study
SPC	Special Purpose Company
RII	Report on Investment Intentions
SAWACO	Saigon Water Corporation
SDGs	Sustainable Development Goals
SPC	Special Purpose Company
SPE	Special Purpose Entity
TAS	Transaction Advisory Services
USAID	United States Agency for International Development
USD	United States Dollar
USP	Unsolicited Proposal
VGf	Viability Gap Funding
VND	Vietnamese Dong
WB	World Bank

In this report, the following exchange rates are applied¹.

USD 1 = JPY 110.423

VND 1 = JPY 0.004770

¹ JICA rate (https://www.jica.go.jp/announce/manual/form/consul_g/rate.html)

CHAPTER 1 Survey overview

1.1 Background and objectives

1.1.1 Background

Project development through the conventional Japanese-government-backed JPY loan is becoming increasingly difficult due to Vietnamese government's effort to constrain public debt such as the amended Law on Public Debt Management in 2017 and the parliamentary resolution in 2016 on public debt. On the other hand, in order to effectively cope with the massive infrastructure demand while constraining public debt, the government has been developing legal systems to promote public private partnership ("PPP") investment for infrastructure development. These PPP related legal systems include Decree No. 108/2009/ND-CP ("BOT Decree") in 2009 (revised in 2011), Decision No. 71/2010/QĐ-TTg ("PPP Pilot²"), the Decree on Public-Private Partnership Investment Form (Decree No. 15/2015/ND-CP) in 2015 ("Decree No.15") and its revised Decree No. 63/2018/ND-CP in 2018 ("Decree No.63").

Ho Chi Minh City ("HCMC") is facing a similar difficulty in project development through the conventional Japanese-government-backed JPY loan. However, being the largest commercial metropolis with an abundance of tax revenues, the city is implementing its own PPP or PPP-like projects as well as leaning toward fiscal independence from the central government. Besides, HCMC has entered into an MOU with the International Finance Corporation ("IFC") for external credit rating and technical assistance for individual PPP project development. Some donors are also considering possible support to PPP or PPP-like projects in HCMC.

1.1.2 Objectives

Based on the aforementioned background, this survey has collected useful information for future Japanese-government-backed JPY loan/investments for HCMC infrastructure development (in both the conventional procurement methods and PPP modalities). Taking sector priorities, necessity, project schemes, required procedures in Viet Nam, other donors' activities and private sector trends into consideration, this study has focused on the following sectors. JICA's support track record and possibilities of Japanese technology/knowhow utilization were also considered.

- Transport (roads, railways, logistics facilities, etc.)
- Environment (water and sewage)
- Healthcare (hospitals, nursing care facilities, etc.)
- Education and culture (schools, sport facilities, etc.)

Further, this survey not only longlisted possible projects but also shortlisted especially prospective projects (approx. 10 projects). For realization of these projects, discussions with implementing departments have been carried out. Through these processes, HCMC's efforts and awareness of the issues as well as their expectations to the private sector and JICA have been confirmed.

² Decision No. 71/2010/QĐ-TTg dated 9 November 2010 of the Prime Minister promulgates regulations to govern pilot public private partnerships (Decision No. 71) is called "PPP pilot" (http://open_jicareport.jica.go.jp/pdf/12086559.pdf)

1.2 Survey items

Survey items and corresponding chapters in this report are shown in Table 1.2-1.

Table 1.2-1 Survey Items

Survey Items	chapter
(1) Identification of the status of major infrastructure development projects by HCMC	4
(2) Identification of HCMC's infrastructure development plans and demand, shortlisting of prospective projects	6
(3) Identification of institutional systems and procedures for infrastructure development in HCMC	3
(4) Infrastructure project participation by Japanese companies and associated issues	5
(5) Analysis of PPP and PPP-like project origination in HCMC	4
(6) Seminars	Appendix

Source: JICA Study Team

1.3 Remarks on the wording of PPP

There is no global definition on the term of PPP and what the word means and its use vary from one country to another. For example, the World Bank (“WB”) defines the word as “a long-term contract between a private party and a government entity, for providing a public asset or service, in which the private party bears significant risk and management responsibility, and remuneration is linked to performance³.” In Viet Nam, projects carried out pursuant to the aforementioned Decree No.63 are generally called as PPP. On the other hand, it has to be noted that projects falling in a broad definition of PPP like the WB definition are not necessarily called PPP in Viet Nam. Therefore, in this report, projects carried out pursuant to Degree No.63 are called “PPP” whereas the other projects undertaken with private sector are called “PPP-like” projects. Collectively, both projects are called “PPP and PPP-like” projects.

1.4 Organization

This survey was undertaken by Deloitte Tohmatsu Financial Advisory LLC and Nippon Koei Co., Ltd. The study team organization (both in Japan and Viet Nam) is shown in Table 1.4-1.

Table 1.4-1 Organizations

Task	Affiliation	Consultant
Chief Consultant / PPP Infrastructure	Deloitte Tohmatsu Financial Advisory LLC	Jin Sasaki
Infrastructure Development Planning 1: Data collection and analysis 1	Nippon Koei Co., Ltd.	Toru Fujino
Infrastructure Development Planning 2: Regulations and procedures	Deloitte Tohmatsu Financial Advisory LLC	Takuo Sugiyama
Infrastructure Development Planning 1: Data collection and analysis 2	Deloitte Tohmatsu Financial Advisory LLC	Ryo Tsujimoto
Infrastructure Development Planning 1: Data collection and analysis 3	Deloitte Tohmatsu Financial Advisory LLC	Shohei Kotani

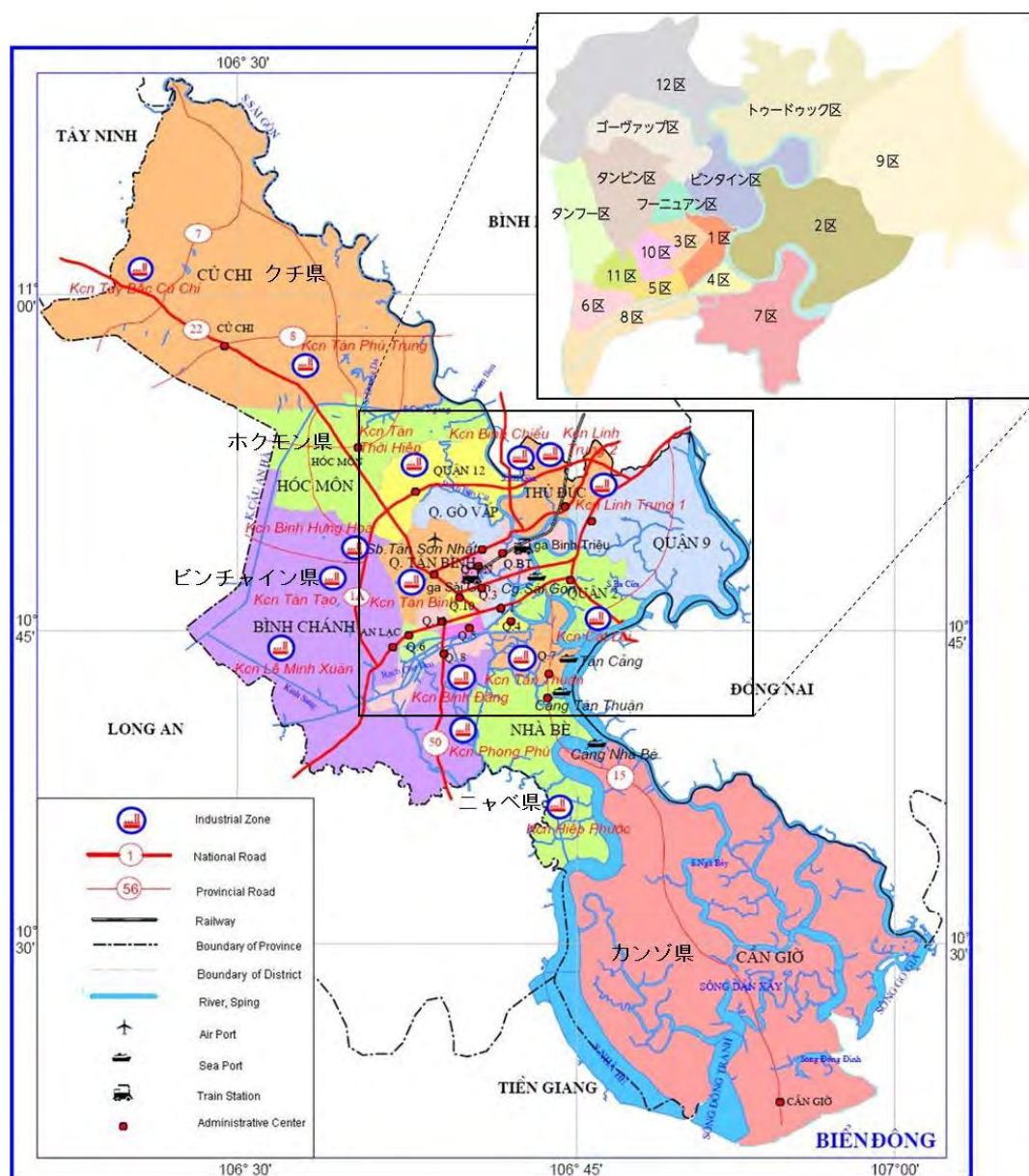
Source: JICA Study Team

³ Refer to the website of “PUBLIC-PRIVATE-PARTNERSHIP LEGAL RESOURCE CENTER”
(<https://ppp.worldbank.org/public-private-partnership/overview/what-are-public-private-partnerships>)

CHAPTER 2 Basic understandings on infrastructure development in HCMC

2.1 HCMC administrative districts

Located in the southern part of Viet Nam, HCMC consists of 24 urban districts and rural districts⁴. As of 2017, the city is the largest commercial metropolis in the country with a population of 8.44 million⁵.



Source: Modified map (<http://galaxylands.com.vn/wp-content/uploads/2018/05/ban-do-tphcm-tieng-anh-full-hd.jpg>)

Figure 2.1-1 HCMC Administrative Area

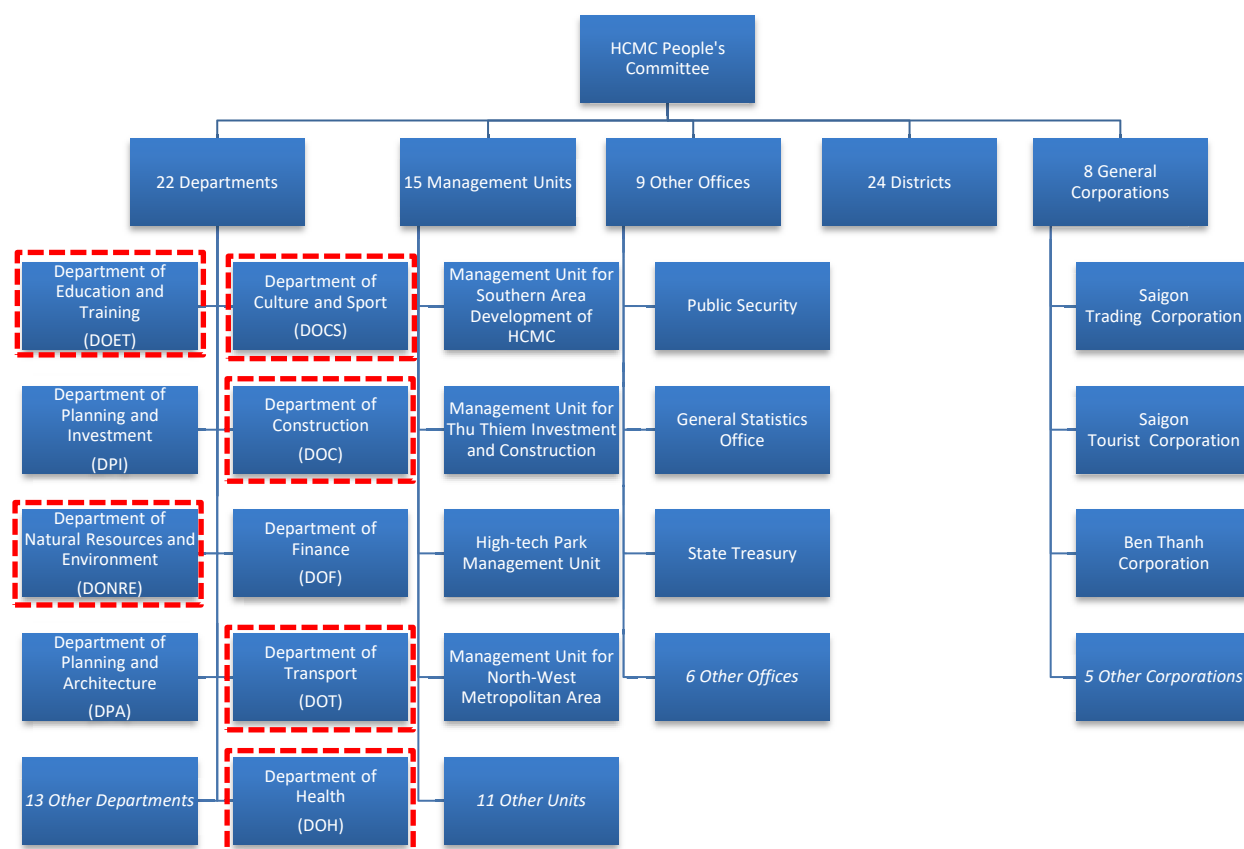
⁴ District 1 to 12, Gò Vấp, Tân Bình, Tân Phú, Bình Tân, Phú Nhuận, Thủ Đức, Bình Thạnh, Củ Chi, Hóc Môn, Bình Chánh, Nhà Bè, and Cần Giờ District.

⁵ General Statistics Office of Vietnam (http://www.gso.gov.vn/default_en.aspx?tabid=774)

2.2 HCMC's organizations related to infrastructure development

2.2.1 HCMC People's Committee

HCMC is one of the five municipalities⁶ which is directly controlled by the central government and ranked at the same administrative level with the other 58 provinces. In terms of operational mechanism of the municipality, People's Council is a legislative supervisory body and People's Committee is an executive body, as is the case with other provinces. HCMC People's Committee (hereafter called "HCMC PC", unless otherwise specified), consists of 13 committee members⁷ selected by HCMC People's Council⁸. HCMC PC's administrative organizations are shown in Figure 2.1-1. The departments in charge of infrastructure targeted in this survey are marked with red dotted lines in the figure.



Source: JICA Study Team prepared base on <http://www3.hochiminhcity.gov.vn/thongtinthanhpho/Pages/to-chuc-hanh-chinh-TP.aspx>

Figure 2.2-1 HCMC Administrative Organization Chart

As shown in the figure above, HCMC PC has 22 departments, 15 management units, 9 other offices and 24 districts (urban/rural district) and 8 general corporations. One people's council and people's committee are

⁶ TP Hà Nội, TP Hải Phòng, TP Đà Nẵng, TP Hồ Chí Minh, TP Cần Thơ.

⁷ One Chairman, 6 Vice Chairmen and 6 members. Their term is 5 years from 2016 to 2021. Refer to HCMC website "Administrative System of HCM City." <http://www.eng.hochiminhcity.gov.vn/aboutgovernment/Lists/Posts/Post.aspx?CategoryId=10&ItemID=5561&PublishedDate=2014-08-26T09:00:00Z>

⁸ HCMC People's Council is described in 2.2.2(2).

established in each district. The departments in charge of infrastructure development in the surveyed sectors are shown in Table 2.2-1.

Table 2.2-1 Target Sectors and Regulating Departments

Sector	Sub-section	Department in charge
Transport	Road, railway, logistics, etc.	DOT (Department of Transport)
Environment	Water and sewage	DOC (Department of Construction)
	Waste disposal facility	DONRE (Department of Natural Resources and Environment)
Health	Hospital, nursing home	DOH (Department of Health)
Education and culture	Education	DOET (Department of Education and Training)
	Culture, sports	DOCS (Department of Culture and Sports)

Source: JICA Study Team

Among departments of HCMC PC, the Department of Planning and Investment (DPI) and Department of Finance (DOF) though not in charge of each individual project itself, are in charge of planning and execution in the project planning stage as well as execution stage. Especially, DPI consists of 12 departments including the Public Private Partnership (PPP) Division that centrally manages PPP project planning. DOF consists of 8 departments and a branch office. In addition to HCMC PC's general financial administrative tasks, it is in charge of fund management and advisory support for each department responsible for infrastructure development. More details on the PPP implementation organization of HCMC PC are described in 3.1.2.

2.2.2 The other HCMC organizations related to infrastructure development

(1) The Communist Party Committee of HCMC

The Communist Party Committee of HCMC is the leader in political, economic and social activities in HCMC⁹, to play a key role in guiding actions of the People's Committee as well as infrastructure development in HCMC. The 10th Congress of the HCMC Communist Party Committee mentioned the following seven priority areas for the development of HCMC targeting 2015 to 2020.

- Improving quality of human resources
- Administrative reform
- Strengthening economic competitiveness
- Reducing traffic congestion and traffic accidents
- Reduction of urban flood
- Reduction of environmental pollution
- Urban reform and development

Comprehensive information on progress of these priority areas is not published by HCMC and no related material was obtained in this survey¹⁰.

⁹ As mentioned before, HCMC is run by HCMC PC and People's Council. However, both bodies are guided by the chairman of the Communist Party Committee of HCMC. Therefore, the chairman is the de facto supreme leader in the city.

¹⁰ The JICA Study Team has requested DPI to disclose related information by a letter dated June 19, 2019 and in an interview on

Regarding the above priority areas, the following points were confirmed upon hearings with HCMC DPI¹¹.

- HCMC has set up PPP Division in order to promote PPP. The city admits lack of PPP human resource. However, no measure has been taken.
- The city has been preparing its internal PPP related procedure for its investment decision-making process. On the other hand, at national level, PPP Law is currently being drafted and HCMC has been closely watching its progress.
- There are expectations for foreign high quality infrastructure. However, investments utilizing not only foreign companies but also Vietnamese companies with excellent technologies (for example, in medical area) are more preferable.
- HCMC has no specific target measure nor KPI in its PPP policies.

(2) HCMC People's Council

The HCMC's Council, as mentioned above, is the administrative supervisory body of HCMC, consisting of 105 members elected by the citizens. The Council holds the regular session twice a year (in July and December) and holds extraordinary session with the attendance of more than a third of the members. During these sessions, the council resolves implementation of important infrastructure projects in HCMC. Project sizes for such resolutions and implementation procedures are described in 2.42.3.2 and 3.3 of this report.

(3) The other related organizations

HCMC has organizations (companies) related to infrastructure projects. In particular, there are several affiliates with strong relationship where the city holds 100% of capital, and they are involved in investment, planning, construction, and operation of various projects. These related companies in each sector are shown in Table 2.2-2.

Table 2.2-2 HCMC Affiliates Related to Infrastructure Development

Sector	Company Name	Abbreviation	Comment
Common Sector	HCMC Finance and Investment state-owned Company	HFIC	Investment in business, issuance of municipal bonds
	Communication and public works JSC.	CPW JSC	Civil engineering work, traffic lights, road lighting, weirs in waterways, irrigation work, and other work
	Saigon Construction Company	SAGECO	Construction, investment, design, etc.
	Saigon Tourist	-	In addition to general tourism, it is also related to city planning.
Transport	Saigon New Port Corporation	SGNC	Operation of port facilities and logistics facilities
	Saigon Transportation Mechanical Corporation – Single-Member Limited Liability	SAMCO	Multi-sector businesses. Procurement and operation of transport equipment.
	Public park and greenery company	-	Maintaining and operating parks, planting, zoos, green areas, etc. In addition, they are

June 26, 2019, and DPI commented that the progress of these is not monitored and no publicized information is available.

¹¹ HCMC DPI published the “Report on utilization of Ho Chi Minh City’s budget and directions to mobilize PPP resources to invest in infrastructure development of the City (2019)” as a report on PPP.

			developing business related to planting
	Tan Thuan Holdings	IPC	Industrial parks including harbor facilities inside and outside of HCMC, construction of housing etc.
	Public Lighting one member Ltd	SAPULICO	Maintenance of streetlights in the city.
	Saigon Water Corporation	SAWACO	Operations of water supply throughout HCMC, having 10 subsidiaries in water supply business
Environment	The HCMC Urban Environment Company Limited	CITENCO	Sanitation business to general household, company, industrial areas, and residential areas
	HCMC Urban Drainage Company Limited	UDC HCMC	Construction and operation of the sewerage business
Health	Medical biopharmaceutical One Member Ltd	-	Medical and pharmaceutical business
	Saigon Pharmaceutical Company LTD	SAPHARCO	Pharmaceuticals and health

Source: JICA Study Team

2.3 Financial situation and funding for infrastructure development

2.3.1 Financial situation of HCMC and funding methods

According to the HCMC PC, the city's GDRP is expected to grow 8-8.5% in the city's 5-year socio-economic development plan (2016-2020). A large growth in infrastructure investment is also expected in the plan. For the 2016-2020 period, the plan calls for a total investment of 1,829 trillion VND (about 8.7 trillion JPY). Public investment accounts for 376 trillion VND (about 1.8 trillion JPY) or almost 20% of the number. However, the public sector budgets can only accommodate 172 trillion VND¹² (about 0.8 trillion JPY), which is about a half of the investment demand¹³, leaving a 200 trillion VND (about 1 trillion JPY) gap. As a means to fill this gap, the private sector involvement such as PPP is gaining attentions. Table 2.3-1 shows infrastructure investment record (2016-2018) and expected required investment (2016-2020).

Table 2.3-1 Required Investment in Infrastructure (Record and Forecast)

		2016-2020 (planned)			2016-2018 (actual)	
		Trillion VND, %		CAGR	Trillion VND, %	
Required investment		1,829	100%	8.4%	1,111	100%
Breakdown	Public	376	20.6%	9.3%	196	17.7%
	Private (domestic)	1,121	61.2%	8.2%	731	65.7%
	FDI	333	18.2%	8.4%	184	16.6%

Source: Based on HCMC PC presentation¹⁴, compiled by JICA Study Team

Revenue and expenditure of HCMC during 2014-2018 published by the HCMC Statistical Bureau are shown in Table 2.3-2. In 2018, HCMC has collected a total of 378.54 trillion VND (about 1.8 trillion JPY)

¹² The public sector budgets consist of the central government budget of 22 trillion VND (about 104 billion JPY) (target supplemental budget of 9 trillion VND plus allocated ODA budget of 13 trillion VND) and HCMC budget of 150 trillion VND (about 716 billion JPY) which includes 10% contingency.

¹³ "Report on utilization of Ho Chi Minh City's budget and directions to mobilize PPP resources to invest in infrastructure development of the City" from a seminar jointly held by HCMC and WB on March 27, 2019.

¹⁴ Ditto.

of taxes and charges. The central government has allocated about 20% of the collected taxes and charges or 76.89 trillion VND (about 367 billion JPY) to HCMC as the city's revenue. On the other hand, the city's expenditure in the year was 72.63 trillion (about 346 billion JPY)¹⁵.

Table 2.3-2 Revenue and Expenditure of HCMC

Trillion VND	2014	2015	2016	2017	2018
Revenue	51.021	49.984	55.458	73.267	76.885
Expenditure	71.716	84.211	89.487	63.538	72.627

Source: JICA Study Team compiled based on HCMC Statistical Bureau data¹⁶

Because the majority of budget is spent on recurring administrative expenditures and small remaining is allocated for infrastructure investment, it is difficult to increase infrastructure investment required in the city's 5-year socio-economic development plan (2016-2020). Therefore, according to the HCMC PC, it has deployed a number of fund raising measures for infrastructure development on top of the allocation from the central government. Table 2.3-3 shows some of such alternative funding sources.

Table 2.3-3 Alternative Funding Sources other than General Budget

Funding sources	Overview
ODA and other donor facilities	During the past years, ODA and concessional loans from foreign donors have contributed to infrastructure development, urban rehabilitation, sewage treatment, environmental projects and capacity building. Currently, the city is repaying loans for 11 ODA projects. During the 2016-2018 period, the city has disbursed 8.95 trillion (about 43 billion JPY).
Municipal bonds	In 2003, the city has issued 2 trillion VND of municipal bonds for the first time in the country ¹⁷ . During the 2016-2018 period, HCMC has successfully sold the whole issuance of municipal bonds worth of 5.8 trillion VND with maturities of 15, 20, and 30 years. These bonds were not rated by rating agencies.
Revenues from buildings and land	Till 2018, HCMC gained 21.6 trillion VND (about 0.1 trillion JPY) revenue through revoking land in accordance with the land use master plan, auctioning of land-use rights, leasing land, land fund for infrastructure and urban rehabilitation projects, and disposition of state owned buildings and land.
The other funding sources	Mitigating financial burden on public budget through PPP, the Investment Stimulus Program, mobilization of loans to build public preschools, implementation of the drainage and flood protection program of HCMC, etc. During the 2004-2019 period, 23 PPP project agreements with total investment of 71 trillion VND have been signed (17 transport projects, 3 technical infrastructure projects, 2 environment projects and a culture project). On top of these, the city is implementing 130 projects (including projects being planned) with total investment of VND 381 trillion VND.

Source: HCMC PC presentation¹⁸

Among the funding measures above, ODA leads to an increase of public debt. Considering the current strict

¹⁵ Refer to footnote No.14.

¹⁶ HCMC website (http://www.pso.hochiminhcity.gov.vn/c/document_library/get_file?uuid=bacce3a2-3aa2-4d26-81e0-268aaec955e3&groupId=18 http://www.pso.hochiminhcity.gov.vn/c/document_library/get_file?uuid=1dfbc4eb-a8a5-4bad-8b93-83d7f1aa059a&groupId=18 <https://vietstock.vn/2019/01/thanh-pho-ho-chi-minh-thu-ngan-sach-vuot-du-toan-trong-nam-2018-761-646265.htm> <https://thanhnien.vn/thoi-su/tpcm-da-dong-gop-bao-nhieu-vao-ngan-sach-nha-nuoc-1040109.html>)

¹⁷ Fund Raising from Hồ Chí Minh City Municipal Bonds: An Analysis and Policy Implications (<http://digital.lib.ueh.edu.vn/bitstream/UEH/55250/1/duongthibinhminh.pdf>)

¹⁸ Refer to footnote No.14

national fiscal situation¹⁹, the use of ODA needs to be limited and HCMC has no choice but to consider other funding methods.

2.3.2 Utilization of municipal bond and its issues

Largely, bond market in Viet Nam is underdeveloped and dominated by the central government bonds. Corporate bonds account for only 4% of the market and municipal bonds take up even less²⁰. According to a 2018 World Bank report²¹, the demand for loans and bond issuance is increasing and the necessity for subnational government credit ratings was pointed out.

For infrastructure development²², HCMC has issued the first municipal bond ever in Viet Nam ahead of any other PCs²³. HCMC municipal bonds are listed and traded on Ho Chi Minh Stock Exchange. However, as of July 2019, these bonds are yet to be rated by rating agencies²⁴. According to a press coverage, IFC is electing Standard & Poor's Rating Service as an advisor to HCMC for credit rating accession²⁵.

When it comes to credit ratings, it is more important to maintain them at the investment-grade or somewhere around it rather than just to obtain them. Viet Nam's sovereign credit ratings are BB (S&P, April 2019), Ba3 (Moody's, August 2018) and BB (Fitch, May 2019) and yet to reach the investment-grade. Even in the case in which HCMC obtains credit ratings, theoretically it is difficult to obtain higher ratings than those of sovereign bonds, unless some special measures are taken²⁶. Therefore, in order to promote HCMC municipal bond issuance, some kind of credit enhancement measures must be taken by MOF and/or international donor organizations.

Likewise the municipal bond utilization, in the case where JICA and other international organization consider sub sovereigns loan to HCMC or its related entities (without Vietnamese national guarantee), credit enhancement becomes an important issue.

2.4 Implementation procedures and methods

2.4.1 Laws and regulations

As of July 2019, laws and regulations in Viet Nam that set the implementation procedures of infrastructure

¹⁹ The National Assembly has approved a resolution to cap public debt to 65% of Vietnamese GDP. Current Vietnamese public debt stands around the upper limit and MOF is taking various measures not to increase public debt.

²⁰ Institute for International Monetary Affairs, "Overview of Vietnamese Bond Market" (https://www.iima.or.jp/docs/column/2016/1024_j.pdf)

²¹ World Bank, "Mobilizing Finance for Local Infrastructure Development in Vietnam A City Infrastructure Financing Facility" (2018)

²² HCMC Vice Chairman, Mr. Nguyen Van Dua, in November 2004

([http://www.infradev.org/InfraDev/assets/10/documents/Vietnam%20-%20Ho%20Chi%20Minh%20Bonds%20-%20Van%20Dua%20\(2005\).pdf](http://www.infradev.org/InfraDev/assets/10/documents/Vietnam%20-%20Ho%20Chi%20Minh%20Bonds%20-%20Van%20Dua%20(2005).pdf))

²³ Provincial People's Councils (PPC) have the authority to issue bonds in the domestic market for infrastructure projects. However, all local authorities must go through the same processes with those of national bonds and obtain approvals from the People's Council as well as MOF. World Bank, "Making The Whole Greater Than The Sum Of The Parts: A Review of Fiscal Decentralization in Vietnam" (2015)

²⁴ According to DOF (June 2019), past municipal bonds were targeted to domestic investors and there was no need to obtain credit ratings. DOF acknowledges a need to obtain them as they contemplate issuing municipal bonds to international investors.

²⁵ Vietnam Investment Review 12/04/2018 "IFC to assist Ho Chi Minh City in building smart city" (<https://www.vir.com.vn/ifc-to-assist-ho-chi-minh-city-in-building-smart-city-58266.html>)

²⁶ In theory, sub-sovereign bond ratings never excel sovereign ratings.

development include Law on Public Investment dated June 18, 2014²⁷, Law on Construction dated June 18, 2014 and Law on Public Property Management dated June 21, 2017. Development of infrastructure in HCMC is also implemented based on these related laws and regulations. From the interviews with HCMC, as of July 2019, no official rule independently established for HCMC infrastructure development in HCMC has been found²⁸.

For implementation of infrastructure development projects partially funded by public funding, regardless of the project methods (conventional methods, PPP, etc.), Law on Public Investment is applicable. As the law stipulates implementation procedures of projects which are partially funded by public funding, public projects such as PPP projects are procured through this law if such projects accompany any public expenditures²⁹. The law requires project promotor to prepare RII (Report on investment intentions)³⁰ and F/S or Pre-F/S and F/S according to project classification that is based on amount of government funding and fiscal resources, etc. The definitions of RII, Pre-F/S and F/S in Public Investment Law are shown in Table 2.4-1 below. As described later, the preparer, evaluator, and approver of the reports differ depending on the project classification. The “groups A to C” in the same table will be explained later.

Table 2.4-1 Definitions of RII, Pre-F/S, F/S in Public Investment Law

Types	Overview
RII	Explanatory material for preliminary study contents about the significance, feasibility and efficiency of public investment programs, Group-B and Group-C projects, which serves as a basis for competent authorities to decide on the investment policies.
Pre-F/S	Explanatory material for preliminary study contents about the significance, feasibility and efficiency of national important projects and Group-A projects, which serves as a basis for competent authorities to decide on the investment policies.
F/S	Explanatory material for study contents about the significance, feasibility and efficiency of public investment programs and projects, which serves as a basis for the investment decision made by competent authorities.

Source: Public Investment Law, Article 4, Article 35

Main project classification attributes with which HCMC PC is involved in preparation, evaluation and approval of RII, Pre-F/S or F/S are shown in Table 2.4-2.

Table 2.4-2 Project Classifications with which HCMC is Involved in RII, Pre-F/S and F/S

Project classification	Implementation procedures of RII and Pre-F/S
Group-A projects (Article 23)	<ul style="list-style-type: none"> Competent agencies of HCMC or the People’s Committee of a district shall prepare the pre-feasibility study report. Appraisal Council joined by the DPI shall appraise pre-feasibility study report. The Prime Minister shall issue the decision on investment intentions.
Group-B and Group-C projects financed by central budget and government bond managed by local authorities (Article 27)	<ul style="list-style-type: none"> Competent departments of HCMC or subordinate People’s Committees to prepare the RII

²⁷ The revised Public Investment Law (Act No. 39/2019/QH14) was passed by the National Assembly in June 2019 and will be implemented in January 2020.

²⁸ According to the documents from DPI and DOF.

²⁹ For PPP projects, Decree No.63 is applicable separately. Implementation procedures of PPP projects will be explained in 3.5 of this report.

³⁰ This has been replaced by Investment Policy Recommendation Report (IPRR) in the revised Public Investment Law.

	<ul style="list-style-type: none"> After the DPI has performed the appraisal of investment portfolio and portfolio balancing capability, the MPI shall lead and cooperate with the MOF to perform the appraisal of investment portfolio and portfolio balancing capability. HCMC PC levels shall make the decision on investment intentions.
Public investment programs totally financed by local balanced fund allocated from the state budget and funds derived from local government bond, etc. (Article 28)	<ul style="list-style-type: none"> Affiliates assigned by the program leader³¹ shall compile the RII. Appraisal Council joined by the DPI or the DPI shall lead and cooperate with relevant agencies to perform the appraisal of the RII. HCMC PC shall make a decision on investment intentions.
Group-B projects and Group-C priority projects financed by local balanced fund allocated from the state budget and funds derived from local government bond, etc. (Article 29)	<ul style="list-style-type: none"> Affiliates assigned by a HCMC agency shall compile the RII. Appraisal Council joined by the DPI or the DPI shall lead and cooperate with relevant agencies to perform the appraisal of the RII. HCMC PC shall make a decision on investment intentions.
Group-C projects financed by local balanced fund allocated from the state budget at provincial administrative level and funds derived from local government bond, etc. (Article 30)	<ul style="list-style-type: none"> Affiliates assigned by a HCMC agency shall compile the RII. DPI shall lead and cooperate with relevant agencies to perform the appraisal of the RII. HCMC PC shall make a decision on investment intentions.
PPP projects (Article 33)	<ul style="list-style-type: none"> Procedural steps and contents of the decision on investment intentions must conform to relevant legal regulations such as Decree No. 63.

Project classification	Implementation procedures of F/S
Non-construction projects (Clause 2, Article 44)	<ul style="list-style-type: none"> Program leader must make a complete feasibility study report Competent authorities of HCMC shall decide on the investment
Construction investment projects (Clause 3, Article 44)	<ul style="list-style-type: none"> To be implemented in accordance with legal regulations on construction and other relevant laws, exclusive of national important projects
PPP projects (Clause 4, Article 44)	<ul style="list-style-type: none"> To be implemented in accordance with legal regulations such as Decree No. 63., exclusive of national important projects.

Source: Public Investment Law

Basic implementation procedures for public investment projects (other than PPP projects implemented based on Decree No.63) are as follows.

- ① Preparation of RII or Pre-F/S
- ② Appraisal of RII or Pre-F/S
- ③ Approval of investment policy
- ④ Preparation of F/S
- ⑤ Approval of investment

Among the above procedures, preparers, evaluators, and approvers of RII, Pre-F/S, and F/S in HCMC are shown in Table 2.4-2. On the other hand, the implementation procedures of PPP projects are regulated by Decree No. 63, etc. This will be explained in detail in 3.3 of this report. Table 2.4-3 shows the project classifications under Public Investment Law³².

Based on some criteria such as project sector, amount of government budget used, and total investment amount, projects are classified into four categories: “Nationally important project,” “group A,” “group

³¹ A program leader means an organization or institution assigned to lead the management of public investment programs (Clause 5, Article 4 of the Public Investment Act)

³² Classifications for Group A project, etc. were slightly changed in the revised Public Investment Law.

B,“ and “group C.” For the revision of the Public Investment Law approved by the National Assembly in July 2019, project classifications under the law were reviewed reflecting recent price hikes in Viet Nam and GDP growth, raising the threshold of government budget funding applied to nationally important projects from 10 trillion VND to 20 trillion VND and raising the threshold of total investment amount of other groups by about 1.5 to 2 times. These threshold revisions were, however, postponed³³.

As shown in Table 2.4-1, implementation procedures for PPP projects are different from those of the projects other than PPP. While it is necessary for PPP projects to go through complex procedures which are described in 3.3 in the next chapter, the other projects may be implemented through simpler procedures. Under Public Investment Law, PPP investment is defined as "the investment contract between competent State agencies and investors or project management enterprises in order to execute, manage and operate infrastructural and public utility development projects³⁴," and it is not clearly defined whether such investment shall be classified as a PPP project or a direct investment project (explained later).

Table 2.4-1 3 Project Classifications in Public Investment Law

Project classifications		Classification criteria	
Nationally important projects (Article 7)		1	Using a sum of above VND 10,000 billion as the budget capital for public investment
		2	Creating or facing the possibility of creating substantial impacts on the environment, including: a) Nuclear power plants; b) Use of a land parcel that requires the conversion of land use purpose such as a national park; a wildlife sanctuary; a protected landscape area; a forest covering an area of above 50 hectares that serves the purpose of scientific research and experiment; a protection forest covering an area of above 500 hectares which is aimed at barricading windflow, sand, wind wave and encroaching on the sea as well as protecting the environment; a production forest covering an area of above 1,000 hectares;
		3	Utilizing a land parcel, covering an area of 500 hectares, which requires the conversion of land use purpose from the land parcel used for double-cropping wet-rice farming;
		4	Migrating and resettling more than 20,000 residents at mountainous regions and more than 50,000 residents at other regions;
		5	Other projects that require the application of special regulations and policies, which are subject to the National Assembly's decisions.
Group-A projects (Article 8) * Excluding the projects cases listed in Article 7	Regardless of the total investment, such projects are classified according to following criteria:	1	a Projects located in the vicinity of special national sites
			b Projects located at extremely important areas in terms of national defense and security according to legal regulations on national defense and security;
			c National defense and security projects that are characterized as the state secrets;
			d Hazardous substance and explosive manufacturing projects;
			d d Infrastructural construction projects for industrial, processing and exporting zones;
	Total investment amount of more than VND 2,300 billion	2	a Traffic infrastructure, including wharfs at the sea or river, airport, railroads and national highways;
			b Power generation industry;
			c Oil and gas extraction;
			d Chemical, fertilizer and cement;
			d d Mechanical engineering and metallurgy;
			e Mineral extraction and processing

³³ VnEconomy (<http://vneconomy.vn/de-nghi-tang-von-du-an-quan-trong-quoc-gia-len-20000-ty-20190404110334361.htm>)
Vietnam News (<https://vietnamnews.vn/politics-laws/521298/amended-tax-and-public-investment-laws-passed.html#GeK229qXY5HIA01.97>)

³⁴ See Clause 16, Article 4 of Public Investment Law.

	Total investment amount of more than VND 1,500 billion	3	g	Residential construction;
			a	Traffic infrastructure, exclusive of those regulated at 2.a
			b	Irrigation
			c	Water supply and drainage and technical infrastructure
			d	Electrical engineering
			d d	Communication and electronic device manufacturing
			e	Pharmaceutical chemistry;
			g	Material production, exclusive of those regulated at 2.d
			h	Mechanical construction, exclusive of those regulated at 2.d
			i	Post and telecommunications;
	Total investment amount of more than VND 2,300 billion	4	a	Agriculture, forestry and aquaculture
			b	National park and wildlife sanctuary
			c	Technical infrastructure for new urban zones
			d	Industrial sector, exclusive of industrial projects regulated in 1, 2 and 3
	The total investment amount of above VND 800 billion	5	a	Health care, culture and education
			b	Scientific research, information science, radio and television broadcasting
			c	Treasure;
			d	Tourism and sport
			d d	Civil construction, exclusive of residential development projects regulated at 2.g
Group-B projects (Article 9)	1	Projects classified by the sectors stipulated in Clause 2 Article 8 of this Law and financed by the total investment amount ranging from VND 120 billion to below VND 2,300 billion.		
	2	Projects classified by the sectors stipulated in Clause 3 Article 8 of this Law and financed by the total investment amount ranging from VND 80 billion to below VND 1,500 billion.		
	3	Projects classified by the sectors stipulated in Clause 4 Article 8 of this Law and financed by the total investment amount ranging from VND 60 billion to below VND 1,000 billion.		
	4	Projects classified by the sectors stipulated in Clause 5 Article 8 of this Law and financed by the total investment amount ranging from VND 5 billion to below VND 800 billion.		
Group-C projects (Article 10)	1	Projects classified by the sectors stipulated in Clause 2 Article 8 of this Law and financed by the total investment amount of below VND 120 billion		
	2	Projects classified by the sectors stipulated in Clause 3 Article 8 of this Law and financed by the total investment amount of below VND 80 billion		
	3	Projects classified by the sectors stipulated in Clause 4 Article 8 of this Law and financed by the total investment amount of below VND 60 billion		
	4	Projects classified by the sectors stipulated in Clause 5 Article 8 of this Law and financed by the total investment amount of below VND 45 billion		

Source: Public Investment Law Article 6-10

2.4.2 PPP procurement and related rules and regulations

There are three major procurement methods³⁵ for PPP and PPP-like projects³⁶.

- PPP (PPP in the narrow sense based on Decree No. 63)
- Direct investment³⁷
- Socialization

These procurement methods are based on different laws and regulations shown in Table 2.4-4 and each method must be implemented through respective implementation procedures.

Table 2.4-4 Procurement Methods for Infrastructure Development with Private Sector

Procurement methods	Overview	Major compliance laws
PPP	Project formed and implemented based on the procedure prescribed by Decree No. 63	<ul style="list-style-type: none"> • Law on Investment • Law on Public Investment • Law on Bidding • Law on Construction • Law on Public Property Management • Decree No. 63/2018/ND-CP on Investment in the form of Public-Private Partnership
Direct investment	Projects implemented as pure private investment, both domestically and internationally (no need to take public procurement process unless government funding is used)	<ul style="list-style-type: none"> • Law on Investment • Law on Public Investment • Decree 118/2015/ND-CP on detailing and providing guidelines for the implementation of a number of articles of the Law on Investment
Socialization	Projects implemented using private investment for community improvement projects with relatively low profitability in the fields of education, healthcare, culture, sports, environment, etc.	<ul style="list-style-type: none"> • Law on Investment • Law on Enterprise • Decree 69/2008/ND-CP on incentive policies for the socialization of educational, vocational, healthcare, cultural, sports and environmental activities • Decree 59/2014/ND-CP on amendments to the Decree 69/2008/ND-CP of the government on incentive policies on private sector involvement in education, vocational training, health care, culture, sports and environment

Source: JICA Study Team prepared from various sources

PPP projects are projects developed and implemented through procedures defined by Decree No.63. The decree defines them as "the investment based on contract between competent State agencies and SPEs³⁸ for infrastructure as well as public service construction, modification, operation and management." Details of PPP will be described in 3.1 in the following chapter

Direct investment projects are projects developed and implemented based on Law on Investment, etc. Direct

³⁵ Depending on the sector and the procurement preference, other methods also exist, so it is necessary to check the procurement method for each project.

³⁶ Refer to the wording of this report in 1.3 of this report.

³⁷ This includes foreign direct investment as well as investments by local private entities. Basically, both types of investments must go through the same procedures.

³⁸ SPE: Special Purpose Entities

investment refers to investment by private sector. As private sector also invests in PPP projects, the concept of PPP and that of direct investment are partially overlapping. By applying direct investment method to public infrastructure investments, it is possible to form a "PPP-like" scheme. If an infrastructure development project involves public funding, it will be implemented through the aforementioned procedures defined by Law on Public Investment. According to interviews with HCMC, it shall be judged by the department in charge whether a project is classified as a PPP project or a direct investment project, project by project, based on the context of project implementation.

Socialization projects are projects implemented by public sector with incentives for private investment in order to carry out community improvement in some fields such as education, healthcare, culture, sports, environment, etc. based on Decree No. 59 (Decree 59/2014 / ND-CP on Amendments to the Decree 69/2008 / ND-CP of the Government on Incentive Policies on Private Sector Involvement in Education, vocational training, health care, culture, sports and environment). Socialization projects are, by definition, intended to solve certain social issues and their target areas are limited to those related to such social issues.

Depending on the situation, there may be some possibilities that a project prepared as a PPP project can be converted to a direct investment and vice versa. According to DPI, there has been neither such case nor applicable rule for it, and such projects must go through rules and regulations in place anyways. Therefore, most likely, such projects must start over from obtaining Pre-F/S or F/S, according to DPI.

Out of these three major procurement methods, basically, the department in charge of individual project has the authority to decide which procurement method to be applied (however, direct investment is driven by private sector due to its unsolicited nature). According to HCMC, there is no clear rule or criterion for procurement method choice. Based on interviews with HCMC and related laws, basic characteristics of each procurement method can be summarized in Table 2.4-5, including the conventional public procurement methods.

Table 2.4-5 Procurement Type Comparison

Procurement methods	Profitability	Competition	Initiative
Conventional method	N/A	Middle / High	Public
PPP	Middle	Middle	Public
Direct investment	Middle / High	Low	Private
Socialization	Low	Low	Public

Source: JICA Study Team

Lastly, the target projects in this survey are basically those for the purpose of profit. Therefore, PPP projects and direct investment projects fall in such category. Socialization projects are basically out of the survey scope (possible investment by JICA and/or Japanese company), although not ruling out the possibility to apply such method.

2.5 PPP promotion measures taken by HCMC

According to the DPI, as of August 2019, HCMC is taking the following seven measures to further promote PPP projects³⁹.

- ① Improvement of HCMC internal legal framework on management of PPP investments (business planning, decision making on procurement method, project evaluation, awarding, monitoring and overall project management by the city, etc.): HCMC plans to PPP related rules and regulations as soon as the central government issues Decree No. 63/2018/ND-CP related guidelines.
- ② Improvement of socialization related rules and regulations (Decision No. 39/2015/QD-UBND on the mechanism of exemption or reduction of land rent for socialized institutions): The city issues time line for increasing sewage treatment fee (currently only 10% of the clean water price), prices of health care services as well as tuition fees of schools built by PPP projects in order to make them more market-based and thus, improving their financial feasibility, attracting more investors.
- ③ Utilization of revenues from public owned buildings and land for public capital contributions to PPP projects: Organize auctions for state owned buildings and land for PPP projects in the forms of BTL and BLT contracts, as well as review and develop mechanism for using land included in the list of factory areas in order to pay for PPP investors in the form of BT contracts.
- ④ Developing and updating PPP project list (especially calling for investment projects): Based on the mid-term public investment plan and other resources, HCMC continues to review projects proposed to be switched from public investment to PPP. Promoting publicity and transparency of PPP projects by publishing the information on projects calling for investment, the process of selecting investors, selection results select Investors, Project contract information, etc. (in both English and Vietnamese) regularly on the DPI website and on the national bidding network system. Taking advantage of technical assistance (non-refundable) of international donors (JICA, ADB, UK ...) to screen and develop a list of projects
- ⑤ Studying possibility of availability payment (or BTL/BLT) project: the Ministry of Transport has sent a report to the Prime Minister on the pre-F/S of the HCMC highway construction project - Moc Bai in the form of PPP (BTL contract) with an estimated total investment of VND 11 trillion.
- ⑥ A few pilot PPP projects - focusing on completing the investment preparation procedures for one or two pioneering projects (wastewater treatment and health projects)
- ⑦ Studying ODA-PPP hybrid mechanism: Xuyen Tam Canal Project, etc.

As described later, Viet Nam is drafting PPP Law at the national level. HCMC DPI expressed that it will continue to implement these measures while monitoring the progress and the contents of the legislation.

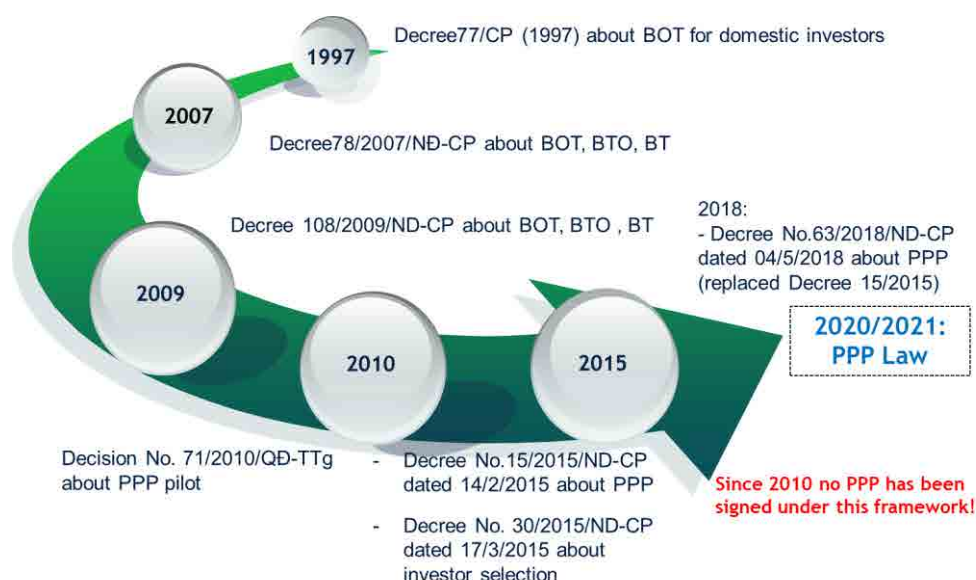
³⁹ Based on a DPI presentation in the Infrastructure Investment Seminar held in HCMC on August 30th 2019 as a part of this survey.

CHAPTER 3 PPP legal systems and implementation process

3.1 Current PPP systems and modalities in Viet Nam

3.1.1 Current PPP systems in Viet Nam

In Viet Nam, issues related to the implementation of PPP have been set out mainly on decrees. The decree pertaining to PPP (BOT) was issued for the first time in the 1990s, but the movement to implement PPP specifically accelerated after the establishment of Decree No.78 in 2007. Since then, several revisions of the decree have been made, and the latest decree, Decree No. 63 has been issued in 2018. The formal name of the decree is "Decree No. 63/2018 / ND-CP on Investment in the form of Public-Private Partnership." This decree defines implementation basis, classifications, applicable sectors, project implementation procedures and government support, etc. of PPP in Viet Nam. The decree is applicable to PPP projects of both central ministries and local people's committees including HCMC. Development of PPP related rules and regulations is illustrated in Figure 3.1-1⁴⁰.



Source: World Bank, “PPP Enabling Environment: World Bank Group Support” (2019)

Figure 3.1-1 Transition of PPP related Decrees in Viet Nam

On the other hand, in Viet Nam, Law on Investment dated November 26, 2014 has been established as a ground law for infrastructure development and government procurement for that purpose. Decree No. 63 was developed to complement Public Investment Law, particularly from the perspective of PPP. Other relevant laws are as follows. In addition to these, laws and decrees in each sector is applicable.

- Law on Government organization dated June 19, 2015
- Law on Investment dated November 26, 2014

⁴⁰ This figure developed by WB shows that there has been no PPP project implemented in accordance with Decree No.15 or Decree No.63 since 2010. However, this study has found that an urban flood control project was actually implemented based on Decree No.15 according to DPI (Please refer to 4.2 of this report).

- Law on Public Investment dated June 18, 2014
- Law on Bidding dated November 26, 2013
- Law on Construction dated June 18, 2014
- Law on Public Property Management dated June 21, 2017

As of July 2019, the Vietnamese government is preparing to upgrade Decree No. 63 into a law⁴¹. The reason is that the position as a decree is weak in legal effect, and if there is another conflicting law, the law takes precedence and the matters specified in Decree No. 63 cannot be realized. In addition, the current decree does not have sufficient provisions on foreign exchange risks, guarantees, public-private risk sharing, and government's financial security and contingent liability. Moreover, it is anticipated that the implementation procedures of PPP is complicated and it takes a very long time from project conception to procurement. Upgrading the PPP decree into a law and complementing the shortcomings of the current administrative decree are expected to promote PPP further in the country.

International organizations and aid agencies support such movements in Viet Nam. For example, WB, in cooperation with ADB, AIIB, USAID, ADF and JICA, is developing a master plan for promoting PPP in the country, focusing on the establishment of PPP law, as well as holding quarterly meetings with relevant parties (as of July 2019). In addition, IFC and ADB provide “Transaction Advisory Service” to each project promoters to support their preliminary studies and procurement of individual PPP project.

3.1.2 PPP modalities in Viet Nam

Decree No. 63 defines seven types of contract classifications of PPP, BOT, BTO, BT, BOO, BTL, BLT and O&M contracts. These contract classifications are collectively referred to as project contracts. A summary of the seven PPP contract classifications is shown in Table 3.1-1 below. Furthermore, it is stipulated in Decree No. 63 that a contract combining any of these seven classifications is called a mixed contract. In addition, the BTL contract and BLT contract specified in Decree No. 63 can be regarded as equivalent to the contract form which is known as Availability Payment (AP) internationally.

Table 3.1-1 Seven Types of PPP Project Contracts under Decree No. 63

Contract types	Overview
BOT contract	Type of contract to build an infrastructure project between a regulatory agency and an investor or SPE; after completion of the works, the investor or SPE shall be entitled to operate it for a specified period of time; upon expiry, the investor or SPE shall transfer it to the regulatory agency.
BTO contract	Type of contract to build an infrastructure project between a regulatory agency and an investor or SPE; after completion of works, the investor or SPE shall transfer it to the regulatory agency, and shall be entitled to operate it for an agreed period of time.
BT contract	Type of contract to build an infrastructure project between a regulatory agency and an investor or SPE (if any); after completion of works, the investor or SPE shall transfer it to the regulatory agency, and then the investor will be allotted a land parcel, headquarters, infrastructure or right to operate the works or services used for carrying out other project.
BOO	Type of contract to build an infrastructure project between a regulatory agency and an investor or SPE; after

⁴¹ According to multiple local media coverage, MPI is drafting PPP Law and collecting opinion from government organizations and private companies. Main points of the draft include (1) clearer and simpler implementation process, (2) revision of target sector, (3) setting the minimum investment amount and debt/equity ratio, (4) establishing business scope for project companies, and (5) revenue guarantee by the government.

contract	completion of the works, the investor or SPE shall take ownership of this project and have the right to operate it for a specified period of time; upon expiry, the investor or SPE shall terminate the project as prescribed in law on investment.
BTL contract	Type of contract to build an infrastructure project between a regulatory agency and an investor; after completion of the works, the investor or SPE shall transfer it to the regulatory agency and shall be entitled to provide services on the basis of operation of such project for a specified period of time; then the regulatory agency shall lease and make payment for the investor or SPE's services.
BLT contract	Type of contract to build an infrastructure project between a regulatory agency and an investor or SPE; after completion of the works, the investor shall have the right to provide services on the basis of operation of such project for a specified period of time; the regulatory agency shall lease and make payment for the investor or SPE's services; when the lease term expires, such project shall be transferred to the regulatory agency.
O&M contract	Type of contract to operate in whole or in part of a project between a regulatory agency and an investor or SPE for a specified period of time.

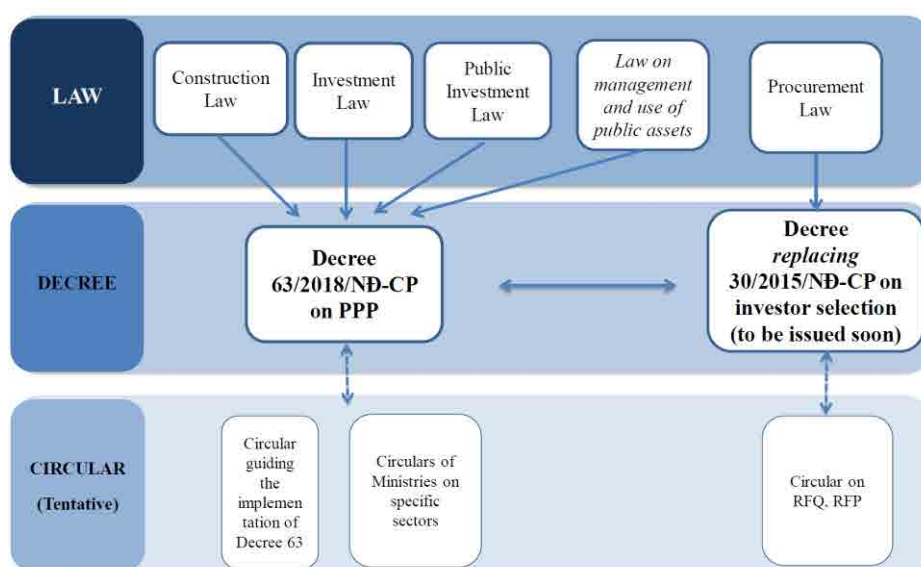
Source: Decree No. 63, Article 3

3.2 PPP implementation systems and organization in HCMC

Based on interviews with HCMC, as of April 2019, no official rule independently established for implementation of PPP in HCMC has been found. Development of rules concerning PPP implementation in HCMC is undertaken by DPI, but its draft has not been released at present⁴². Based on this situation, the followings describe the existing PPP implementation system and implementing organizations in HCMC.

(1) PPP implementation systems

The decrees and circulars, along with Decree No. 63, that prescribe the PPP implementation system in HCMC are Decree No.30/2015/ND-CP on investor selection, Circular No. 09/2018/TT-BKHDT to implement some articles of the Decree No. 63/2018/ND-CP, Circular No.15/2016/TTBKHDT on Standardized RfQ and RfP for PPP, etc. which constitute the legal system related to PPP together with related laws shown in 3.1 of this chapter. The relationships among these PPP-related laws, decrees, and circulars are illustrated in Figure 3.2-1 below.



⁴² Based on interviews with HCMC.

Source: MPI, “OVERVIEW OF PPP IN VIET NAM” (2018)

Figure 3.2-1 Structure of PPP related Legal System in Viet Nam

Decree No. 63 defines the procedures for PPP implementation in both unsolicited proposals and unsolicited proposals (USP), as detailed in 3.3 of this chapter. USP refers to projects that are initiated by private sector, and it is assumed that private entities shall prepare Pre-F/S and F/S in the procedures stipulated in Decree No. 63. On the other hand, solicited proposals refer to proposals initiated by public side, and it is assumed that Pre-F/S and F/S shall be prepared by public entities in the procedures stipulated in Decree 63.

In addition, under Decree No. 63, the Circular No. 9 (Circular No. 09/2018 / TT-BKHĐT to implement some articles of the 63/2018 /ND-CP), which further prescribes the Pre-F/S, F/S, and project contract, as well as sectoral circulars issued by each ministry in charge. As of July 2019, the Ministry of Health is considering establishment of a new circular concerning implementation of PPP, and collecting opinions on the draft from the provincial health departments⁴³.

On the other hand, the procedure for selecting investors in PPP implementation is defined by Decree No. 30 (Replaced Decree 30/2015 / ND-CP on investor selection). Furthermore, Circular No. 15 (Circular No. 15/2016 / TTBKHDT on Standardized RfQ and RfP for PPP), which provides further details on RfQ⁴⁴ and RfP⁴⁵, is defined under Decree No. 30. With regard to Decree No. 30, drafting of a new decree is in progress as of July 2019 based on practical necessity⁴⁶.

As mentioned above, since PPP implementation system in HCMC follows that of national level, the institutional issues of PPP implementation in Viet Nam shown in 3.1 of this chapter are also directly applicable to HCMC⁴⁷.

(2) Implementing agencies

HCMC PC has the authority to conclude project contracts as an Authorized Sate Agency (ASA) based on Decree No. 63. The PC can assign its departments, affiliates, and district people's committees in charge of preparation of PPP projects (preparation of pre-F/S and F/S and selection of priority bidders)⁴⁸. When a department of HCMC implements PPP, the department in charge of the relevant sector (see the previous chapter 2.1) shall be in charge of the preparation of the PPP project corresponding to the sector to which each PPP project belongs. The approvers for Pre-F/S and F/S differ depending on the project classification and this will be explained in 3.3.

On the other hand, the PPP Division, which is a division of DPI, has no primary responsibility for the formation and implementation of projects⁴⁹, as a designated unit (Centralized PPP Unit) which is stipulated

⁴³ MOH (<http://www.moh.gov.vn/>)

⁴⁴ RfQ: Request for Quotation

⁴⁵ RfP: Request for Proposal

⁴⁶ MPI, “OVERVIEW OF PPP IN VIET NAM” (2018)

⁴⁷ Based on interviews with HCMC.

⁴⁸ Refer to 2.2.1 for the organizational structure of HCMC PC.

⁴⁹ Ho Chi Minh PC has the authority to conclude project contracts as an Authorized Sate Agency (ASA), and the designated departments, relevant organizations, district, and district people's committees appointed by the PC are responsible for the preparation of PPP project (creation of Pre-F/S and F/S, selection of priority bidders).

in PPP Decree No. 63, it has a function to appraise Pre-F/S and F/S. DPI / PPP Division is also in charge of compiling a list of candidate PPP projects. For example, for selecting candidate PPP projects, DPI / PPP Division collects candidate project information raised by departments in charge of respective projects and make a Category D list or “Calling for Investment”⁵⁰. The PPP candidate project list is basically updated quarterly, but is also updated on demand from the department in charge. When updating the list, instead of making a complete review every time, a partial modification method is adopted that reflects only changes from the previous version and partial corrections are made for them.

Table 3.2-1 Organization of HCMC pertaining to PPP Implementation⁵¹

HCMC Organizations	PPP implementation procedures
HCMC People’s Council	• Pre-F/S approval of some PPP projects categories
HCMC PC	• Conclusion of PPP project contract • Pre-F/S approval of some PPP projects categories
Presidents of HCMC PC	• F/S approval of some PPP projects categories
HCMC departments HCMC affiliates District People’s Council	• Preparation for the PPP project, including preparation of Pre-F/S and F/S, and selection of preferred bidder Pre-F/S
HCMC DPI	• Appraising the sources of funds and ability to balance sources of funds
HCMC DPI/PPP Division	• Appraisal of Pre-F/S and F/S as the Centralized PPP Unit • Compilation of PPP candidate project list, “Calling for Investment”

Source: Decree No. 63

As preconditions and premises for such a system and organization of PPP implementation in HCMC, PPP related rules and regulations in HCMC will be described below.

3.3 Procurement procedures for PPP and direct investments

The following explains the procedures for implementing PPP and direct investment in HCMC, as well as the budgetary and financial rules in HCMC⁵².

(1) PPP Implementation Procedures

Implementation of Pre-F/S and F/S is required for the implementation of PPP based on Decree No. 63 (however, Pre-F/S is not necessary for some projects such as Group C projects⁵³). In Decree No. 63, Pre-F/S is defined as "a document that contains preliminary information on needs, feasibility and effectiveness of a PPP project as a basis for competent authority to approve the project investment proposal", and F/S is defined as “a document that contains information on needs, feasibility and effectiveness of a PPP project.” Further details of information to be included in Pre-F/S and F/S are defined by Circular No. 9. The approvers of Pre-F/S and F/S in PPP implementation are stipulated by Decree No. 63 shown in Table 3.3-1.

⁵⁰ Refer to 4.1 of this report for this category. In addition, the list shows a wide range of projects for which the department in charge wants to proceed with development, but has no prospects for funding, regardless of the level of project feasibility.

⁵¹ For details of this table, refer to Table 3.3-1.

⁵² As described in 2.4.2 of this report, socialization is a procurement method that is limited to specific fields in public infrastructure, so the explanation of socialization is omitted here.

⁵³ Clause 2, Article 9 of Decree No. 63,

Table 3.3-1 Pre-F/S and F/S approvers in Decree No. 63

Approvers	Pre-F/S project classifications
National Assembly (Clause 1 Article 16)	<ul style="list-style-type: none"> Pre-F/S of projects of national importance
Prime Minister (Clause 2 Article 16)	<ul style="list-style-type: none"> Pre-F/S of Group A projects using at least 30% of central government budget or using under 30% thereof but greater than VND 300 billion in the total investment of the project Pre-F/S of Group A projects that applying BT contract BT
Ministers (Clause 3 Article 16)	<ul style="list-style-type: none"> Pre-F/S of projects other than those need to be approved by the National Assembly or Prime Minister within their scope of management
HCMC people's council (Clause 4 Article 16)	<ul style="list-style-type: none"> Pre-F/S of Group A projects other than those need to be approved by the Prime Minister Pre-F/S of Group B projects using public investment capital Pre-F/S of Group B projects that applying BT contract
HCMC PC (Clause 5 Article 16)	<ul style="list-style-type: none"> Pre-F/S of Group A projects other than those need to be approved by the National Assembly, Prime minister or HCMC people's council

Approvers	F/S project classifications
Prime Minister (Clause 1 Article 31)	<ul style="list-style-type: none"> F/S of the projects of national importance; projects funded by ODA and concessional loans granted by foreign sponsors as State's stakes in the national defense and security and religious sectors
Ministers Heads of ministerial-level agencies Governmental agencies Presidents of HCMC PC (Clause 1 Article 31)	<ul style="list-style-type: none"> F/S of the projects other than those prescribed above

Source: Decree No. 63, Article 16 and Article 31

Also, Table 3.3-2 shows pre-F/S and F/S approvers in the PPP implementation by project categories.

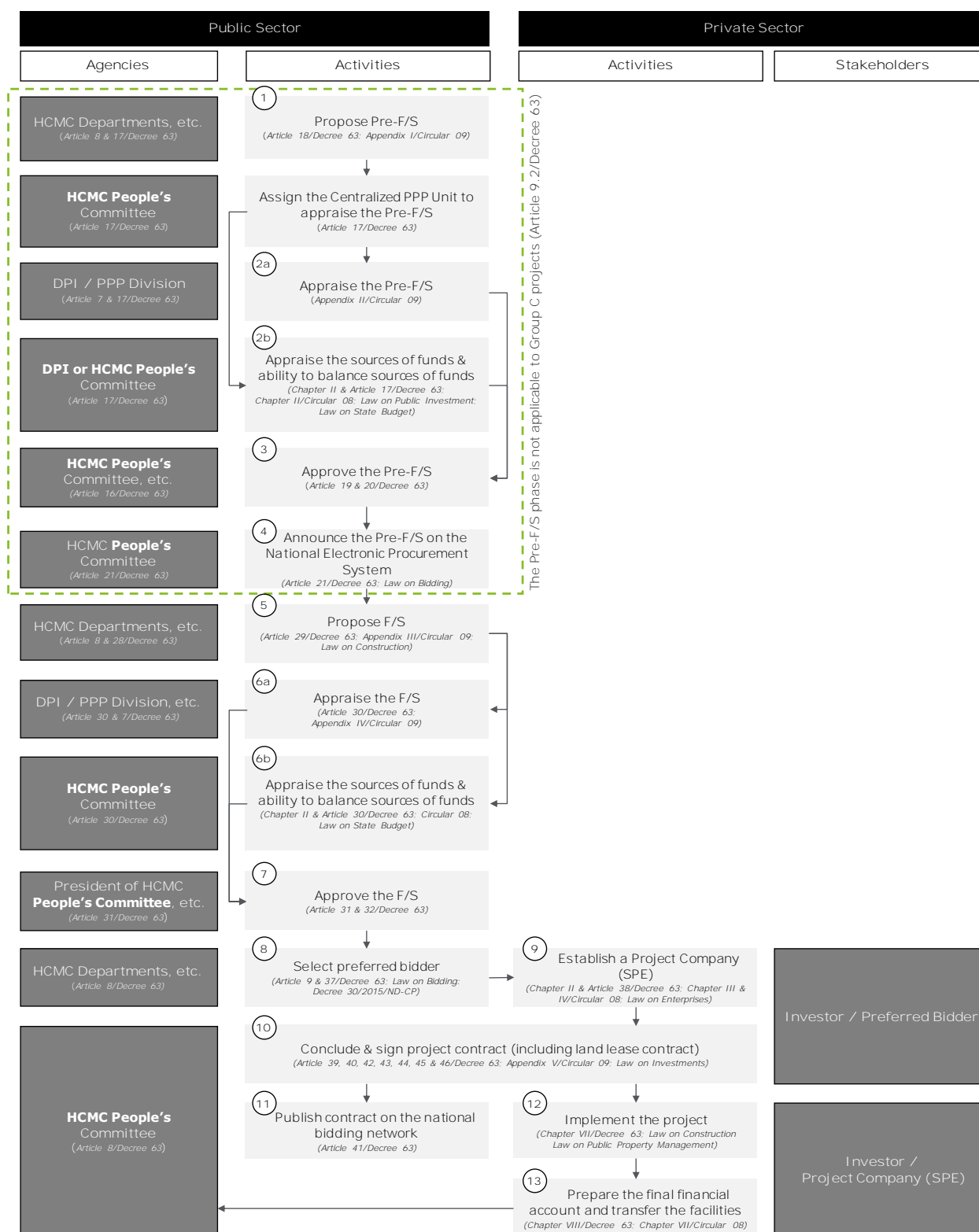
Table 3.3-2 Approvers of Pre-F/S and F/S by Project Classifications in Decree No. 63

Project classifications	Pre-F/S approver	F/S approver
<ul style="list-style-type: none"> Projects of national importance 	National Assembly	<ul style="list-style-type: none"> Prime Minister
<ul style="list-style-type: none"> Group A projects using at least 30% of central government budget or using under 30% thereof but greater than VND 300 billion in the total investment of the project Pre-F/S of Group A projects that applying BT contract BT 	Prime Minister	<ul style="list-style-type: none"> Ministers Heads of ministerial-level agencies Governmental agencies Presidents of HCMC PC
<ul style="list-style-type: none"> Projects other than those need to be approved by the National Assembly or Prime Minister within their scope of management 	Ministers	<ul style="list-style-type: none"> Ministers Heads of ministerial-level agencies Governmental agencies Presidents of HCMC PC
<ul style="list-style-type: none"> Group A projects other than those need to be approved by the Prime Minister Group B projects using public investment capital Group B projects that applying BT contract 	HCMC people's council	<ul style="list-style-type: none"> Ministers Heads of ministerial-level agencies Governmental agencies Presidents of HCMC PC
<ul style="list-style-type: none"> Group A projects other than those need to be approved by the National Assembly, Prime minister or HCMC people's council 	HCMC PC	<ul style="list-style-type: none"> Ministers Heads of ministerial-level agencies Governmental agencies

		<ul style="list-style-type: none"> • Presidents of HCMC PC
<ul style="list-style-type: none"> • Projects funded by ODA and concessional loans granted by foreign sponsors as State's stakes in the national defense and security and religious sectors 	Identify the approver according to the above classification	<ul style="list-style-type: none"> • Prime Minister

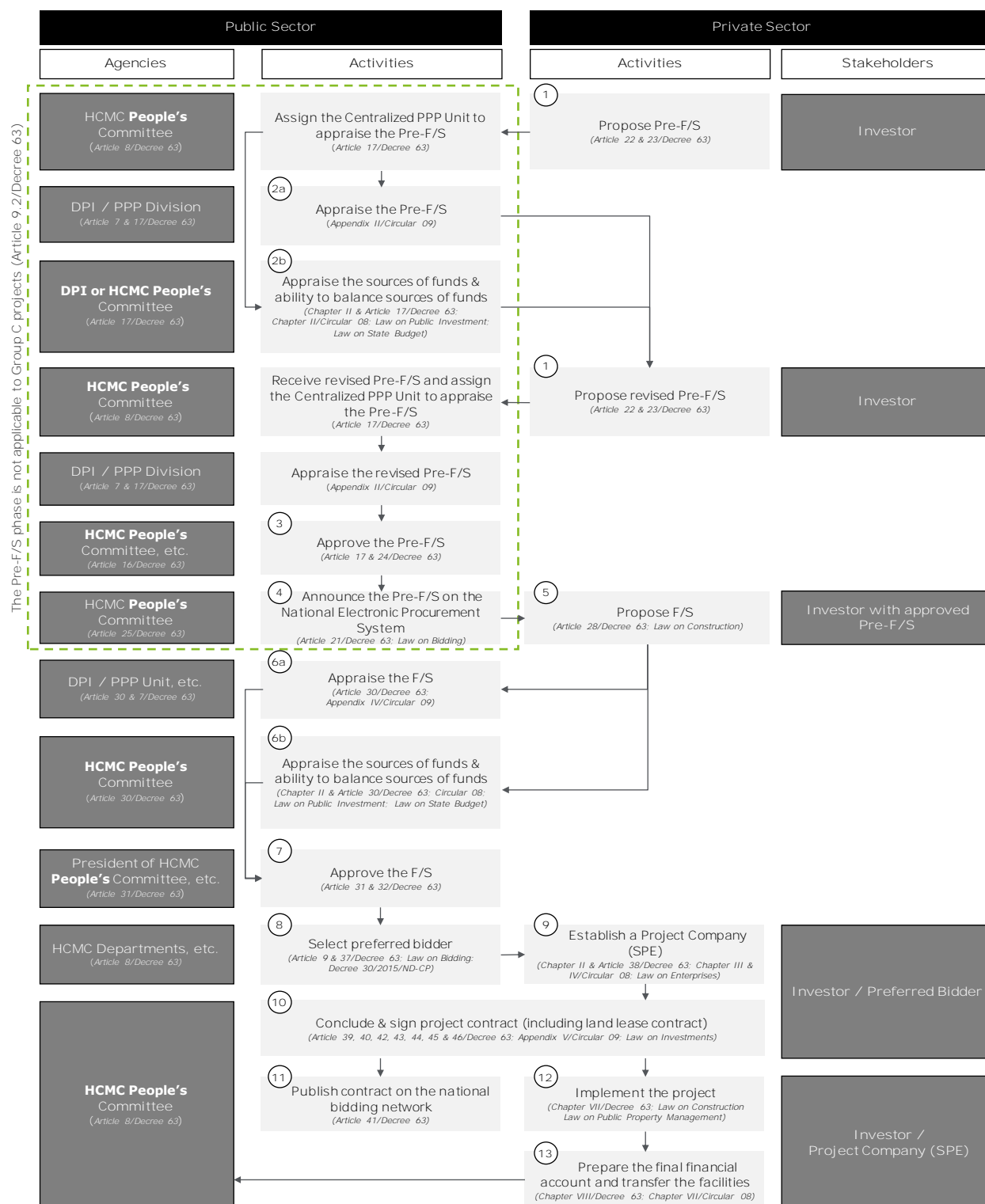
Source: Decree No. 63, Article 16 and Article 31

Based on the above situation, PPP implementation procedures in HCMC are shown in Figure 3.3-1 for the cases of solicited projects and in Figure 3.3-2 for the cases of unsolicited project (USP) (please refer to Attachment 2 for more details on each process).



Source: JICA study team prepared based on materials from HCMC DPI, etc.

Figure 3.3-1 PPP Implementation Procedures for Solicited Proposals in HCMC



Source: JICA study team prepared based on materials from HCMC DPI, etc.

Figure 3.3-2 PPP Implementation Procedures for Unsolicited Proposals (USP) in HCMC

Among the implementation procedures specified in Decree No. 63, the procedures after publication of Pre-F/S are common with solicited proposals and USP, so in the following explanation, procedure flow is divided into the implementation procedures up to Pre-F/S approval and the implementation procedures after Pre-F/S approval.

① Implementation procedures up to Pre-F/S approval (different between solicited proposals and USP)

In the case of a USP, investor shall create a Pre-F/S and propose it to HCMC PC, and HCMC PC shall assign DPI / PPP Division to take charge of Pre-F/S appraisal. In parallel with DPI / PPP Division carrying out the Pre-F/S appraisal, DPI or HCMC PC shall carry out an appraisal of the sources of funds and funding ability depending on the type of financial resources of the project. Based on those appraisals, the investor shall submit the revised Pre-F/S to HCMC PC, and the revised Pre-F/S shall be appraised again by DPI / PPP Division. The re-appraised pre-F/S shall be approved by the approver corresponding to project classification, etc. under Public Investment Law (see Table 3.3-1), and the approved Pre-F/S shall be published on the National Electric Procurement System by HCMC PC.

On the other hand, in the case of a solicited project, the department in charge shall prepare Pre-F/S and propose it to HCMC PC, and HCMC PC shall assign DPI / PPP Division to take charge of Pre-F/S evaluation. In parallel with DPI / PPP Division carrying out the Pre-F/S appraisal, DPI or HCMC PC shall carry out an appraisal of funding sources as well as funding ability depending on the type of financial resources of the project. Based on those evaluations, the Pre-F/S shall be approved by the approver corresponding to project classification, etc. under Public Investment Law (see Figure 3.3-1), and the approved Pre-F/S shall be published on the National Electric Procurement System by HCMC PC.

② Implementation procedures after Pre-F/S approval (common between solicited proposals and USP)

First, in the case of an USP, the investor shall prepare an F/S and, in the case of a solicited project, the department in charge shall prepare Pre-F/S. In parallel with the DPI / PPP Division carrying out the F/S appraisal, the HCMC PC will carry out an appraisal of the sources of funds and ability to balance sources of funds. Based on those appraisals, the F/S shall be approved by the approver corresponding to the project classification, etc. under Public Investment Law (see Figure 3.3-1). The departments in charge shall select a priority bidder based on the procedures regulated by Decree No. 30, etc., and the selected priority bidder shall establish an SPE⁵⁴. The project contract shall be concluded between HCMC PC and the investor, and the HCMC PC publishes the project contract on the National Bidding Network. Based on the project contract, the investor and the SPE shall carry out the project, and after completion of the project, the department in charge and the investor shall prepare the financial account and transfer the ownership of the project based on the terms of the project contract.

In BT projects, procedures are slightly different from the ones shown above for PPP implementation (see 3.2 in this chapter). Under Decree No. 63, different procedures are prescribed for BT implementation such

⁵⁴ USP promoters of some Category C projects (to be mentioned later) which meet some criteria can gain an additional 5% scores in quantitative evaluation (Decree No.30 Clause No.3).

as that approver of Pre-F/S of some PPP projects shall be the Prime Minister or HCMC People's Council (see Table 3.3-2), and HCMC departments, affiliates, district people's committees, or the investors shall make design and cost estimate of the project based on Law on Construction for HCMC PC appraisal, etc. (Decree No. 63, Article 33).

The Vietnamese government had suspended the utilization of public assets for payment to investors since January 1, 2018, but established a new decree for implementing BT under the Law of Public Asset Management⁵⁵ in August 2018. In HCMC, the implementation of BT projects has been suspended as well, but BT scheme among the seven PPP schemes regulated by Decree No. 63 is assumed to remain one of the main schemes for HCMC to finance public infrastructure development⁵⁶. On the other hand, with the limited public land availability in HCMC, it is expected that the number of BT project will not increase significantly in the future.

(2) Direct investment implementation procedures

Regarding public infrastructure development through direct investment, there is no unified rule like Decree No. 63 which defines PPP implementation procedures, and various implementation methods based on various related laws and regulations can be applied to direct investment implementation. Investors who have acquired a right to use public land can carry out infrastructure development on the land in compliance with relevant laws and regulations. For example, the Public Investment Law is applicable to infrastructure development which uses government funding so it shall be implemented in accordance with the procedures stipulated in Public Investment Law in addition to the procedures related to land-use rights. On the other hand, the Public Investment Law does not apply to infrastructure development that can be implemented without government funding, such as waste to energy projects⁵⁷. As stated, in direct investment using public land, combinations of various related laws can be assumed on top of the procedures related to the right to use public land. Therefore, we will focus on the procedures related to the right to use public land which is commonly required here.

HCMC presents three methods for investor selection by public tendering, bidding to select investors, Auction of land-use rights, and PPP (see Table 3.3-3).

Table 3.3-3 Methods of Infrastructure Development Using Public Land in HCMC⁵⁸

Procurement methods	Overview	Major compliance laws
Bidding to select investors	Selection of investors towards projects with land-use with high commercial value through bidding based on Law on Bidding	<ul style="list-style-type: none"> • Law on Bidding dated November 26, 2013 • Decree No.30/2015ND-CP • Circular No.16/2016/TT-BKHDT

⁵⁵ Decree No. 69 regulating use of public assets for payment to an investor implementing an investment project for construction of works in the form of a build-transfer [BT] contract

⁵⁶ Based on interviews with HCMC.

⁵⁷ Id.

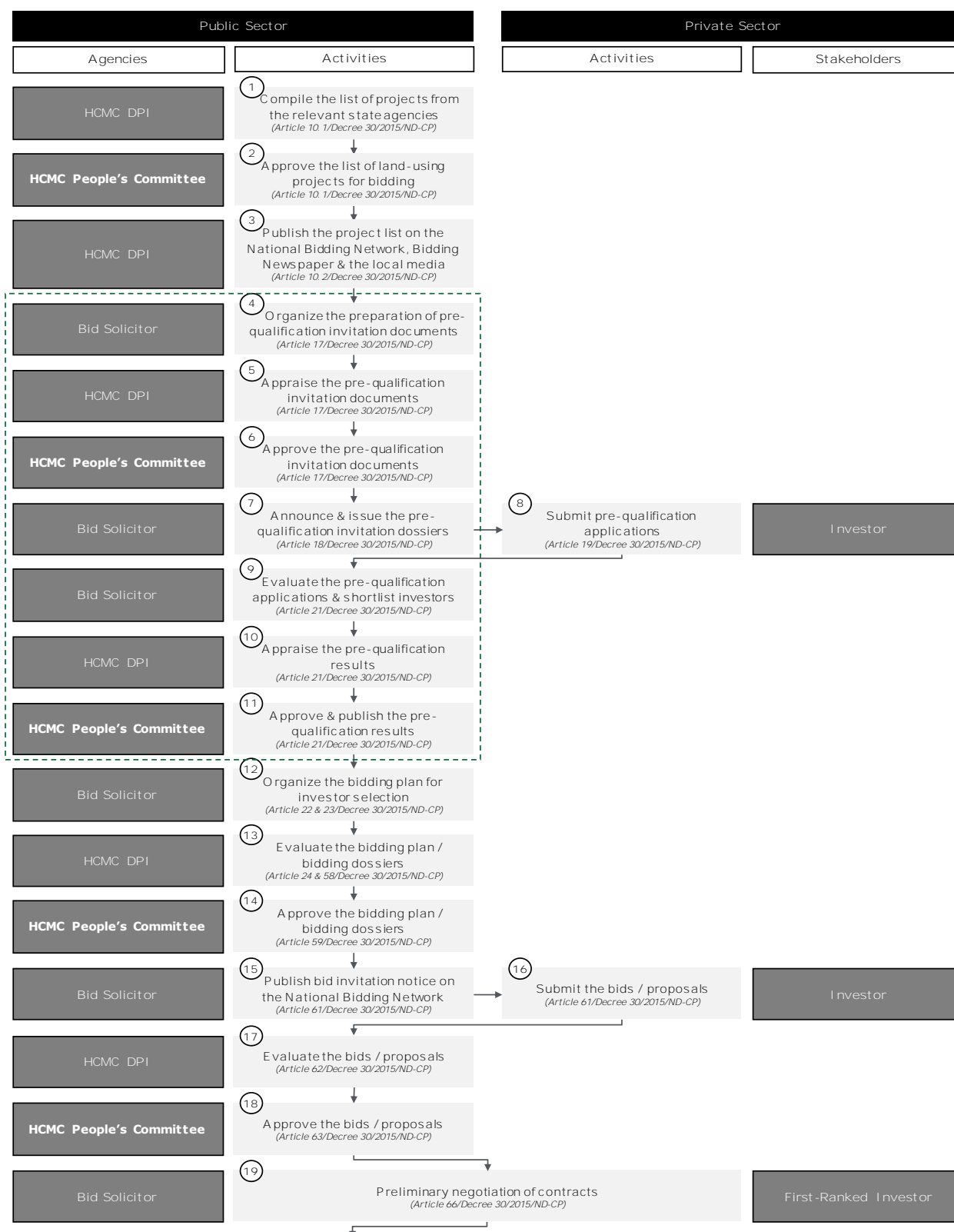
⁵⁸ HCMC DPI, "Speech of HCMC Department of Planning and Investment at the Conference on Investment Promotion into Ho Chi Minh City 2019"

Auction of land-use rights	Auction of land-use rights based on Law on Land and Law on Property Auction	<ul style="list-style-type: none"> • Law on Land dated November 29, 2013 • Law on Property Auction dated November 17, 2016 • Decree No.62/2017/ND-CP • Decree No.151/2017/ND-CP • Joint circular No.14/2015/TTLT-BTNMT-BTP
PPP	Selection of investors based on the PPP implementation procedures	<ul style="list-style-type: none"> • Law on Investment • Law on Public Investment • Law on Bidding • Law on Construction • Law on Public Property Management • Decree No. 63/2018/ND-CP on Investment in the form of Public-Private Partnership

Source: JICA study team prepared based on materials from HCMC DPI

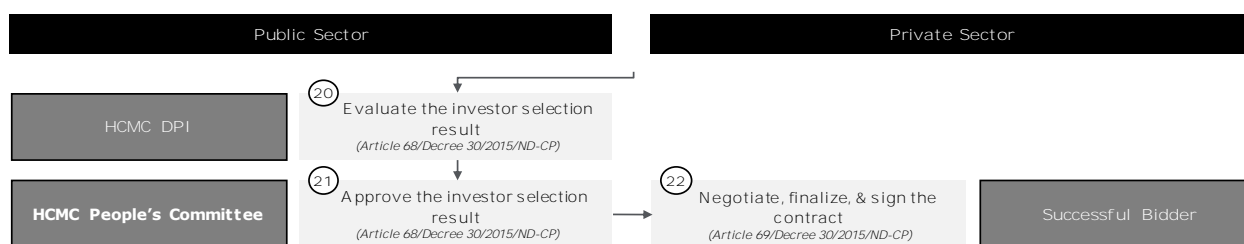
In particular, with regard to procedures related to the right to use public land in HCMC, procedures for bidding to select investors are shown in Figure 3.3-3, and those of auction of land-use rights are shown in Figure 3.3-4⁵⁹.

⁵⁹ Since PPP is included in the procedure described in 3.3 (1), it is omitted here.



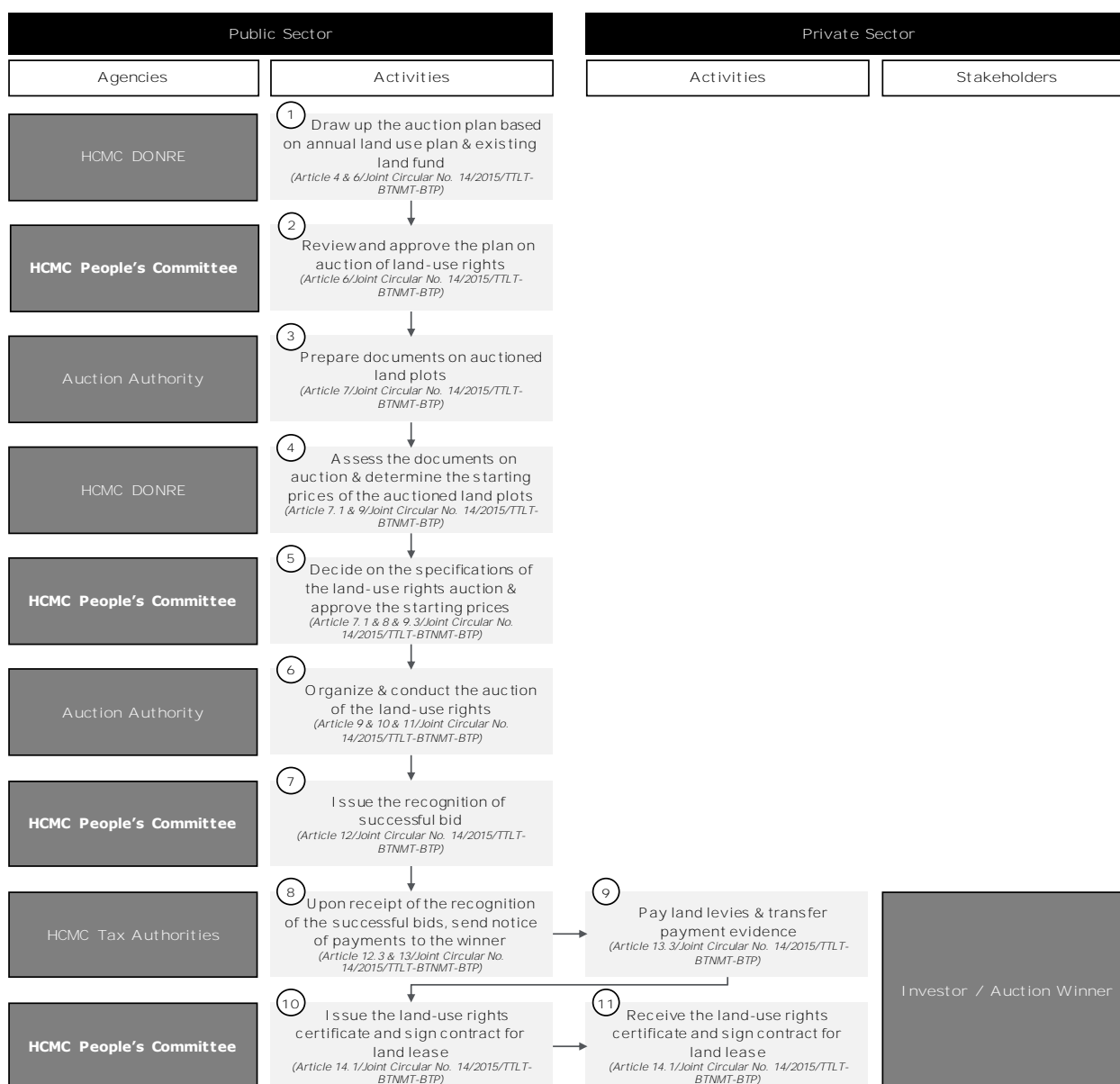
Source: JICA study team prepared based on materials from HCMC DPI, etc.

Figure 3.3-3 Implementation Procedures for Bidding to Select Investors in HCMC (1/2)



Source: JICA study team prepared based on materials from HCMC DPI, etc.

Figure 3.3-3 Implementation Procedures for Bidding to Select Investors in HCMC (2/2)



Source: JICA study team prepared based on materials from HCMC DPI, etc.

Figure 3.3-3 Implementation Procedures for Auction of Land-use Rights in HCMC

(3) HCMC's financial independence and financial rules

HCMC has one of the strongest financial bases in Viet Nam and the amount of the city's contributions to the central government has by far exceeded the amount of subsidies from the central government (Table 3.3-5).

Table 3.3-5 Changes in Contribution from HCMC to Central Government

	2015	2016	2017	2018 Estimate	2019 Estimate
Funding to Central Government	213,821	237,238	286,091	301,658	313,811
Funding from Central Government	5,117	3,048	7,939	4,027	3,492
Net funding expensed	208,704	234,190	278,152	297,631	310,319

billion VND

Source: JICA study team prepared from HCMC statistics

According to interviews with HCMC⁶⁰, HCMC has long been allowed greater financial autonomy than that of other local governments. However, it had not been officially prescribed by government policies, laws, and other official documents. Due to the establishment of Decree No.48 (Decree No. 48/2017 / ND-CP dated 24/4/2017 prescribing certain particular financial – budget systems and policies tailored for Ho Chi Minh City) in 2017, an official framework was given for the first time to legally confirm city's existing financial autonomy. As of July 2019, HCMC is working on the central government (including MOF) to further expand its fiscal independence. In light of these circumstances, it can be expected that HCMC's fiscal independence from the central government will continue to expand. On the other hand, city's budget deficit shall be made up for by domestic funds derived from issuance of local government's bonds, on-lending by the government to the city and other domestic loans stipulated by laws. The city shall not be allowed to directly take out any foreign loans to offset its budget deficit. Meanwhile, the city's PC is vested with the right to decide to receive non-refundable aids, regardless of the amount except for ones used for religious, national defense and security purposes in particular.⁶¹

① Budgetary and financial rules

The budgetary procedures for HCMC public projects are basically stipulated in accordance with national laws such as Law on State Budget and Law of Public Investment. According to Decree No.48 issued in October 2017, a budget system specialized for HCMC is stipulated. Decree No. 48 stipulates that subsidies from the central budget can be received by obtaining approval from the National Assembly when carrying out certain important and large-scale public investments beyond the city's budgetary balance (Decree No. 48, Article 8). The decree also allows HCMC to directly borrow foreign funds on the condition that the city obtains an approval from the central government to carry out public investments⁶² (Decree No. 48, Article 10).

⁶⁰ The descriptions in this paragraph are based on interviews with HCMC PC, excluding the last sentence.

⁶¹ Nội dung toàn văn Decree 48/2017/ND-CP particular financial budget systems policies tailored for Ho Chi Minh city (<https://vanbanphapluat.co/decree-48-2017-nd-cp-particular-financial-budget-systems-policies-tailored-for-ho-chi-minh-city>)

⁶² In ODA projects, some local governments are already borrowing in the form of sublease from the central government.

In addition, Resolution No. 54/2017 / QH14 approved by the National Assembly in November 2017, as a timed measure from 2018 to 2020, stipulates the city's a pilot policy on land, investment, financing, and budget management for further growth of HCMC. These include raising the current tax rate by less than 25% for certain taxes, increasing fees based on certain principles, changing the use of farmland, and increasing HCMC's discretion regarding Group A projects. HCMC is supposed to be able to reserve the full amount of revenues from these policies. In addition, up to 90% of the revenue that HCMC can withhold can be borrowed.

For PPP projects, in addition to the above-mentioned laws and regulations, Circular No. 88 (Circular No. 88/2018 / TT-BTC for PPP project financing) stipulates funding procedures for PPP. The circular clarifies funding procedures to make PPP implementation easier. According to interviews with HCMC, as of July 2019, there is no official rule in HCMC that independently stipulates the budgetary and financial procedures for PPP implementation.

② Rules for government guarantees

According to interviews with HCMC, as of July 2019, there is no official rule or governing procedure for government guarantees in HCMC. Although several types of PPP project guarantees are stipulated in Decree No. 63, Chapter 4 (see Table 3.3-5), there is no provision for income guarantees and exchange rate guarantees (currency pegging, etc.), that are particularly important for foreign investors.

Table 3.3 5 Overview of Guarantees Stipulated in Decree No. 63

Type of guarantees	Overview
Article 61. Guarantee for fulfillment of obligations assumed by investors, special purpose entities and other enterprises	<ul style="list-style-type: none"> Based on the nature of specific projects and demands for the project execution, the Prime Minister shall appoint a competent agency as a representative of the Government to guarantee the supply of raw materials, consumption of products and services and other contractual obligations of the investors, special purpose entity or other enterprises involved in the project and guarantee the obligations of the state enterprises who sell fuel, raw materials, purchase products or services of the investors, special purpose entities.
Article 63. Guarantee of exercise of land use rights	<ul style="list-style-type: none"> The land use purpose shall be guaranteed not to change during the execution of the project contract.
Article 64. Guarantee of balancing of foreign currency	<ul style="list-style-type: none"> Investors, special purpose entities shall be entitled to purchase foreign currency at credit institutions that are licensed to perform foreign exchange transactions to meet the needs for current transactions, capital transactions and other transactions or transfer of capital, profits, liquidated outward investment according to the laws on foreign exchange management.
Article 65. Guarantee of provision of public services	<ul style="list-style-type: none"> Investors, special purpose entities shall have the right to use land, roads and other ancillary facilities to implement the project in accordance with the law.
Article 66. Guarantee of property ownership	<ul style="list-style-type: none"> Lawful property of investors shall not be nationalized or confiscated by applying administrative measures.

Source: Decree 63, Article 61-66

MPI is collecting opinions from ministries and departments regarding the handling of guarantees in the draft PPP law in Official Document 1979 / BKHDT-QLDT Seeking Comments on Issues in the

Formulation of the PPP Law issued on March 29, 2019⁶³. While it is proposed that income guarantees shall be limited for projects under the authority of the National Assembly or the Prime Minister, the central bank of Vietnam is expressing its view that it is difficult to implement exchange rate guarantees due to the lack of foreign reserves in Viet Nam⁶⁴.

According to interviews with HCMC, the city does not think the provision of government guarantees are essential for PPP project implementation, and currently the city is not actively considering offering guarantee. Since PPP is a risk sharing mechanism between public and private sectors, the basic stance of HCMC is that if risk sharing is required, it should be dealt with by contract terms in each individual project contract⁶⁵.

Public debt management in HCMC is stipulated in Decree No.93 / 2018 / ND-CP Providing for Provincial-Government Debt Management. According to the interviews with HCMC, there was no other rule established by HCMC regarding public debt management other than the above. Under Decree No. 93, it is stipulated that local governments should comply with Law on State Budget and Law on Public Debt Management when borrowing, and are prohibited to become a guarantor when organizations or individuals issue debt domestically or overseas (Decree No. 93, Article 2).

③ Rules for external rating acquisition

According to interviews with HCMC, as of July 2019, HCMC has not obtained any rating for the issuance of municipal bonds, and does not have procedures to obtain external ratings either. The reason HCMC has not obtained any rating for the issuance of municipal bonds at present is that there was no need to obtain one because the municipal bonds of the city have been exclusively issued to domestic investors. Current Vietnamese municipal bond buyers are limited to domestic state-owned commercial banks, private commercial banks and insurance companies. It is noted that the reason foreign banks are unable to buy those municipal bonds is that local governments have not obtained any ratings and there is no guarantee from creditworthy financial institutions or the central government⁶⁶. In the meantime, HCMC is currently considering issuing municipal bonds for overseas investors, and in that case, it would be necessary to newly acquire a rating⁶⁷.

⁶³ Bao Dau tu, “Gỡ vướng cơ chế bảo lãnh tại dự án PPP hạ tầng” (<https://baodautu.vn/go-vuong-co-che-bao-lanh-tai-du-an-ppp-ha-tang-d98350.html>)

⁶⁴ Based on interviews with HCMC.

⁶⁵ Id.

⁶⁶ World Bank, “Mobilizing Finance for Local Infrastructure Development in Vietnam A City Infrastructure Financing Facility”

⁶⁷ Based on interviews with HCMC.

CHAPTER 4 PPP and PPP-like project track record in HCMC and their issues

4.1 PPP and PPP-like projects in HCMC

4.1.1 PPP project lists

On the website of HCMC DPI / PPP Division, there are lists of PPP and PPP-like projects which the city wants to develop⁶⁸. These were compiled and made public by DPI. The lists consist of the following 4 categories depending on the progress of each project. Each category has 28, 21, 17 and 291 projects, respectively. For complete project information, please refer to Appendix 2.

- Category A: Implemented projects (28)
- Category B: Projects waiting for tender approval (21)
- Category C: Projects under Pre-F/S or F/S (17)
- Category D: Calling For Investment projects – planning stage projects (291)

For projects in category C and D, procurement method (conventional procurement, PPP, direct investment or other methods) has not been determined. Therefore, it should be noted that these projects will not necessarily be carried out as PPP in accordance with Decree No.63.

For this study, basically category D projects are targeted because category B and C projects have already gone through planning and project scheme decision-making processes either in Pre-F/S or F/S on the Vietnamese side and little room is left for JICA to support in implementing. However this does not completely rule out the possibility to invest in category B and C projects as the published project status may not reflect actual one.

4.1.2 PPP track record

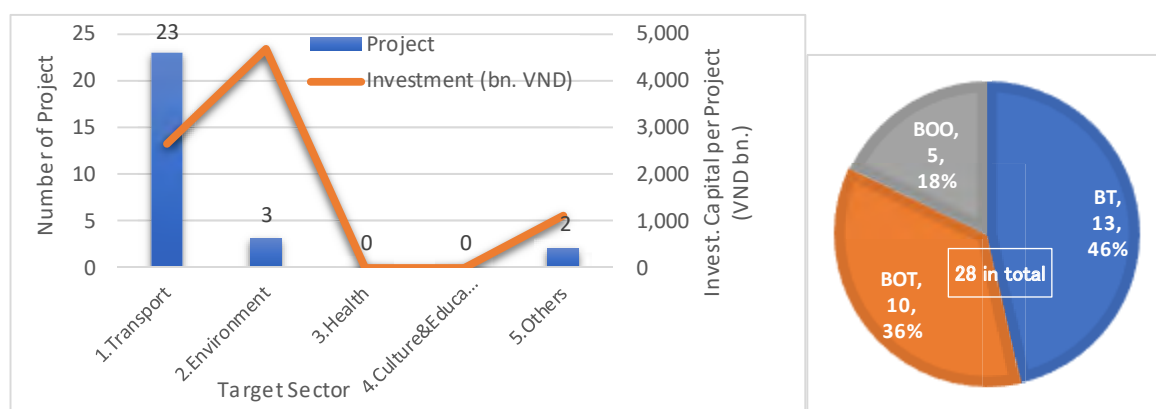
In HCMC, BOT, BT and BOO projects have been implemented (including on-going and suspended) prior to the enforcement of Decree No. 15 enacted in 2015 defined definition of PPP. According to the aforementioned materials obtained from DPI / PPP Division, 28 projects have been implemented under those schemes (category A). Among these projects, only one flood protection project (BT)⁶⁹ was commenced after the issuance of Decree No. 15. Sector breakdown of these projects is 23 projects for transport, one for water treatment plant, one for sewage treatment plant, one for construction, one for flood protection, and one for public facilities. Scheme breakdown of these projects is 13 BT projects (46%), 10 BOT projects (36%) and 5 BOO projects (18%).

For these implemented projects, project number by sector, project cost per project and project scheme ratio are shown in Figure 4.1-1. The environment sector is large, with an average of 4.7 trillion VND (about 22.4 billion JPY), as it contains a large scale flood protection project of about 10 trillion VND (about 47.7 billion JPY). For the transport sector, 0.1 trillion VND is allocated for waterway traffic facilities (approximately 4.8 billion JPY) and 10 trillion VND for outer ring road development (approximately 47.7 billion JPY),

⁶⁸ The project lists posted on HCMC DPI website (<https://ppp.tphcm.gov.vn/en/du-an-dang-keu-goi-dau-tu.html>)

⁶⁹ Ho Chi Minh City Urban Flood Control Project (Phase 1)

with an average 2.6 trillion VND (approximately 12.4 billion JPY). Each project has been carried out by existing local businesses or special purpose companies (SPCs).



Source: JICA study team prepared from HCMC DPI etc.

Figure 4.1-1 Overview of Category A Projects (Implemented)

4.1.3 Notable projects

Among the PPP projects so far implemented in HCMC, the following two projects are presented here as major ones in the target sector.

(1) Phú Mỹ Bridge (Transport)

Phú Mỹ Bridge is a cable-stayed bridge over Saigon River with the length of 2,100m. It is located on Ring Road No. 2 of HCMC, connecting Districts 2 and 7. The investor is BOT Phu My Bridge Corporation (PMC)⁷⁰, a local enterprise. The bridge was planned to build under a BOT contract with HCMC PC and be operated on toll revenues for 30 years. Its construction started in 2007 and completed in 2009. Phú Mỹ Bridge is the first BOT project implemented in HCMC. Although the toll collection started in 2010, traffic volume was far below the estimate due to the postponement of another project in HCMC (the extension of Ring Road No. 2 leading to Hanoi Highway), which was a precondition for its business operation. As a result, PMC has decided to return the project to HCMC in 2012, which is significantly shorter than the project period stipulated on the BOT contract.

(2) Thu Duc BOO Water Treatment Plant (Environmental Sector)

Thu Duc BOO Water Treatment Plant is located in Thu Duc District, which uses raw water from Dong Nai River as an intake and supplies water to the central area of HCMC. This water treatment plant was the first BOO project in the city with which private companies entered in water supply business. The project, constructed, owned, and operated water intake facilities, water conduits, and water treatment plants, and all clean water produced is purchased by SAWACO (HCMC Water Supply Corporation) under an offtake contract. Thu Duc B.O.O Joint Stock Company was established by a local corporation in 2004 and in 2009 the first facility was put into operation and started water purification of 100,000 m³ per a day. The second

⁷⁰ While HFIC, through its subsidiary HCMC Infrastructure Investment Joint Stock Company (CII), holds a share of BOT Phu My Bridge Corporation (PMC), it also takes part in the project as a lender together with other state-owned banks and commercial banks (<https://rdo.psu.ac.th/sjstweb/journal/40-6/22.pdf>)

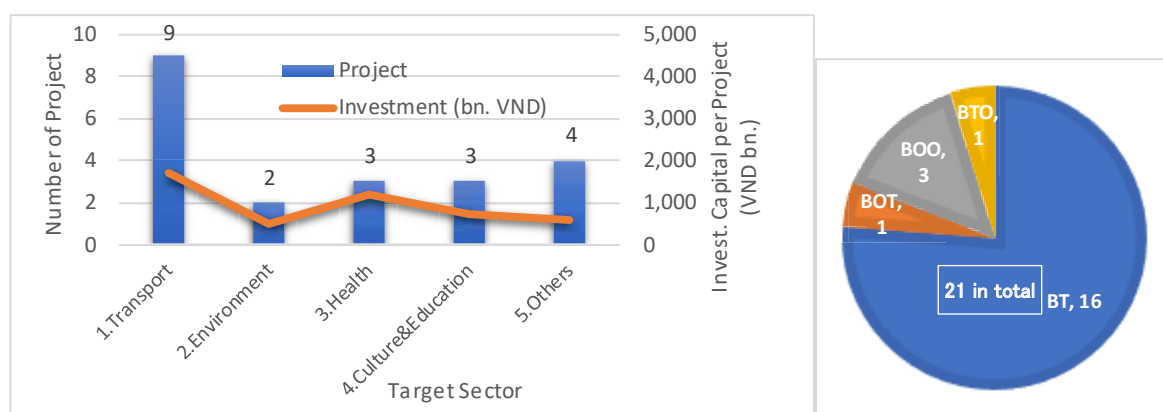
and third facilities were completed in 2010, and it is supplying an average of 330,000 m³ of tap water to date.

4.1.4 Future Infrastructure Plans (PPP Projects and PPP-like Projects)

(1) Projects in Development (category B and C)

According to the materials from DPI / PPP Division as mentioned above, on top of the implemented 28 projects described in 3.4.1 of this report, there are 21 projects for which investors have already submitted Pre-F/S and are waiting for the approval of relevant agencies such as the Prime Minister's Office (category B). In addition, 17 projects are under Pre-F/S preparation by investors (category C).

A breakdown of 21 awaiting projects is 16 BT projects, three BOO projects, one BOT and BTO project each, and it can be seen that BT scheme projects are prominent. By the sector, there are nine projects for transport, which has the largest number of the projects, three projects for health, education and culture, two projects for environment (water and sanitation), and four projects for other sectors (architecture, urban development).



Source: JICA study team prepared from HCMC DPI etc.

Figure 4.1-2 Overview of Category B Projects (Waiting for Approval)

Among the 17 category C projects – projects under preparation of Pre-F/S, there are 6 environment projects, 4 transport projects, 2 health projects, and 5 projects in other sectors. Implementation scheme has not been determined for more than a half of them.

Many of these projects were planned to be implemented in BT scheme in the future but as stated in 3.3 (1), BT has been suspended in Viet Nam. Therefore, it is unclear whether these projects planned in BT scheme will be approved or not. However, in any case, if Pre-F/S is approved, investors are expected to start F/S, so the projects listed here can be considered as the plan of future PPP or PPP-like projects in HCMC.

(2) Calling for Investment Projects (Category D)

PPP division of DPI published 291 candidate projects that are still in conceptual development as “Calling For Investment” projects. Such projects are summarized by sector in Table 4.1-1.

Table 4.1-1 Category D (planning stage) project summary

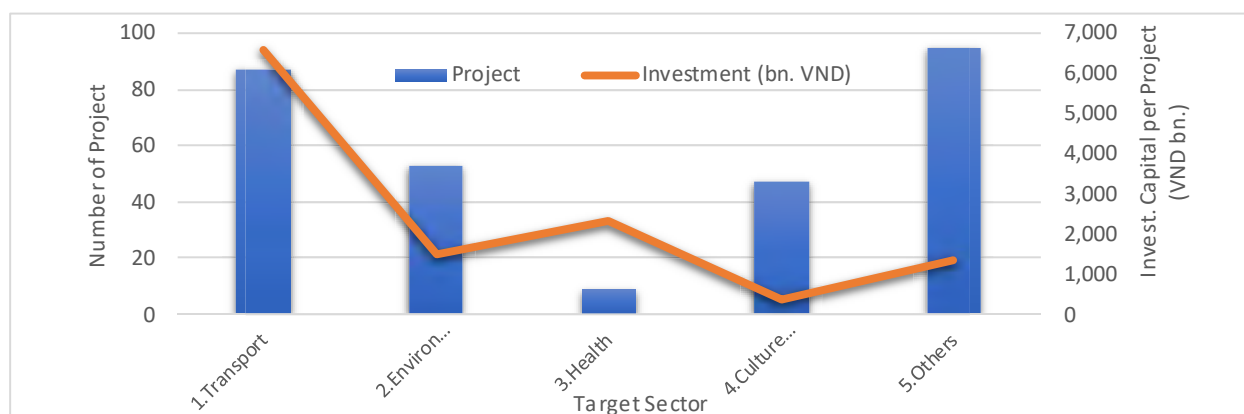
Sector in HCMC	Total	Target Sector				Other
Project		Transportation	Environment	Health	Education/Culture	
A. Reducing Traffic Jams and Accidents	90	86	2			2
Road/Bridges/Parking	76	76				
MRT	7	7				
LRT	3	3				
Sewage/WTP	1		1			
Solid Waste (Disposal Site)	1		1			
Others (Resettlement Area, etc.)	2					2
B. Social housing and resettlement	21					21
Resettlement/Building	21					21
C. Information Technology	1					1
TV service technical center	1					1
D. Urban Development/Regeneration	98		47		1	50
Bus Station	2					2
Market	12					12
Drainage	47		47			
Landslide prevention	4					4
University	1				1	
Others (Resettlement Area, etc.)	32					32
E. Environment-Waste Treatment	1		1			
F. Flooding Reduction	3		3			
G. Education and Training	36				34	2
Kindergarten	10				10	
Primary School	10				10	
Secondary School	8				8	
Highschool	5				5	
University	1				1	
Others (Political center, etc.)	2					2
H. Health	9			9		
Hospital	8			8		
Equipment	1			1		
I. Culture - Sport and Society	27	1			12	14
Cultural Facility	12	1			3	8
Sports Facility	9				9	
Others (Housing area, etc.)	6					6
J. Others	5					5
Cemetery	1					1
Agriculture	3					3
Industrial Park	1					1
Total	291	87	53	9	47	95

Source: JICA study team prepared from HCMC DPI

In terms of the target sector of this survey, transport sector consists of mostly road projects and the others are new transport systems. In environment sector, there is no project related to water supply and only one sewage treatment plant, and the rest are waterway improvement projects, etc. In addition, solid waste consists only one landfill project and waste incinerators are not included. There are 9 projects in health sector and 47 projects in culture and education sector.

Candidate project numbers and per-project project costs by the target sectors of this study are shown in

Figure 4.1-3.



Source: JICA Study Team based on data obtained from HCMC DPI

Figure 4.1-3 Category D projects by sector and project cost

As for the project cost per project, it is very large in transport sector, with more than 6.5 trillion VND (approximately 31 billion JPY), because the sector includes 7 urban railway (metro) projects with 284 trillion VND (approximately 1,3547 billion JPY) in total and the average per project cost excluding a metro project is 3.7 trillion VND (approximately 17.6 billion JPY). Per project cost is 2.3 trillion VND (approximately 11 billion JPY) in health sector, 1.5 trillion VND (approximately 7.2 billion JPY) in environment sector, and 0.4 trillion VND (approximately 1.9 billion JPY) in education and culture sector. Although some projects have descriptions of expected project scheme, most of them do not have any specified project scheme.

4.2 PPP Project Implementation Issues (HCMC's Perspective)

Based on interviews with HCMC, the following issues are identified in implementing PPP, which is based on Decree No.63, and PPP-like project.

① Complicated PPP implementation procedures

Actual PPP implementation procedures are stipulated in Decree No.63 and Law on Public Investment (if such PPP projects use public funding). However, the process, including various approvals, is too complex and time-taking (refer to 3.3 of this report.). Consequently, combined with the lack of PPP related resources to be mentioned later, there has been few PPP projects implemented. This is the case for not only HCMC but also for the central government ministries and other PCs.

② Lack of resource and experience

Even though HCMC DPI has PPP Division, actual project implementation (including Pre-F/S and F/S) shall be undertaken by respective department in charge (refer to 2.2.1 of this report). However, such departments have limited staff and budget for PPP implementation. In addition, they have little experience in PPP project. With these circumstances, it is difficult for them to carry out spontaneous or

self-directed PPP origination and implementation.

③ Government budget system which is not suitable for PPP implementation

Current Decree No.63 mentions AP and VGF as a form of government support. However, the government budget system is not adequately aligned to it (e.g. there is no appropriate or independent budget item for budget allocation). However appealing such governmental support in the PPP Law and PPP related decrees is, actual budget implementation would be difficult without improving such budgetary system issues. In order to strengthen the government support system, it is also necessary to revise the current budget system.

4.3 Other Donors' Support for Implementation of HCMC PPP Projects

WB Group has been engaged in developing a master plan with a focus on the PPP Law implementation for a nation-wide PPP promotion in Viet Nam, in cooperation with ADB, AIIB, USAID, ADF, and JICA. They have quarterly meeting with related parties (as of July 2019). On the other hand, recently PPP related reports and seminar workshops are actively issued or held for HCMC. In 2019 (as of July), the following activities were conducted (as far as the JICA Study Team has found). However, the JICA Study Team has yet to identify any specific support to individual project in HCMC.

- Report on Theme Three : Possibility to Apply PPP in Education and Training in Ho Chi Minh City
- International Workshop on Public Private Partnership in Selected Sectors in HCMC (March 24, 2019)
- World Bank's Workshop on Public Private Partnerships in the health sector (July 24, 2019)

IFC, a member of WB, has entered into an agreement with HCMC in April 2019 in order to support planning and implementation of hospital projects of a medical university in HCMC (Pham Ngoc Thach University of Medicine). According to media coverage, the support covers development of training center and outpatient facilities of the hospital. Training service as well as medical service themselves are to be supplied by HCMC and the private investor's scope is facility development, equipment supply and maintenance. It seems IFC's support is not specifically on the PPP project implementation but rather advising business planning⁷¹. IFC's support is targeting investments and loans in wider area, not necessarily limited to PPP and/or infrastructure⁷².

ADB has been active in PPP transaction advisory service (TAS) nation-wide in Viet Nam (e.g. a waste treatment facility project in Da Nang). However, there is no specific TAS project in discussion with HCMC as of July 2019. As far as the JICA Study Team has found, HCMC is in discussion with ADB on a PPP project which includes sewage treatment facility. As of July 2019, the discussion is on-going but its details are yet to be known.

⁷¹ Base on the Q&A with Pham Ngoc Thach Hospital presenter in the "HCMC Infrastructure Investment Seminar" on August 30, 2019

⁷² Based on a telephone conference with IFC on June 6, 2019 and Q&A with Pham Ngoc Thach Hospital presenter in "HCMC Infrastructure Investment Seminar" on August 30, 2019

CHAPTER 5 Japanese businesses participating in Vietnamese infrastructure projects and their problems

5.1 Track record of Japanese businesses

5.1.1 Infrastructure related projects

Major PPP or private projects in which Japanese companies participated in Viet Nam are shown in Table 5.1-1.

Table 5.1-1 Experience of Japanese Companies Participating in Infrastructure Projects

Sector	Project Name	Major participating companies	Remark
Transport	Phu Ly Bypass road project	NEXCO Central	In 2017, the company acquired the stake in SPC, which manages approximately 43.44 km, such as Phu Ly bypass road under toll collection running through Phu Ly city near Ha Noi.
	Cai Mep -Thi Vai International Port	MOL Mitsui	The facilities were to be developed jointly with local companies within the site of Cai Mep Thi Vai International Port, which was developed by Yen loans to operate the container terminal. Signed in 2009.
	Lach Huyen International Port Container Terminal	MOL Mitsui, Itochu	The facilities were to be maintained at the site of Lach Huyen International Port, which has been developed by Yen loans to operate the container terminal. To be operational in 2018.
	Toward integration of ETC system Demonstration project	Mitsubishi Heavy Industries, Sojitz	To conduct demonstration experiments in the suburbs of HCMC for collecting data of various ETC systems and developing an integrated ETC system. A Memorandum of Understanding was signed in 2015.
	Bus Route Project in Binh Duong Province	Tokyu Corporation	In 2014, Becamex Tokyu Bus was established as a subsidiary. Bus priority lanes were introduced on all sections (about 6.5 km) of the road connecting the old capital city and the new city (new capital city).
	La Son-Tuy Loan Expressway Construction Project	Japanese financial institutions including 14 regional banks (17 in total)	La Son-Tuy Loan Expressway is a part of the expressway connecting the East-West Corridor and Central City of Da Nang City. Signed in 2014 by Bank of Tokyo-Mitsubishi UFJ (at that time) as the lead arranger.
Environment (water supply)	Introduction of high efficiency water pump to Da Nang water supply JSC	Yokohama Water Co., Ltd	Utilization of JCM equipment subsidies in fiscal 2016. Two pumps in the water treatment plant owned by Danang Water Supply Joint Stock Company will be replaced by high efficiency water pumps.
	Introduction of inverter to water intake pump facility of HCMC water supply facility	Yokohama Water Co., Ltd	Utilization of JCM equipment subsidies in fiscal 2018. An inverter will be installed in the water intake pump facility jointly with the BOO business operator in HCMC.
Environment (waste)	Hanoi Industrial Waste Power Generation Facility (Demonstration experiment)	Hitachi Zosen	The industrial waste currently being landfilled at the final disposal site in Hanoi city, 75 ton/day will be incinerated to generate power (1,960 kW) by exhaust heat recovery. Demonstration started in 2017.

Source: JICA study team

In transport sector, some track record of road and port projects has been confirmed. In addition to general trading companies, road companies, railway companies, and shipping companies are participating in projects in their respective business areas. In environmental sector, there are 2 projects in which water

supply facilities have been introduced through the Joint Crediting Mechanism (JCM) at the water supply facility and one demonstration experiment has been conducted for a solid waste incinerator project. There has been no participation in infrastructure project in education, culture and health.

Other than the above, many surveys/studies have been carried out by Japanese enterprises through various public support such as JICA's public private partnership business survey scheme, ODA/private infrastructure project study facility funded by Ministry of Economy, Trade and Industry and JCM of the Ministry of the Environment, Japan. These studies show Japanese companies' interest in infrastructure projects in Viet Nam. The summary of these surveys is presented in Table 5.1-2 below.

As shown in Table 5.1-2, a total of 68 studies were recognized: 14 in the transport sector, 35 in the environmental sector, 18 in the health sector, and one in the education sector. The interests from Japanese companies in each sector have been observed.

Table 5.1-2 Number of Infrastructure Project under Preparatory Surveys of Japanese Companies

Sector	JICA's survey on Private Sector Cooperation Project ⁷³		METI Survey ⁷⁴	JCM Survey ⁷⁵	Total	Projects surveyed
	PPP infrastructure project	Other surveys				
Transport	8 cases	2 cases	3 cases	1 case	14 cases	Road, Bridge, BRT, Airport, Port, Urban Railway, TOD, Road Pavement, Bus ICT
Environment	9 cases	21 cases	1 case	4 cases	35 cases	Water supply, water treatment plant, wastewater treatment plant, water environment, water purification and treatment technology, solid waste, WtE
Health	-	18 cases	-	-	18 cases	ICT, hospital facilities / equipment, medical service, medical system, linen supply
Education	-	1 case	-	-	1 case	Scientific experiment
Total	17 cases	42 cases	4 cases	5 cases	68 cases	

Source: JICA Study Team

5.1.2 ODA projects

Japan is the largest ODA donor country for Viet Nam, and many Japanese companies have participated in infrastructure projects through several schemes such as bilateral government loans, grant aids and technical cooperation. Table 5.1-3 shows the results of ODA projects and the number of Japanese company participation in the surveyed sectors. The numbers of projects were counted based on contracts which were concluded in the last ten years (including extension contracts based on the conclusion of E/N and L/A), in which Japanese companies participated as major suppliers and contractors, for technical cooperation and grant aids and on the number of projects which were implemented for bilateral government loans. Among these schemes, technical cooperation and grant aids are engaged only by Japanese companies. However, in the case of general bilateral government loans, contractors are procured through competitive bidding including foreign companies. Therefore, those contacts which Japanese companies' participation are

⁷³ https://www2.jica.go.jp/ja/priv_sme_partner/

⁷⁴ <https://www.meti.go.jp/topic/data/e90622aj.html>

⁷⁵ http://gec.jp/jcm/jp/wp-content/uploads/2019/01/190129list_jp.pdf

confirmed are counted in the table. Over the last 10 years, Japanese companies are participating in more than 19 technical cooperation projects, 7 grant aid projects and 19 bilateral government loan projects.

Table 5.1-3 Achievements of ODA Projects in Each sector and Japanese Companies' Involvement in the Past 10 Years

Sector	Technical Cooperation	Grant Aid	Bilateral Government Loans	
			Number of participations of Japanese companies / Total number	Main projects
Transport	4 projects	3 projects	14 / 19 projects	North-South Expressway International port International Airport Terminal Urban railway business
Environment	4 projects	3 projects	5 / 5 projects	Water infrastructure Sewerage maintenance Water environment improvement
Health	9 projects	1 project	1 / 2 projects	Hospital maintenance
Education	2 projects	-	1 / 1 project	University enhancement
Total	19 projects	7 projects	21 of 27 projects	

Source: JICA Study Team

5.1.3 Japanese government support and policies toward Japanese businesses in infrastructure development

(1) Transport sector and environment sector (water and sewage)

The Ministry of Land, Infrastructure, Transport and Tourism (MLIT) has been strongly supporting overseas expansion of Japanese infrastructure systems in the area of MLIT, as a team Japan with public and private sectors, based on the "Law for promoting the entry of Japanese businesses into overseas social capital projects" enacted in August 2018 and the "Basic policy to promote the entry of Japanese businesses into overseas social capital projects."

Furthermore, in April 2019, MLIT announced the "MLIT action plan for the overseas development of infrastructure systems 2019 (Action Plan 2019)." The action plan includes measures to be taken by the government, 83 projects to be monitored in the future (8 of them are in Viet Nam), and sector-by-sector strategies etc., showing support policy for Japanese companies participating in overseas infrastructure projects.

In the "Action Plan 2019", North-South Expressway, Long Thanh International Airport Construction and Operation Project, Public Infrastructure Improvement Project in Binh Duong Province and five other projects were mentioned as Vietnamese projects which needs attention for not only ODA construction opportunities but also business operation opportunities. In particular, in road sector, PPP road project origination and entry of Japanese highway companies into green field projects were cited as future expansion direction. In railway sector, Japanese companies were said to have strength in transit-oriented development and station building development. Application of these strengths to Metro Line 1 which is under construction in HCMC is highly expected.

In the field of water and sewage, Hanoi City Yen Xa Sewerage System Project was listed as a project to be closely watched. With Japan Water Agency and Japan Sewage Works Agency, project formation has been undertaken from its upstream stage. In 2018, an EPC bid was made and JFE Engineering has won the bid. In addition, since there is JCM application track record in energy conservation area, it is expected that Japanese companies will continue utilizing the mechanism to participate in Vietnamese infrastructure businesses.

(2) Environment sector (solid waste)

Japan and Viet Nam have signed a JCM in 2013, and, based on that framework, assistance for installation of facilities, etc. for "greenhouse gas emission reduction business that utilizes advanced technology, etc." has been provided. At present, there is no application record of this assistance to waste sector in Viet Nam. Therefore, the subsidy rate is set up to a maximum of 50%.

(3) Health sector

The Ministry of Health, Labor and Welfare expressed initiatives such as technology transfer of advanced medical care and top sales of Japanese products as a public-private collaboration in excellent medical devices and medicines as "medical international promotion." It also expressed an initiative to speed up the approval process in counterpart countries for Japanese medical devices and medicines which were already approved in Japan. Also, the construction of hospitals, etc. can be treated as the construction projects in MLIT's "Action Plan 2019".

(4) Education and culture sector

The Ministry of Education, Culture, Sports, Science and Technology has been promoting the project to promote overseas development of Japanese-style education (EDU-Port Japan) as an all Japan public-private initiative since 2016. This initiative is for soft-component and school construction can be regarded as infrastructure project based on MLIT's "Action Plan 2019".

In addition, METI, Japan Sports Agency, JETRO, and Japan Sport Council signed a basic agreement in July 2018 on "four-way collaboration," which aimed at international promotion of Japanese sports and sport business abroad.

5.2 Issues for PPP and PPP-like project participation from the Japanese business perspective

In order to understand Japanese businesses' interest in PPP projects in Viet Nam and issues for their participation in PPP and PPP-like projects, multiple interviews with Japanese companies were undertaken in this survey.

The following risks were identified as especially important ones for Japanese companies.

- Political risk (abrupt policy changes by policy makers and top officials)
- Demand risk (demand forecast by the ASA for PPP / PPP-like projects, revenue uncertainty in BT projects)
- Credit risk (delay in project related payments by governmental organizations)
- Institutional risk (fee arrangements for FIT, tipping fees of waste treatment project, etc.)

- Currency risk (VND volatility against hard currencies such as JPY and USD)
- Compliance

Based on the above general risk perception, the following issues were identified for Japanese companies in participating in PPP and PPP-like projects in Viet Nam.

① Premature PPP project planning and study by the ASA

In order to surely implement PPP projects, ASAs must secure feasibility from the private sector's perspective at the time of planning and study stage (especially in Pre-F/A and F/S) regarding business scheme and funding, etc. However, in reality, these points are not well studied and this situation is resulting in deadlocks of project planning or no proper business promotor in bidding. Lack of staff in ASAs (including lack of experience) and budget shortage for studies can be the cause of these issues.

② Premature fiscal system and financial market

By definition, PPP calls for proper collaboration between public and private sectors. However, the current Vietnamese fiscal system cannot offer proper financial support to PPP projects. For example, Decree No.63 enables VGF while the fiscal system was not aligned for actual budget allocation as VGF to projects. Moreover, there is no clear procedure for government guarantee (sovereign and sub-sovereign). At the same time, financial market is premature and it is difficult for private companies to raise long-term (20-30 years) capital. The high level of commercial interest rate also hinders private capital utilization.

③ Concerns over the Vietnamese government's contract implementation ability

Generally, in PPP contracts, the government is expected to acquire project land, coordinate with related government ministries and agencies, properly set various fees and revise them, pay VGF or AP, and provide other necessary support to private sector. Private sector is still not sure about the Vietnamese government's and local PCs' ability to fulfill these contractual obligations (e.g. even in ODA projects, payments to private sector are frequently delayed). Therefore, many companies are extremely cautious with projects which largely rely on the government's contract implementation and public support.

④ High uncertainty of PPP procurement and project profitability

For the reasons mentioned above, many PPP or PPP-like projects implemented in Viet Nam so far are either USP or BT projects. In order to complement project profitability of main business, "BT scheme" which allows the utilization and development of public assets such as land by the private sector, has been applied to many projects so far. However, transparency in PPP procurement might not be secured enough in these methods. Moreover, in terms of project profitability forecast, these methods present high uncertainty and risks to the private sector, especially to foreign businesses, and this situation is being a big hurdle.

CHAPTER 6 Selection of prospective projects

6.1 Evaluation process, methodology and criteria

6.1.1 Prospective project selection process

The objective of this chapter is to identify prospective projects in terms of overseas investment and loans by JICA or investments by Japanese businesses. Those prospective projects were basically selected through evaluations based on the “published candidate project lists (as of March 2019)” obtained from DPI / PPP Division referred in 4.1.1 of this report. Additionally, by obtaining and reviewing past project lists as much as possible, some possibilities that there may be some prospective projects buried in the latest lists have been examined. The prospective projects were selected and evaluated through the following two stages.

- 1st stage: Shortlisting projects by external criteria
- 2nd stage: Evaluation of the shortlist by elemental criteria

Through these stages, external criteria (A1-A4) and elemental criteria (B1-B3) were applied. External criteria, sector, project scale (initial capital investment amount), scale of residential resettlement, and project scheme, were applied to candidate projects in an automatic manner before detailed project evaluation. On the other hand, elemental criteria were used in detailed qualitative evaluation of each project in terms of priority and urgency of HCMC, project readiness and feasibility, legitimacy of support from Japan and possibility of Japanese company contribution. Details of this is shown in the following section.

6.1.2 Selection criteria for evaluation

(1) A: External criteria

In this stage, a preliminary project selection was done on a longlist of project list by the external criteria shown below.

A-1: Sector

The criterion here was whether a project is in the target sectors of this survey or not. Each project listed in the collected list shall be in the following target sectors or sub-sectors.

- Transport (roads, car parking, railway, logistics facilities, etc.)
- Environmental (water supply, sewage, solid waste, etc.)
- Health (hospitals, nursing care facilities, etc.)
- Education and culture (schools, sport facilities, etc.)

A-2: Project scale (initial capital investment amount)

In general, one of the major factors for private companies to be interested in infrastructure project is that projects are above (at the same time below) a certain size of investment amount. On the other hand, scale of projects varies among sectors. Therefore the following threshold was set for each sector in this survey based on JICA’s experience, discussions with JICA, and interviews with Japanese companies of the study team. The criterion of judgement here is that estimated project cost is above the threshold.

• Transport	: 1.2 trillion VND (about 5.7 billion JPY)
• Environment	: 1.0 trillion VND (about 4.8 billion JPY)
• Healthcare	: 0.5 trillion VND (about 2.4 billion JPY)
• Education and Culture	: 0.5 trillion VND (about 2.4 billion JPY)

A-3: Scale of residential resettlement

Large-scale residential resettlement requires a lot of time and processes from the viewpoint of environmental and social considerations (including the development of resettlement areas). Therefore, it is difficult for private companies to smoothly implement such projects and large-scale resettlement is a large risk for them. In this survey, a criterion was set as the number of involuntary resettlements not exceeding 200 people, the level which is generally applied to Category A in the JICA Guidelines for Environmental and Social Considerations.

A-4: Project scheme

Those projects clearly designed as BT projects and AP projects were excluded from prospective projects. The reason is that BT project implementation is currently suspended in Viet Nam combined with its low transparency and high project risks and hence not suitable for JICA's support and Japanese companies' participation. On the other hand, there has been no AP project implemented in Viet Nam even though the scheme is allowed in Decree No.63. As shown in 5.2 of this report, AP scheme is frankly too early to apply.

(2) B: Elemental criteria

The following criteria were applied to the candidate projects for shortlisting. Based on the same criteria, shortlisted projects were evaluated.

B-1: Priority and urgency of HCMC, Vietnamese expectations to Japan

All of those infrastructure projects on the lists are thought to be needed. However, among them, those with higher priority and urgency are considered to have higher possibility of early realization. In addition, expectation from HCMC to JICA and Japanese companies is also an important factor. For this criterion, projects were evaluated in 3-point scale (A, B, and C) based on reviews of various documents and web sites as well as discussions with HCMC officials.

B-2: Project readiness and feasibility

As for project readiness, projects were evaluated based on whether the project formulation is in progress, e.g. preparing preliminary surveys including RII, Pre-F/S and F/S, obtaining project permissions, progressing with land acquisition. For this criterion, projects were evaluated in 3-point scale (A, B, and C) based also on reviews of various documents and web sites as well as discussions with HCMC officials.

B-3: Legitimacy of support from Japan and possibility of Japanese company contribution

Since one of the objectives of this survey is application of JICA PSIF, it is necessary to meet basic requirements of JICA PSIF in order to select prospective projects. The following conditions and requirements shall be satisfied to meet the applicability and legitimacy of such support.

➤ **Target areas**

- Infrastructure, growth acceleration
- SDGs⁷⁶
- Climate change

➤ **PSIF requirements**

- In line with the development policy of the government with higher development effects
- Appropriate business planning with high feasibility

In addition, it is desirable, if not mandatory, that Japanese companies show interest in the project and, through their participation, the project brings about new values in Viet Nam or in the region.

Based on discussions with JICA and interviews with Japanese companies, projects were evaluated in 3-point scale (A, B, and C).

(3) Overall rating

Based on the above criteria, about 10 prospective projects were shortlisted. Those shortlisted projects were further evaluated based on the elemental criteria for overall evaluation. The overall evaluation is rated in 3-point scale (A, B, and C). The ratings were made based on the following six points which cover the elemental criteria described above.

- 1) Priority and urgency of HCMC, Vietnamese expectations to Japan
- 2) Planning maturity
- 3) Preparation progress
- 4) Applicability and feasibility of planned project scheme
- 5) Justification of JICA's support
- 6) Interest and contribution possibility by Japanese companies

6.2 Selection of prospective projects

6.2.1 Shortlisting of external criteria

(1) Shortlisting of Category D projects

The Category D projects on the DPI list were narrowed down with the external criteria A1-A3. Table 6.2-1 shows the project shortlisted by the criteria.

⁷⁶ The 17 goals: poverty reduction, zero hunger, health, education, gender equality, water/sanitation, energy, economic growth, infrastructure/industrialization, inequality correction, cities, sustainable production and consumption, climate change, ocean and ocean resource conservation, forests/biodiversity, peace, and global partnership.

Table 6.2-1 Shortlisted projects by external criteria

	Project Name	Sector	Sub-sector	Investment Size (bn. VND)	Residents of Involuntary Resettlement
1	Steel flyover at Bon Xa intersection	Transport	Road	1,860	<200
2	Intersection of roads connecting Ba Chiem to Hiep Phuoc Industrial park - Ben Luc-Long Thanh expressway	Transport	Road	1,800	<200
3	Interchange of Rung Sac - Ben Luc-Long Thanh expressway	Transport	Road	2,000	<200
4	Collecting system and Southern Saigon wastewater treatment plant	Environment	Sewage	3,500	uncertain
5	Drainage system and population improvement for Tham Luong - Ben Cat - Nuoc Len canal, stage 1	Environment	Drainage	2,000	<200
6	Ben Nghe canal	Environment	Drainage	2,000	<200
7	Tidal barrage of Ong Dung creek	Environment	Drainage	1,000	<200
8	Tidal barrage of Vam Thuat creek	Environment	Drainage	1,000	<200
9	To dredge and improve Cau Suoi creek	Environment	Drainage	1,000	<200
10	Tran Quang Co creek	Environment	Drainage	1,000	<200
11	Soai Rap canal dredging project (stage 2)	Environment	Drainage	8,480	<200
12	Soai Rap canal dredging project (stage 3)	Environment	Drainage	7,900	<200
13	Constructing a general hospital with 500 beds for Pham Ngoc Thach Medical University	Health	Hospital	2,500	<200
14	To build hospital complex in Northwest urban area	Health	Hospital	5,000	uncertain
15	University - College relocation project	Education	School	2,000	uncertain
16	Complex of multi-purpose training ground combining guest houses for experts and hotels	Education	Sport	2,000	<200
17	Construction of a 50,000-seat stadium in Rach Chiec Sports Complex	Education	Sport	5,000	<200

Source: JICA Study Team

For the projects narrowed down in (1) were further refined with criterion A-4. Table 6.2-2 shows the result of the selection.

Table 6.2-2 Shortlisted projects by element criteria

	Project Name	Sector	Sub-sector	Investment Size (bn. VND)	Residents of Involuntary Resettlement	Expected PPP Scheme
1	Constructing a general hospital with 500 beds for Pham Ngoc Thach Medical University	Health	Hospital	2,500	<200	BOT
2	To build hospital complex in Northwest urban area	Health	Hospital	5,000	uncertain	BOT
3	Complex of multi-purpose training ground combining guest houses for experts and hotels	Education	Sport	2,000	<200	BOT/BTO
4	Construction of a 50,000-seat stadium in Rach Chiec Sports Complex	Education	Sport	5,000	uncertain	BOT/BTO

Source: JICA Study Team

(2) Shortlisting of Category B and C projects

On top of the above projects, the JICA Study Team has reviewed various survey reports implemented in the past and data obtained from DPI such as Category B (waiting for approval) and Category C (under Pre-F/S or F/S) project lists, and shortlisted them with external criteria (A1-A4). The shortlisted projects are shown in Table 6.2-3.

Table 6.2-3 Shortlisted projects from other project

	Project Name	Sector	Sub-sector	Investment Size (bn. VND)	Residents of Involuntary Resettlement	Expected PPP Scheme
1	Phuoc Hiep Waste to Energy Project	Environment	Solid Waste	1,300	<200	BOT
2	Nguyen Tri Phuong Hospital	Health	Hospital	N/A	<200	BOT
3	New construction of trauma and orthosis hospital	Health	Hospital	1,132	uncertain	BOT
4	New construction of Phan Dinh Phung Gymnastics and Sports Center	Health	Sport	1,797	<200	BOT
5	Construction of underground parking yard at Hoa Lu Stadium	Transport	Car Parking	1,366	<200	BOT
6	Construction of ICD port at Long Binh Ward, Dist. 9	Transport	Logistics	4,635	uncertain	BOO/FDI

Source: JICA Study Team

6.2.2 Shortlisted projects

The JICA Study Team has chosen the following 10 projects as shortlisted projects (4 Category D projects, 7 Category B & C projects). Table 6.2-4 shows shortlisted projects rearranged by sector.

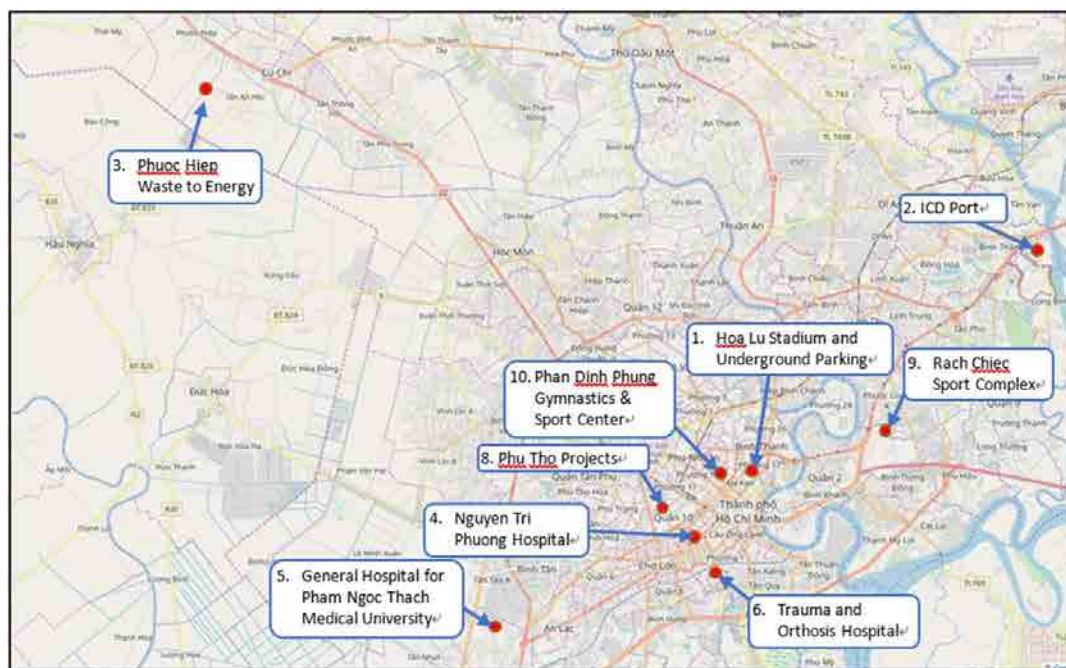
Table 6.2-4 Shortlisted prospective projects

	Project Name	Sector	Sub-sector	Investment Size (trillion VND)	Expected PPP Scheme
1	Construction of underground parking yard at Hoa Lu Stadium	Transport	Car Parking	3.4	BOT
2	Construction of ICD port at Long Binh Ward, Dist. 9	Transport	Logistics	4.6	BOO/DI
3	Phuoc Hiep Waste to Energy Project	Environment	Solid Waste	2.1	BOT
4	Nguyen Tri Phuong Hospital	Health	Hospital	2.0	BOT
5	Constructing a general hospital with 500 beds for Pham Ngoc Thach Medical University	Health	Hospital	2.8	BOT
6	New construction of trauma and orthosis hospital	Health	Hospital	1.1	BOT
7	To build hospital complex in Northwest urban area	Health	Hospital	5.0	BOT
8	Complex of multi-purpose training ground combining guest houses for experts and hotels (Phu Tho)	Education	Sport	2.0	BOT/BTO
9	Construction of a 50,000-seat stadium in Rach Chiec Sports Complex	Education	Sport	5.0	BOT/BTO
10	New construction of Phan Dinh Phung Gymnastics and Sports Center	Education	Sport	1.8	BOT

Source: JICA Study Team

Locations of these projects are shown in Figure 6.2-1⁷⁷.

⁷⁷ The location of project 7 “To build hospital complex in Northwest urban area” is not shown on the map because the development area master plan is not yet fixed.



Source: JICA Study Team

Figure 6.2-1 Locations of selected projects

6.3 Overview of the prospective projects and evaluation results

For the 10 shortlisted projects in 6.2, Table 6.3-1 shows their basic information and evaluation results by the element criteria (B1-B3) described in 6.1.2. The overall ratings were made based on the six criteria shown in 6.1.2 (3) in 3-point scale as, from higher, A, B, and C. For more details of each project, please refer to Appendix 4.

Table 6.3-1 Evaluation result of shortlisted project

Project name		No.1 : Construction of underground parking yard at Hoa Lu Stadium	
Basic information	Sector	Transport / Parking lot	
	Project scheme	BOT	
	Project cost	3.42 trillion VND (16.3 billion JPY)	
	Status	Pre-F/S approved	
	Residential relocation	<200	
Evaluation	Criteria	Rating	Reason
	C1. Priority of HCMC	A	<ul style="list-style-type: none"> • Priority of the project is evaluated as high since one of four underground parking lots listed in HCMC' s master plan. • The project is expected to solve the problems on traffic jam and traffic accidents since the site is located at congested area in the center of the city.
	C2. Project readiness and feasibility	A	<ul style="list-style-type: none"> • Maturity of the project is high because Pre-F/S has been approved by HCMC. So, if investor follows the approved Pre-F/S, they can start F/S. • At the area for sports institute is under a process of land acquisition and 21 out of 31 households have been completed. • Located in District 1, the center of HCMC, and attractive for commercial business. • Some investors have shown interest to invest in the project.
	C3. Justifications and expected contribution of investment by JICA and/or Japanese Companies	B	<ul style="list-style-type: none"> • The project is expected to meet the requirements of SDGs for positive results of reduction of traffic jam and provision of a function of disaster prevention. • The stadium and facilities are broadly used by the citizens for sports, health promotion, entertainment, and education. • The stadium is expected to be used as a disaster prevention base of HCMC. • The project site is located in District 1, the center of HCMC, and attractive for commercial business and car parking business.
	C4. Overall	A	The priority for HCMC is high, and the significance

	rating		<p>of alleviating traffic congestion is also high.</p> <ul style="list-style-type: none"> • Most of the project site has already been secured. • Pre-F/S exists and the project maturity is relatively high. • The existence of companies interested in investment was recognized in both Japan and Vietnam. • Good location and relatively high profitability. • However, further confirmation is required for parking fees, private business scope, and overall profitability.
Note		<p>It is necessary to coordinate with HCMC for parking fee level.</p> <p>The feasibility of the business model packaged with the main facility needs to be confirmed.</p>	

Project name		No.2 : Construction of ICD port at Long Binh Ward, Dist. 9	
Basic information	Sector	Transport / Logistics	
	Project scheme	B00/FDI	
	Project cost	4.635 trillion VND (22.1 billion JPY)	
	Status	Preparing Pre-F/S	
	Residential relocation	NA	
Evaluation	Criteria	Rating	Reason
	C1. Priority of HCMC	B	<ul style="list-style-type: none"> • Priority is relatively high as this ICD is planned as a replacement facility of the existing Truong Tho Port facilities along Saigon River. However, operator of Truong Tho Port facilities is protesting against the relocation.
	C2. Project readiness and feasibility	C	<ul style="list-style-type: none"> • Project readiness is high since the layout plan of ICD with 1/500 scale has been approved and broad urban development plan (1/2000 scale) of District 9 including the ICD is under preparation. Feasibility of the project shall be studied because BT scheme was proposed in Pre-F/S.
	C3. Justifications and expected contribution	C	<ul style="list-style-type: none"> • Development of logistics center is expected to provide advantages to Japanese firms having business in the area.

	of investment by JICA and/or Japanese Companies		
	C4. Overall rating	C	<ul style="list-style-type: none"> • Approval of the Prime Minister's Office has been obtained. • The business site has been identified (however, the rights must be confirmed). • Pre-F/S exists and the project maturity is relatively high. • The existence of companies interested in investment was recognized in both Japan and Vietnam. • However, it is necessary to confirm if port development is included in the project. It is also necessary to confirm the business feasibility and funding scheme. • In addition, it is necessary to confirm the background and reasons for the business interruption.
Note		It is necessary to check if the project includes port infrastructure itself or not. Plus, business viability and financing scheme have to be checked.	

Project name		No. 3: Phuoc Hiep Waste to Energy Project	
Basic information	Sector	Environment / Solid Waste	
	Project scheme	BOT	
	Project cost	2.1 trillion VND (10 billion JPY) per package	
	Status	DONRE is procuring a consultant	
	Residential relocation	<200	
Evaluation	Criteria	Rating	Reason
	C1. Priority of HCMC	A	<ul style="list-style-type: none"> • Reduction of landfill volume and application of advanced solid waste treatment system are the urgent issues for HCMC since the treatment capacity will be in short by 2,000–3,500 tons per day in 2025~2030. • To meet the reduction target of landfilling volume, HCMC should install WtE plant as soon as possible.
	C2. Project readiness and feasibility	A	<ul style="list-style-type: none"> • Project site is inside existing solid waste complex and land acquisition is not needed. • DONRE plans to select private promotor(s) this year

			<p>or early next year.</p> <ul style="list-style-type: none"> • Project planning study was prepared by Japanese firms under the JCM scheme. • Feasibility of the project shall be confirmed. • Investor is able to request support from HCMC on interest expenses to the project in accordance with Decision No.33/2011/QĐ-UBND dated 28th May 2011 issued by HCMC PC.
	C3. Justifications and expected contribution of investment by JICA and/or Japanese Companies	A	<ul style="list-style-type: none"> • The facility is expected to go along with the SDGs. • JCM subsidies may be available to this project and interest among Japanese companies is high. • It need to be clarified why the capacity of the facility is increased significantly compared to that of the project planning study. • This project may be a symbolic WtE project as high quality infrastructure from Japan in Vietnam.
	C4. Overall rating	A	<ul style="list-style-type: none"> • The priority for HCMC is high, and it is highly relevant to SDGs. • Project site has already been secured. • Since it is in the procurement process of consultants for selecting promoters, the degree of maturity of the project is relatively high. • The existence of multiple Japanese companies interested in the business was recognized. • Confirmation of business feasibility and technical requirements is still necessary.
Note		<p>It is necessary to check business feasibility as well as technical requirement. On the other hand, priority of HCMC, project readiness and preparation, interest from Japanese companies are all high. Business profitability of the project must be confirmed.</p>	

Project name		No.4: Nguyen Tri Phuong Hospital
Basic information	Sector	Health / Hospital
	Project scheme	BOT
	Project cost	2 trillion VND (9.5 billion JPY)
	Status	Preparing Pre-F/S
	Residential relocation	<200

Evaluation	Criteria	Rating	Reason
	C1. Priority of HCMC	A	<ul style="list-style-type: none"> • Higher priority due to high demand for hospitals with beds. • There is high expectation for private investment by NTP hospital. • HFIC is willing to take some equity stake (up to 20-30%) and/or to provide loans to the project.
	C2. Project readiness and feasibility	B	<ul style="list-style-type: none"> • Pre-F/S is on-going, to be approved by 2020. • Project site has already been secured and the risk of land acquisition is low. • The existing hospital is willing to provide human resource to the project.
	C3. Justifications and expected contribution of investment by JICA and/or Japanese Companies	B	<ul style="list-style-type: none"> • The project meets SDGs 11. • JICA has provided PSIF for other hospital projects. • Expectations of NTP Hospital for a participation of Japanese companies are high. • Even though its feasibility is uncertain, interest in hospital business in general is high among Japanese businesses.
	C4. Overall rating	B	<ul style="list-style-type: none"> • The priority of HCMC is high and it is consistent with the SDGs. • The risk associated with land acquisition is low. • Pre-F/S is being performed. • The existence of companies interested in investment was recognized in both Japan and Vietnam. • As a project in the health and welfare fields, the significance of support by JICA is high (JICA's PSIF was used in other hospital projects) • However, there are many uncertain factors regarding the business scheme, the business model of the private sector, and the source of profit and profitability.
Note		Project preparation is going on but its business model must be checked. If its profitability and bankability are confirmed, feasibility would be higher.	

Project name		No.5: Constructing a general hospital with 500 beds for Pham Ngoc Thach Medical University	
Basic information	Sector	Health / Hospital	
	Project scheme	BOT	
	Project cost	<ul style="list-style-type: none"> • 150 million USD (16.6 billion JPY) (day-care hospital / human resource training center) • 120 million USD (13.3 billion JPY) (general hospital) • 120 million USD (13.3 billion JPY) (specialized hospital) 	
	Status	Preparing F/S	
	Residential relocation	<200	
Evaluation	Criteria	Rating	Reason
	C1. Priority of HCMC	A	<ul style="list-style-type: none"> • Higher priority due to high demand for hospitals with beds. • There is high expectation for private investment by PNT Medical University.
	C2. Project readiness and feasibility	B	<ul style="list-style-type: none"> • Project site has already been secured and the risk of land acquisition is low. • A Pre-F/S is going to be conducted (under preparation).
	C3. Justifications and expected contribution of investment by JICA and/or Japanese Companies	B	<ul style="list-style-type: none"> • The project meet SDGs 11. • JICA has provided PSIF for hospital projects. • Expectations of PNT Medical University for a participation of Japanese companies are high. • Even though its feasibility is uncertain, interest in hospital projects in general is high among Japanese companies.
	C4. Overall rating	B	<ul style="list-style-type: none"> • The priority of HCMC is high and it is consistent with the SDGs. • The risk associated with land acquisition is low. • Pre-F/S is going to be conducted although not yet launched. • The existence of companies interested in investment was recognized in both Japan and Vietnam. • As a project in the health and welfare fields, the significance of support by JICA is high (JICA's PSIF was used in other hospital projects) • However, there are many uncertain factors regarding

			the business scheme, the business model of the private sector, and the source of profit and profitability.
Note		Project study is going on and once project profitability and bankability are confirmed, its feasibility would be higher.	

Project name		No.6: New construction of trauma and orthosis hospital	
Basic information	Sector	Health / Hospital	
	Project scheme	BOT	
	Project cost	1.13 trillion VND (5.39 billion JPY)	
	Status	Land acquisition in progress	
	Residential relocation	NA	
Evaluation	Criteria	Rating	Reason
	C1. Priority of HCMC	A	<ul style="list-style-type: none"> • High priority due to the deterioration and overload of the current hospital. • HCMC PC has instructed Binh Chanh People' s Committee to expertise land acquisition multiple times.
	C2. Project readiness and feasibility	C	<ul style="list-style-type: none"> • Land acquisition has been delayed for 5 years since 2014.
	C3. Justifications and expected contribution of investment by JICA and/or Japanese Companies	B	<ul style="list-style-type: none"> • The project meets SDGs 11. • JICA has provided PSIF for other hospital projects. • Even though its feasibility is uncertain, interest in hospital business in general is high among Japanese businesses.
	C4. Overall rating	C	<ul style="list-style-type: none"> • The priority of HCMC is high and it is consistent with the SDGs. • The acquisition of project site is delayed, and its resolution is a priority issue. • The existence of Pre-F/S has not been confirmed. • As a project in the health and welfare fields, the significance of support by JICA is high (JICA' s PSIF was used in hospital projects) • There are many uncertain factors regarding the business scheme, the business model of private

			companies, and the source of profit and profitability.
Note	This is a brown field project for an existing hospital so project needs and feasibility are high. On the other hand, the Land acquisition issue must be solved.		

Project name		No.7: To build hospital complex in Northwest urban area	
Basic information	Sector	Health / Hospital	
	Project scheme	BOT	
	Project cost	5 trillion VND (23.9 billion JPY) (This seems to be the total development cost of the master plan.)	
	Status	NA	
	Residential relocation	NA	
Evaluation	Criteria	Rating	Reason
	C1. Priority of HCMC	C	<ul style="list-style-type: none"> • The priority may not be high as this is a hospital that is meant to meet the future medical needs of the residents accompanying the development of the northwestern region.
	C2. Project readiness and feasibility	C	<ul style="list-style-type: none"> • The location couldn't be confirmed due to the on-going update of Northwest urban area's master plan 1/5000. • There's no information regarding resettlement requirements. • The profitability of the business is unknown, and the expected project scheme is socialization.
	C3. Justifications and expected contribution of investment by JICA and/or Japanese Companies	B	<ul style="list-style-type: none"> • The project meet SDGs 11. • JICA has provided PSIF for hospital projects. • Even though its feasibility is uncertain, interest in hospital business in general is high among Japanese companies.
	C4. Overall rating	C	<ul style="list-style-type: none"> • The priority of HCMC is not so high. • There's no information regarding resettlement requirements. • The master plan is being updated, but the degree of maturity is not high.

			<ul style="list-style-type: none"> • As a project in the health and welfare fields, the significance of support by JICA is high (JICA's PSIF was used in hospital projects) • There are many uncertain factors regarding the business scheme, the business model of private companies, and the source of profit and profitability.
Note		The area development master plan has not been finalized yet. Therefore, maturity of this project, which is a part of the area development, is quite low.	

Project name		No.8: Complex of multi-purpose training ground combining guest houses for experts and hotels (Phu Tho)	
Basic information	Sector	Education / Sport Complex	
	Project scheme	BOT/BTO	
	Project cost	2 trillion VND (about 9.54 billion JPY)	
	Status	Conceptual development	
	Residential relocation	<200	
Evaluation	Criteria	Rating	Reason
	C1. Priority of HCMC	A	• DOCS is actively soliciting for a promotor with higher priority than other sports facilities planning in HCMC.
	C2. Project readiness and feasibility	A	<ul style="list-style-type: none"> • The overall 1/2000 scale planning has already been approved and now HCMC is soliciting for a promotor. • Although, individual component Pre-F/S is yet to be undertaken, the scope of work is explicit in the Decision. • Land acquisition is not needed. • Feasibility of the project shall be confirmed.
	C3. Justifications and expected contribution of investment by JICA and/or Japanese Companies	B	<ul style="list-style-type: none"> • Together with added disaster prevention function, the facility is expected to go along with the SDGs. • In addition to the sports complex, being located in an urban area, the accompanying underground parking is expected to mitigate traffic congestion. • The stadium and facilities are broadly used by the citizens for sports, health care, entertainment, and education.
	C4. Overall rating	A	• The priority for HCMC is high. By adding disaster prevention functions to health promotion facilities,

		<p>it is consistent with the SDGs.</p> <ul style="list-style-type: none"> • Project site is already secured. • Pre-F/S has not been implemented, but the project scope has already been clarified in the decision of HCMC. • The existence of companies interested in investment was recognized in both Japan and Vietnam. • Good location and relatively high profitability. In addition, various businesses are assumed in relation to the complex. • However, further confirmation is required for facility usage fee, business scope for the private sector, and overall profitability.
Note		<p>The investor may be able to participate in not only the sport complex itself, but also a variety of associated businesses. The preparation and readiness of the project is high so once profitability and bankability are confirmed, the project feasibility would be higher.</p>

Project name		No.9: Construction of a 50,000-seat stadium in Rach Chiec Sports Complex	
Basic information	Sector	Education / Sport Complex	
	Project scheme	BOT/BTO	
	Project cost	5 trillion VND (23.8 billion JPY)	
	Status	Conceptual development	
	Residential relocation	NA	
Evaluation	Criteria	Rating	Reason
	C1. Priority of HCMC	C	<ul style="list-style-type: none"> • Because the facility does not need to be developed for SEA Games, its development priorities may be lower than some others.
	C2. Project readiness and feasibility	C	<ul style="list-style-type: none"> • The project is still in conceptual phase and more time is expected. Besides, the original plan required resettlement of 900 households and its progress needs to be checked.
	C3. Justifications and expected contribution	C	<ul style="list-style-type: none"> • Japanese companies interested in sports facility business have been confirmed. • There are successful cases of PPP development and operation of stadiums in Singapore and Manila and

	of investment by JICA and/or Japanese Companies		Japanese business interest can be expected.
	C4. Overall rating	C	<ul style="list-style-type: none"> • The business priority for HCMC is not so high. • The project site has not been identified and its acquisition has not progressed. • Pre-F/S does not exist and its implementation is not yet confirmed. • Further confirmation is required regarding facility usage fees, business scope of the private sector, and profitability of the entire business.
Note		Project readiness and preparation is not yet enough and more time is needed. Progress of residential relocation must be also checked.	

Project name		No.10: New construction of Phan Dinh Phung Gymnastics and Sports Center	
Basic information	Sector	Education / Sport Complex	
	Project scheme	BOT	
	Project cost	1.797 trillion VND (8.57 billion JPY)	
	Status	Pre-F/S (preparation status unknown)	
	Residential relocation	<200	
Evaluation	Criteria	Rating	Reason
	C1. Priority of HCMC	B	<ul style="list-style-type: none"> • Originally the project facility was to host SEA Games 2021. The site is ready for construction and HCMC is expecting an immediate development.
	C2. Project readiness and feasibility	B	<ul style="list-style-type: none"> • A Pre-F/S has already been carried out by a local company. • Right of way has already been secured and no resettlement issue. • According to a local news coverage, the project is stalled due to business feasibility.
	C3. Justifications and expected contribution of investment	B	<ul style="list-style-type: none"> • Japanese companies interested in sports facility business have been confirmed. • It is an urban area and meets the SDGs policy by adding congestion relief and disaster prevention functions in the underground parking lot.

	by JICA and/or Japanese Companies		
	C4. Overall rating	B	<ul style="list-style-type: none"> • The priority of HCMC is high. • Project site has already been secured. • Approved Pre-F/S exists and the project maturity is relatively high. • The existence of companies interested in investment was recognized in both Japan and Vietnam. • Good location and relatively high expected profitability. • However, further confirmation is required for facility usage fees, business scope of the private sector, and profitability of the entire business.
Note		Project site has been already secured. Development details and profitability must be checked.	

CHAPTER 7 Realization of the prospective projects

7.1 Recommendations to HCMC (short-term)

(1) Implementation procedure for PPP and PPP-like projects

As shown in CHAPTER 3, PPP implementation procedures in HCMC are stipulated in Law on Public Investment and Decree No.63. However, there is no HCMC specific rules and regulations at present. This contributes to the lack of transparency in the selection of project scheme and procedures to be taken by the private sector. For instance, among the project implementation methods - PPP, direct investment and Socialization - it is not clear how to determine the implementation method for a project and on what criteria. While HCMC is currently developing its own implementation guideline, it should be completed and put in place early to develop more favorable investment system to private sector.

(2) Implementation of adequate Pre-F/S and F/S

Among the 10 shortlisted projects which were evaluated as highly prospective ones in this survey, some are done with Pre-F/S or F/S and the others are yet to go through such studies. Especially for PPP projects, through adequate Pre-F/S and F/S, it is crucially important to identify appropriate project scheme, financing structure, government support and the other investable conditions for private sector. This time, no pre-F/S or F/S report has been obtained in the survey. It is desirable that pre-F/S and F/S are adequately done, preferably, reflecting feedback from interviews with private companies as a part of such studies.

(3) Disclosure and dialogue with the private sector

Regarding the above (2), project information publicly available from HCMC is quite limited. Therefore, even in the cases where Pre-F/S and/or F/S have been carried out, a lot of such study information (e.g. scope of private sector, risk allocation between public and private and the other conditions) and project progress status are unknown to private sector. In order to attract private investment, it is necessary to disclose such information as well as to conduct market sounding over the course of such studies in order to arrange investable conditions for private sector. Through these processes, it would be possible to secure a certain degree of transparency in studies and implementation procedures.

(4) Implementation of some pilot PPP projects

In 2.5 of this report, HCMC is considering to implement a wastewater treatment project and a health project as pilot PPP projects (trial PPP projects implemented based on Decree No. 63). It is supposed to be very important to accumulate PPP project implementation experience through such pilot PPP projects because HCMC has little experience in real PPP project implementation based on Decree No. 63. Moreover, depending on the necessity, it may be useful to have transaction advisory services within bilateral framework with international organizations and foreign government.

(5) Updating PPP project list and further improvement

Through this survey, it was found that the project lists which HCMC DPI publishes are very useful for private sector, even though the amount of information included is limited. It is desirable that HCMC DPI will continue updating these lists, add more information to them, and refine them (i.e. deleting low

feasibility projects as PPP).

7.2 Recommendations to the Vietnamese government and HCMC

(1) Enhancement of project support from the Vietnamese government and HCMC

In order to further encourage private investments in infrastructure projects in Viet Nam, support from Vietnamese government as well as HCMC is much needed. Such support includes land acquisition by public sector, provision of VGF, revenue guarantee, credit enhancement of ASAs, etc. These kinds of support reduce infrastructure project risks and it is expected to enable to attract further private investments (especially ones by foreign companies). In order to implement these, it may be necessary to legislate new laws and revise existing laws and decrees. It is encouraged for HCMC to start preparing supporting measures (e.g. provision of project sites, VGF, revenue guarantees, and credit guarantees by ASA) based on the PPP Law which is currently being developed so that HCMC can provide such support once the law is legislated.

(2) AP and credit guarantee

Even though AP was judged as too early to apply in this survey (refer to 6.1.2), in the mid-term, PPP projects with AP can be expected in Viet Nam. In order to realize it, development of financial market in Viet Nam (for long term financing), credit enhancement by HCMC, and capacity building of HCMC staff for AP project implementation are expected. Even though this is not limited to HCMC, system environment improvement (e.g. development of decrees and regulations on long-term debt and credit enhancement) is expected at the central ministries as well as at local level PCs for adoption of the AP scheme. There may be some cases where international organizations and foreign governments may provide financial support to some projects. Credit enhancement of HCMC will be an important challenge when JICA and other international organizations consider provision of sub-sovereign loans to HCMC.

(3) Capacity building of the ASA staff

Ultimately, for a successful PPP project implementation, it is necessary to enhance the capacity of ASAs and DPI / PPP Division staff in charge of the project. Currently, the number of HCMC staff who has proper project management capacity from the project planning stage to the implementation stage is limited. From now on, if HCMC wants to further promote PPP projects, capacity building in areas such as finance, contracting and legal, and risk analysis are indispensable. On this point, again, some international organizations and foreign governments may provide some support to HCMC. For example, JICA has a lot of support experience (e.g. institutional support, capacity building, and technical cooperation related to project implementations) to some ASEAN countries such as Indonesia and the Philippines.

7.3 Expectations for Japanese companies

(1) Formation of alliances

All short-listed projects are under planning, and it is assumed that there are Vietnamese companies that are interested. Until now, in the field of infrastructure investment, the contacts between Japanese companies

and Vietnamese companies have been relatively limited. In the future, private companies are expected to from consortiums / alliances (Japanese-Vietnamese and Japanese-Japanese) through business development.

(2) Study of project implementation methods

The practical procurement methods for PPP projects in HCMC include PPP (solicited / unsolicited) based on Decree No. 63 and direct investment. For each project, it is necessary to confirm the status of procurement options under consideration by HCMC. Especially for unsolicited and direct investment, it is necessary to consider the advantages and disadvantages for investors.

(3) Dialogue with HCMC

Many projects are in the implementation stage of Pre-F/S or F/S, and it is very important to present the necessary conditions for investment at that stage. While ensuring fairness and transparency, it is encouraged to exchange opinions and information with relevant departments of HCMC PC, such as DPI and the departments in charge, or through public dialogue such as market sounding.

(4) Implementation of Pre-F/S and F/S

If necessary, the private sector is also encouraged to implement Pre-F/S and F/S to clarify its own business plans (models), conditions for realizing the business, issues to be overcome, and necessary actions. For Pre-F/S and F/S funding, in addition to self-financing by companies, it is also possible to use funding support schemes for private companies by the Ministry of Economy, Trade and Industry or JICA.

(5) Examination of roles and risk sharing between Japanese and Vietnamese companies

If it is assumed that the business consortium is composed of Japanese and Vietnamese companies, appropriate division of roles between the two is necessary. Basically, the process of clarifying the technical capabilities and other areas of contribution that Japanese companies can offer is important, while the Vietnamese players with many interfaces with local public institutions, companies, and the general public are supposed to become main players. It is also important to consider procuring funding under favorable conditions in Vietnam, while ensuring business bankability through appropriate risk analysis.

7.4 Expectations for JICA

(1) Implementation of data collection surveys and examination of business realization

In the sectors to which the project shortlisted in this survey belongs (e.g. the hospital sector), further data collection survey, etc. will be encouraged. JICA's past data collection surveys have taken such a structure (surveys that included elements of both sector-wide surveys and deep investigations for the implementation of PPP projects). Therefore, it is expected that the investigation and study of the project realization plans will be continued.

(2) Support for private sector implementation of F/S

Based on the results of this survey, it is likely that some companies will consider participating in projects such as PPP projects in Vietnam and HCMC. In addition, the use of JICA's preparatory survey (PPP infrastructure project) is also considered effective as a method for the examination. If there are companies

that wish to utilize the scheme, it is expected that JICA will actively support its application and implementation.

(3) Provision of TAS

It is also useful to consider the provision of actual transaction advisory services (TAS) for projects with a relatively high degree of maturity in which Pre-F/S and F/S by HCMC have progressed to a certain extent. JICA already has a track record of implementing TAS operations in the Legok Nanka waste power generation project in West Java, Indonesia to support procurement procedures for the selection of private-sector partners of the government agencies in PPP projects.

(4) Implementation of technical cooperation projects for PPP capacity building

As mentioned throughout this survey, one of the challenges for implementation of PPP projects in HCMC is the lack of knowledge and experience of PPP projects in the HCMC staff. JICA has so far implemented technical cooperation projects for PPP system enhancement, capacity building, and project implementation in Indonesia and the Philippines, and the results are becoming fruitful. In the future, technical cooperation projects for strengthening PPP capacity may be provided in Vietnam and HCMC.

(5) Maintaining relationship with Ho Chi Minh City

Through this survey, we were able to strengthen relationships with HCMC DPI and DOT, DONRE, DOCS, DOH, HFIC, public hospitals, etc. and build a new network. In order to realize specific projects, it is also important for JICA itself to maintain a relationship with these related departments (e.g. continuous exchange of opinions based on the results of this survey, implementation of new surveys).

(6) Sharing the survey results within JICA

This survey was positioned as a new attempt by JICA to discover PPP and other projects that can be invested by JICA and Japanese companies. The need to promote infrastructure investment is not limited to Vietnam or HCMC, and the importance will increase in other countries and cities. Therefore, it is very useful to share the results of this survey within JICA and use them for future project implementation.

Attachment 1: Seminar Overview

(1) Seminar Overview

The seminar was held on August 30, 2019 at NOVOTEL Saigon Centre in the following manner. The purpose of the seminar was to introduce the prospective projects shortlisted in this survey to Japanese companies as well as to deliver recommendations and concerns with the business schemes and project contents, which were identified over the course of interviews with Japanese investors in the survey, to HCMC and promoters

Table A-1 Seminar Program

Ho Chi Minh City Infrastructure Investment Seminar	
08:30 - 09:00	Registration
09:00 - 09:10	Opening session [JICA Vietnam Office Senior Representative, Mr. Shu Kitamura]
09:10 - 09:40	Session 1: Infrastructure investment opportunities in HCMC [DPI Vice Director Tran Anh Tuan]
09:40 - 10:00	Session 2: JICA overseas investment and loan facility introduction [JICA Vietnam Office Representative, Mr. Hidenori Hashimoto]
10:00 - 10:15	Coffee break
10:15 - 10:45	Session 3: Introduction of prospective infrastructure projects in HCMC and concrete measures for realization [JICA Study Team Chief Mr. Jin Sasaki] ➤ Systems and procedures for infrastructure investment in HCMC ➤ Overview of prospective projects ➤ Recommendations for respective project realization
10:45 - 11:30	Session 4: Project introduction by department in charge ➤ Waste to energy facility: DONRE [DONRE Mr. Vo Thanh Tung] ➤ Hospital 1: Pham Ngoc Thach University of Medicine [PNT Univ. of Medicine Management Authority Deputy Head Dr. Võ Hoàng Nhân] ➤ Hospital 2: Nguyen Tri Phuong Hospital [NTP Hospital General Director Dr. Vo Duc Chien]
11:30 - 12:00	Q&A, Closing session [JICA Vietnam Office Senior Representative, Mr. Shu Kitamura]
12:00 - 13:30	Networking

Source: JICA Study Team

(2) Participants

Seminar participants are summarized as shown in Table A-2. Announcement of the seminar was done

through the mailing lists of the Japanese Chamber of Commerce and Industry in Vietnam as well as the Japanese Chamber of Commerce and Industry in Ho Chi Minh City. Some companies that could not dispatch attendees to the seminar made inquiries for seminar presentation materials.

Table A-2 Breakdown of Seminar Participants

Classification	Number
Japanese companies	73 people (50 companies)
Vietnamese companies	10 people (7 companies)
International organization	1 person
HCMC departments (DPI, VPUB, DONRE, DOF, DOT)	7 people (5 departments)
HCMC related entities (HFIC, NTP Hospital, PNT Univ. of Medicine)	9 people (3 entities)
Press (newspaper, TV station, radio station etc.)	10 people
JICA / Consulate General of Japan in HCMC / JICA Study Team	17 people
Total	129 people

Source: JICA Study Team

(3) General Overview

In addition to the presentations from the Japanese side (JICA and JICA Study Team), the Vietnamese side - DPI and ASAs - also provided presentations, resulting in enhanced interest in project investment from participating companies as well as higher expectation in Japan-Vietnam business partnership. In the Q&A session, some Japanese companies asked questions to HCMC departments in charge about current status and procedures for implementation of the prospective projects shortlisted by the study team. JICA's possible support on these shortlisted project was also questioned. For this question, JICA explained that it has a scheme to support F/S, etc., although project initiatives should be taken by private sector. After the seminar, there were some individual inquiries from several companies for further information.

Attachment 2: Implementation procedures of PPP and PPP-like projects

Table A-3 PPP Implementation Procedures for Solicited Proposals in HCMC

#	Procedures	Implementing Agencies	Time (Days)	Legal References
1	Propose Pre-FS	HCMC Departments, etc. (Specialized Agency or Provincial People's Committee's Affiliate)	90 - 180	Decree 63/2018/ND-CP: Article 8.3 & 17 & 18 Circular 09/2018/TT-BKHDT: Appendix I
2a	Appraise the Pre-FS	DPI PPP Division (Centralized PPP Unit)	Group A projects: 60 days Group B projects: 30 days	Decree 63/2018/ND-CP: Article 7.2 & 17; Circular 09/2018/TT-BKHDT: Appendix II
2b	Appraise the sources of funds & ability to balance sources of funds	DPI or HCMC People's Committee		Decree 63/2018/ND-CP: Chapter II; Article 17.2d & 17.4d & 17.6d Circular 08/2018/TT-BTC: Chapter II Law of Public Investment Law on State Budget
3	Approve the Pre-FS	HCMC People's Council/ People's Committee		Decree 63/2018/ND-CP: Article 16 & 19 & 20
4	Announce the Pre-FS on the National Electronic Procurement System; Sign agreement to assign the investor to prepare a feasibility study report	HCMC People's Committee	7	Decree 63/2018/ND-CP: Article 21 Law on Bidding
5	Prepare the FS	HCMC Departments, etc. (Specialized Agency or Provincial People's Committee's Affiliate)		Decree 63/2018/ND-CP: Article 8.3 & 28.1 & 29 Circular 09/2018/TT-BKHDT: Appendix III Law on Construction
6a	Appraise the FS	DPI PPP Division (Centralized PPP Unit), etc.	Projects of national importance: 90 days Group A projects: 40 days Group B projects: 30 days	Decree 63/2018/ND-CP: Article 7.2; Article 30.1 & 30.2 & 30.3 Circular 09/2018/TT-BKHDT: Appendix IV
6b	Appraise the sources of funds & ability to balance sources of funds	HCMC People's Committee		Decree 63/2018/ND-CP: Chapter II; Article 30.3 Circular 08/2018/TT-BTC Law of Public Investment Law on State Budget
7	Approve the FS	HCMC People's Committee		Decree 63/2018/ND-CP: Article 31.1 & 32
8	Organize & select preferred bidder	HCMC Departments, etc. (Specialized Agency or Provincial People's Committee's Affiliate)	Prelim section processes: 180-250 days Investor selection process: Group A Projects: 270 days; Group B&C Projects: 140 days	Decree 63/2018/ND-CP: Article 8.3; 9.1c & 37 Decree 30-2015/ND-CP Law on Bidding
9	Establish a Project Company (Special Purpose Entity - SPE)	Preferred Bidder	3	Decree 63/2018/ND-CP: Article 38; Chapter II Circular 08/2018/TT-BTC: Chapter III & IV Law on Enterprises
10	Conclude & sign project contract (including land lease contract)	Investors - HCMC People's Committee	30-35	Decree 63/2018/ND-CP: Article 39 & 40 & 42 & 43 & 44 & 45 & 46 Law on Investment

11	Publish contract on the national bidding network	HCMC People's Committee	7	Decree 63/2018/ND-CP: Article 41 & 8.1
12	Implement the project	Investors - SPE		Decree 63/2018/ND-CP: Chapter VII Law on Construction Law on Public Property Management
13	Prepare the final financial account and transfer the facilities	Investors - HCMC People's Committee		Decree 63/2018/ND-CP: Chapter VII Circular 08/2018/TT-BTC: Chapter VII

Source: JICA Study Team based on materials obtained from DPI

Table A-4 PPP Implementation Procedures for Unsolicited Proposals (USP) in HCMC

#	Procedures	Implementing Agencies	Time (Days)	Legal References
1	Propose Pre-FS	Investor	90 - 180	Decree 63/2018/ND-CP: Article 16; 22; 23; Section I
2a	Appraise the Pre-FS	DPI / PPP Division (Centralized PPP Unit)	Group A projects: 60 days Group B projects: 30 days	Decree 63/2018/ND-CP: Article 7.2; 8.3; 17; Chapter 2 Circular 09/2018/TT-BKHDT: Appendix II
2b	Appraise the sources of funds & ability to balance sources of funds	DPI or Provincial People's Committee		Decree 63/2018/ND-CP: Chapter II; Article 17.2d & 17.4d & 17.6d Circular 08/2018/TT-BTC: Chapter II Law of Public Investment Law on State Budget
3	Approve the Pre-FS	HCMC People's Council/ People's Committee		Decree 63/2018/ND-CP: Article 16; 17; 24
4	Announce the Pre-FS on the National Electronic Procurement System; Sign agreement to assign the investor to prepare a feasibility study report	HCMC People's Committee	7	Decree 63/2018/ND-CP: Article 21; 25.1 Law on Bidding
5	Prepare the FS	Investor with approved Pre-FS		Decree 63/2018/ND-CP: Article 28.2; 28.4 Law on Construction
6a	Appraise the FS	DPI PPP Division (Centralized PPP Unit), etc.	Projects of national importance: 90 days Group A projects: 40 days Group B projects: 30 days	Decree 63/2018/ND-CP: Article 7.2; Article 30.1 & 30.2 & 30.3 Circular 09/2018/TT-BKHDT: Appendix IV
6b	Appraise the sources of funds & ability to balance sources of funds	HCMC People's Committee		Decree 63/2018/ND-CP: Chapter II; Article 30.3 Circular 08/2018/TT-BTC Law of Public Investment Law on State Budget
7	Approve the FS	HCMC People's Committee		Decree 63/2018/ND-CP: Article 31.1 & 32
8	Organize & select preferred bidder	HCMC Departments, etc. (Specialized Agency or Provincial People's Committee's Affiliate)	Prelim section processes: 180-250 days Investor selection process: Group A Projects: 270 days; Group B&C Projects: 140 days	Decree 63/2018/ND-CP: Article 8.3; 9.1c & 37 Decree 30-2015/ND-CP Law on Bidding
9	Establish a Project Company (Special Purpose Entity - SPE)	Preferred Bidder	3	Decree 63/2018/ND-CP: Article 38; Chapter II Circular 08/2018/TT-BTC: Chapter

				III & IV Law on Enterprises
10	Conclude & sign project contract (including land lease contract)	Investor - HCMC People' s Committee	30-35	Decree 63/2018/ND-CP: Article 39 & 40 & 42 & 43 & 44 & 45 & 46 Law on Investment
11	Publish contract on the national bidding network	HCMC People' s Committee	7	Decree 63/2018/ND-CP: Article 41 & 8.1
12	Implement the project	Investors - SPE		Decree 63/2018/ND-CP: Chapter VII Law on Construction Law on Public Property Management
13	Prepare the final financial account and transfer the facilities	Investors - HCMC People' s Committee		Decree 63/2018/ND-CP: Chapter VII Circular 08/2018/TT-BTC: Chapter VII

Source: JICA Study Team based on materials obtained from DPI

Attachment 3: HCMC infrastructure project lists

Table A-5 Category A: Implemented Projects (28 projects)

No.	Name of Project	Sector	Sub Sector	Location (District)	Modality	Status	Investment Size (bn. VND)	Investor
1	Bridge of Binh Trieu Road 2 (Phase 2)	Transportation	Road	Binh Thanh, Thu Duc	BOT	Completed	6,357	CII
2	Phu My Bridge	Transportation	Road	No. 2, No. 7	BOT	Completed	2,914	Phu My Construction Investment JSC
3	Sai Gon Bridge 2	Transportation	Road	Binh Thanh, Thu Duc	BOT	Completed	1,827	CII
4	Expansion of Hanoi National Highway	Transportation	Road	No. 2, No. 9, Thu Duc and Di An of Binh Duong province	BOT	Completed	5,322	CII
5	Phase I: Expansion of National Highway NO.1 – An Suong – An Lac	Transportation	Road	Binh Chanh, Binh Tan	BOT	Completed	4,484	IDICO-IDI
6	Supplementation of transport item on NH 1A, section An Suong – An Lac (construction of interchange at the connection point of NH 1A and Provincial road 10, connection point of NH 1A and Provincial road 10B, median strip of non-motorized vehicle and motorized vehicle)	Transportation	Road	Binh Tan	BOT	Completed	1,035	IDICO-IDI
7	Construction of 04 main roads in the Thu Thiem New urban Area	Transportation	Road	No. 2	BT	Completed	8,265	Dai Quang Minh

8	Construction of Technical Infrastructure for Northern Residential Area (function 3 and No. 4) and the completion of North-South (segment from Thiem 1 player to Mai Chi Tho Street) in the new urban area of Thiem in the form of BT contract	Transportation	Road	No. 2	BT	Completed	2,641	CII
9	Construction of approaching road connecting to Phu My Bridge	Transportation	Road	No. 2	BT	Completed	1,440	Phu My Construction Investment JSC
10	Construction of D3 connecting to Hiep Phuoc Harbor - HCMC	Transportation	Road	Nha Be	BT	Completed	293	Ngoc Vien Dong Investment Ltd., co
11	Construction of connecting road to Nguyen Duy Trinh road into Phu Huu IZ	Transportation	Road	No. 9	BOT	Completed	461	Ha Tien Cement I JSC
12	Construction of Tan Son Nhat Road - Binh Loi Outer ring road	Transportation	Road	Thu Duc, Go Vap, Tan Binh	BT	Completed	10,687	GS Engineering & construction corp
13	Construction of WWTP to treat Tham Luong - Ben Cat (Phase 1) Cannal	Environment	Sewage	No. 12	BT	Completed	2,542	Phu Dien JSC
14	Construction of underground parking area - Le Van Tam Park	Transportation	Car Parking	No. 1	BOT	Completed	1,748	Underground spatial Development Investment JSC.
15	Construction of Underground Parking Area at Trong Dong Performance Stage	Transportation	Car Parking	No. 1	B00	Ongoing	883	Dong Duong Corp. Ltd
16	Thu Thiem 2 Bridge	Transportation	Road	Binh Thanh, No. 2	BT	Ongoing	4,260	Dai Quang Minh

17	Tao Dan Underground Parking Park	Transportation	Car Parking	No. 1	B00	Ongoing	964	Vingroup
18	Construction of the D3 Road connected to Saigon-Hiep Phuoc Port	Transportation	Road	Nha Be	BT	Ongoing	293	Ngoc Vien Dong
19	Construction of connection road from Vo Van Kiet to HCMC – Trung Luong Highway	Transportation	Road	Binh Chanh	BOT	Ongoing	1,557	Yen Khanh Comp.
20	Project on investment of smart electronic ticketing system applied in the field of public passenger transport by bus in HCMC	Transportation	Other	Ho Chi Minh city	B00	Ongoing	262	JV of CNS-FPT
21	Two public passenger transport routes by waterway	Transportation	Waterway	Ho Chi Minh city	B00	Ongoing	124	Thuong Nhat Ltd
22	Investment in the construction of the technical infrastructure of the northern residential area (functional areas No. 3 and 4) and completion of the North-South trunk road (from the foot of Thu Thiem 1 bridge to Mai Chi Tho road) in the Thu Thiem new urban area	Transportation	Road	No. 2	BT	Ongoing /Completed	3,345	CII
23	Construction project of internal engineering infrastructure Zone I (ancient district) of the historical and cultural-ethnic Park	Culture and Sport	Other	No. 1	BT	Ongoing	936	Duc Khai
24	Investing in the construction of links from Pham Van Dong Road to	Transportation	Road	Thu Duc	BT	Ongoing	1,134	Urban Transportation Management

	Go Dua traffic-Highway 1, Thu Duc District							t UNIT No. 2
25	Construction of service road of HCMC – Long Thanh – Dau Giay Highway (From An Phu interchange to Ring road 2 interchange	Transportation	Road	No. 2, No. 9	BT	Ongoing	868	Nam Rach Chiec
26	Clean supply system and water treatment plant of B00 Thủ Đức Company	Environment	Water supply	Thu Duc	B00	Completed	1,547	B. O. O Thu Duc water JSC
27	Construction of office building at 152 Điện Biên Phủ St., Binh Thanh Dist.	Other	Other	Binh Thanh	BOT	Ongoing	1,256	CII
28	Solution of flooding caused by tide in Ho Chi Minh City takes into account the climate change factor	Environment	Other	No. 1, No. 4, No. 7, No. 8, Nhà Bè, Binh Tân, Binh Chánh	BT	Ongoing	9,927	Trung Nam Investment Construction Corp.

Source: Arranged by JICA Study Team based on the data obtained from DPI (April 2019)

Table A-6 Category B: Projects Waiting for Tender Approval (21 projects)

No.	Name of Project	Sector	Sub Sector	Location (District)	Modality	Investment Size (bn. VND)	Proposed Investor
1	Construction of Binh Tien bridge and road (extension).	Transportation	Road	Dist. 6, Dist. 8, Binh Chanh Dist.	BT	2,542	Under selection
2	New construction of Trauma and orthosis hospital	Health	Hospital	Section 6A- New urban area of the Southern city, Binh Hung commune, Binh Chanh Dist.	BT	1,132	Compensation clearance corporation
3	New construction of Phan Dinh Phung Gymnastics and Sports Center	Culture and Sport	Sport	No. 8 Võ Văn Tần St., Ward 6, District 3.	BT	1,797	Compensation clearance corporation
4	Construction of central square and riverside park in Thu Thiem new urban area, Dist. 2.	Other	Other	Dist. 2	BT	1,970	Dai Quang Minh Real-Estate Investment JSC
5	Construction of underground parking yard at Hoa Luu Stadium	Transportation	Car Parking	Dist. 1	BOT	1,366	Vingroup
6	New construction of Saigon General Hospital	Health	Hospital	Planned to be in Cong Quynh quadrangle - Nguyễn Trãi St., Nguyễn Cư Trinh Ward, Dist. 1	BT	2,274	Bitexco
7	Construction of internal infrastructure of Zone I (Ancient Area) of the National Historical - Cultural Park, Dist. 9	Culture and Sport	Other	National Historical - Cultural Park, Dist. 9	BT	300	Duc Khai Corporation
8	Construction of	Environment	Sewage	Thu Duc Dist	BTO	670	CII

	WWTP – Nhum Creek Spring						
9	Construction of apartments for relocation of residents living temporarily in the facilities of the Department of Culture, Sports and Tourism	Other	Other	Binh Thanh Dist.	BT	124	Ung Thanh Manufacturing, Construction, Trading Co. Ltd.
10	Construction of road along canal No. 8	Transportation	Road	Cu Chi Dist.	BT	670	HTV Company
11	Investment in Upgrading Nguyen Huu Canh St.	Transportation	Road	Binh Thanh Dist.	BT	527	Vingroup Corp.
12	Investment project of smart electronic ticket system applied in public passenger transport by buses in Ho Chi Minh City	Transportation	Road	Buses with subsidise in HCMC	B00	262.7	JV of CNS-FPT
13	Construction of a national standard school cluster in the ward 6 of Tan Binh district in the form of BT	Education	School	Tan Binh Dist.	BT	342	T&T Group JSC
14	Construction of ICD port at Long Binh Ward, Dist. 9	Transportation	Logistics	Dist. 9	BT	4,635	Duc Khai Corporation
15	Building the headquarters of the Department of Science and Technology	Other	Other	Dist. 3	BT	227	C.T Land JST
16	Thu Thiem Bridge No. 4	Transportation	Road	Dist. 2, 7	BT	5,254	JV of Phat Dat-620-618
17	Sport zone of HCMC Biotechnology center	Culture and Sport	Sport	Dist. 12	B00	30	Biotechnology center
18	Two public passenger transport routes by waterway	Transportation	Waterway	Dist. 1, 4, 7, 5, 6, 8	B00	124	Daily Co. Ltd.

19	Investment in construction of parallel road along HLD project (from An Phu interchange to RR2 interchange)	Transportation	Road	Dist. 2, 9	BT	869	South Rach Chiec City Co. Ltd.
20	Dredging Xuyen Tam canal, improving the environment, developing transport infrastructure and developing smart urban areas	Environment	Drainage	Binh Thanh Dist., Go Vap Dist.	BT	5,106	Hanoi 1000 years JSC
21	Construction of general hospital of Tan Binh Dist.	Health	Hospital	Tan Binh Dist.	BT	233	JV of Gilimex-Huong Lua-IMICO

Source: Arranged by JICA Study Team based on the data obtained from DPI (April 2019)

Table A-7 Category C: Projects under Pre-F/S or F/S (17 projects)

No.	Name of Project	Sector	Sub Sector	Location (District)	Modality	Investment Size (bn. VND)	Investor
1	Construction of Go Dua regulating reservoir	Environment	Water supply	–	–	–	–
2	Construction of regulating reservoir at Khanh Hoi Park	Environment	Water supply	–	–	–	–
3	Construction of the left bank of Saigon River, dredging the drainage ditches of Thủ Đức, Ông Bé, Thầy Tiêu canal	Environment	Drainage	–	BOT	5,943	–
4	Construction of Tân Hóa – Lò Gốm wastewater treatment plant	Environment	Sewage	Binh Chanh Dist.	BTO	9,805	–
5	Construction of Binh Tan wastewater treatment plant	Environment	Sewage	Binh Tan Dist., part of Tan Phu Dist.	BOT	7,699	–

6	Construction of Western Saigon wastewater treatment plant	Environment	Sewage	Tan Phu Dist.	BT	188	–
7	Construction of local road to connect canal 5–canal 7	Transportation	Road	Cu Chi Dist.	BT	2,100	–
8	Construction of Vàm Thuật bridge, Vườn Lài street and An Phú Đông Residential area	Transportation	Road	Dist. 12, Go Vap Dist.	BT	–	–
9	Reconstruction of houses along/on Van Thanh canal, Binh Thanh Dist.	Other	Housing	Binh Thanh Dist.	–		–
10	Construction of examination and treatment area in Zone 2 of Nguyễn Tri Phương Hospital	Health	Hospital	Dist. 5	–	–	–
11	Construction of resettlement area at Saigon locomotive factory, Ward 11, District 3	Other	Housing	Dist. 3	BT	–	–
12	Investment project on urban regeneration, reformation or new construction of apartments going to be collapsed District 3 includes (apartment at 218, Nguyen Dinh Chieu Street, Ward 6; No. 230, Dien Bien Phu Street, Ward 7 and No. 13C, Ky Dong Street, Ward 9)	Other	Housing	Dist. 3		313.3	–
13	Investment project Service Area No. 1 at C zone of Children's Hospital 1	Health	Hospital	Dist. 10	–	–	–
14	Construction of elevated road No. 5 from Thủ	Transportation	Road	–			–

	Đức interchange to Tân Vạn						
15	Projects for social security in Dist. 3	Other	Other	Dist. 3			–
16	Construction of park of resettlement projects, green parks, sports in Ward 12, Binh Thanh district	Other	Other	Binh Thanh			–
17	An Phu Interchange, Dist. 2	Transportation	Road	Dist. 2			–

Source: Arranged by JICA Study Team based on the data obtained from DPI (April 2019)

Table A-8 Category D: Calling for Investment Projects (291 projects)

No.	Name of Project	Sector	Sub Sector	Location (District)	Expected Modality	Expected Commence. -Complete	Investment Size (bn. VND)
1	To upgrade and expand Duong Cong Khi street	Transportation	Road	Hóc Môn Dist.	not defined yet	2018-2020	2,600
2	To upgrade and expand An Dương Vương - Phan Anh - Binh Long - Hương Lộ 3 road system	Transportation	Road	Dist. 6, Bình Tân Dist., Tân Phú Dist.	not defined yet	2018-2020	5,470
3	Đặng Thúc Vịnh Street (PR No. 9)	Transportation	Road	Hóc Môn Dist.	not defined yet	2018-2020	1,813
4	PR14 (Phan Văn Hớn St.)	Transportation	Road	Hóc Môn Dist.	not defined yet	2018-2020	1,180
5	PR 15 (Road from Đông Bắc Tân Chánh Hiệp to Bầu three-way crossroad)	Transportation	Road	Dist. 12	not defined yet	2018-2020	714
6	Trịnh Thị Miếng St. (the new PR No. 15)	Transportation	Road	Hóc Môn Dist.	not defined yet	2018-2020	2,600
7	PR No. 15 (from Xáng Bridge to Bến Nảy Bridge)	Transportation	Road	Củ Chi Dist.	not defined yet	2018-2020	3,119
8	PR No. 15 (from Bến Nảy Bridge to PR No. 7)	Transportation	Road	Củ Chi Dist.	not defined yet	2018-2020	2,828
9	From PR No. 15 (from PR No. 7 Bridge to Bến Súc Bridge)	Transportation	Road	Củ Chi Dist.	not defined yet	2018-2020	2,536
10	PR No. 9	Transportation	Road	Củ Chi Dist.	not defined yet	2018-2020	2,112
11	Nguyễn Văn Tạo Parallel St.	Transportation	Road	Nhà Bè Dist.	not defined yet	2018-2020	1,952
12	Phan Văn Hớn Parallel St.	Transportation	Road	Hóc Môn Dist.	not defined yet	2018-2020	1,533
13	To construct a road along canal 5	Transportation	Road	Northwest urban area, Củ Chi	not defined yet	2018-2020	587
14	To construct a road in the southwest of Ho Chi Minh City (To support	Transportation	Road	Nhà Bè Dist., Bình Chánh Dist., Long	not defined yet	2018-2020	4,079

	traffic of the existing NH No. 50)			An Province			
15	Parking lot of Gia Định Park (Zone D)	Transportation	Road	Dist. 1	not defined yet	2018-2020	174
16	Parking lot of Gia Định Park (it is planned to construct at 3 locations)	Transportation	Road	Dist. 1	not defined yet	2018-2020	107
17	Compensation for site clearance for the purpose of upgrading and expending Dương Quảng Hàm St. (from Thống Nhất St. to Trường Đại Bridge)	Transportation	Road	Gò Vấp Dist.	not defined yet	2018-2020	120
18	Compensation for site clearance for the purpose of upgrading and expending Dương Quảng Hàm Str (from the parking on Thống Nhất St.)	Transportation	Road	Gò Vấp Dist.	not defined yet	2018-2020	1, 498
19	Compensation for site clearance for construction of Liên Ward St. of Thới An - Thạnh Xuân (line 1)	Transportation	Road	Dist. 12	not defined yet	2018-2020	2, 194
20	Construction of Rạch Tôm Bridge	Transportation	Road	Nhà Bè Dist.	not defined yet	2018-2020	2, 570
21	Construction of Rạch Dơi Bridge	Transportation	Road	Nhà Bè Dist.	not defined yet	2018-2020	672
22	To upgrage and expand PR No. 14 (Phan Văn Hớn St.)	Transportation	Road	Dist. 12, Hóc Môn Dist.	not defined yet	2018-2020	946
23	To construction Nguyễn Văn Linh - Quốc lộ 50 interchange, Bình Chánh Dist.	Transportation	Road	Bình Chánh Dist.	not defined yet	2018-2020	738
24	Construction of Nguyễn Văn Linh - Phạm Hùng interchange, Bình Chánh Dist.	Transportation	Road	Dist. 8, Bình Chánh Dist.	not defined yet	2018-2020	753

25	To upgrade and expand Nguyễn Kiệm	Transportation	Road	Gò Vấp Dist.	not defined yet	2018-2020	2, 183
26	To Construct traffic point Warehouse B on Nguyễn Hữu Thọ St.	Other	Other	Dist. 7	not defined yet	2018-2020	800
27	To upgrade and expand Dương Quảng Hàm St. (from cultural Park to Thống Nhất St.)	Transportation	Road	Gò Vấp Dist.	not defined yet	2018-2020	662
28	To upgrade and expand Dương Quảng Hàm St. (From Thống Nhất St. To Trường Đại Bridge)	Transportation	Road	Gò Vấp Dist.	not defined yet	2018-2020	477
29	To construct Bà Điểm crossway (NH No. 1 and Phan Văn Hớn St.)	Transportation	Road	Hóc Môn Dist.	not defined yet	2018-2020	408
30	To construct Nguyễn Văn Linh - Nguyễn Lương Bằng intersection, Dist. 7	Transportation	Road	Dist. 7	not defined yet	2018-2020	783
31	To construction Liên Ward St. in Thới An - Thạnh Xuân (line 2)	Transportation	Road	Dist. 12	not defined yet	2018-2020	1, 268
32	To construction Liên Ward St. in Thới An - Thạnh Xuân (line 1)	Transportation	Road	Dist. 12		-	1, 760
33	Handling and relocating Gò Cát landfill and Đông Thạnh landfill	Environment	Solid waste	Gò Cát landfill (Bình Tân Dist) and Đông Thạnh landfill (Hóc Môn Dist.)	not defined yet	2018-2020	990
34	Collecting system and Southern Saigon wastewater treatment plant	Environment	Sewage	Dist. 7, Nhà Bè Dist.	not defined yet	2018-2020	3, 500
35	To construct monorail No. 2	Transportation	Railway	Bình Thạnh Dist., Dist. 7, 2, Thủ Đức Dist.	not defined yet	2018-2020	15, 730

36	To construct monorail No. 3	Transportation	Railway	Gò Vấp Dist.	not defined yet	2018-2020	8,800
37	Resettlement area of locomotive factory, stage 2	Other	Other	Dist. 3	not defined yet	2018-2020	1,000
38	Temp bridge connecting Ward 5 of Gò Vấp Dist., and Dist. 12	Transportation	Road	Gò Vấp Dist., Dist. 12	not defined yet	–	300
39	Elevated road No. 2	Transportation	Road	Dist. 10, 11, Bình Chánh Dist.		–	21,490
40	Elevated road No. 3	Transportation	Road	Dist. 5, 7, 10		–	14,756
41	Elevated road No. 4	Transportation	Road	Dist. 3, 12, Bình Thạnh, Gò Vấp.		–	20,300
42	To expand Ton That Thuyet St. and Green Tree Park along the banks of Te Canal	Transportation	Road	Dist. 4		–	894
43	A road to link Trần Quốc Hoàn St. – Cộng Hòa St.	Transportation	Road	Dist. Tân Bình		–	1,403
44	Nguyễn Khoái bridge and road, Dist. 4	Transportation	Road	Dist. 4, 7		–	1,250
45	New construction of extended Vĩnh Hội Bridge (from Quang Trung Secondary School to Nguyễn Khoái St.), Ward 2, Dist. 4	Transportation	Road	Dist. 4		–	
46	New construction of extended Hoàng Diệu St. (from the street no. 48 to Nguyễn Khoái St.)	Transportation	Road	Ward 2 and ward 5 of Dist. 4		–	500
47	To widen Dương Quảng Hàm St. from Bình Thạnh district to cultural park	Transportation	Road	Gò Vấp Dist.		–	667
48	To widen Nguyễn Ảnh Thủ St. (Tô	Transportation	Road	Dist. 12		–	3,163

	Ký - Lê Văn Khương)						
49	To widen commune road 80B (Tô Ký - Lê Văn Khương)	Transportation	Road	Dist. 12, Hóc Môn		-	1,043
50	To upgrade and widen Tô Ký St.	Transportation	Road	Tân Chánh Hiệp ward, Trung Mỹ Tây, Dist. 12		-	2,416
51	To upgrade and widen Lê Văn Khương St.	Transportation	Road	Hiệp Thành ward, Thới An, Dist. 12		-	3,626
52	To construct sidewalk, drain system on Xuyên Á St. (An Suông - Tây Ninh)	Transportation	Road	Dist. 12, Hóc Môn, Củ Chi		-	1,000
53	To upgrade and widen Lê Đức Thọ St. (Lê Văn Thọ - Nguyễn Oanh)	Transportation	Road	Gò Vấp Dist.		-	1,907
54	Steel flyover at Bốn Xã 4-way intersection	Transportation	Road	Dist. Tân Bình, Tân Phú Dist.		-	1,860
55	Flyover at 6-way intersection, Nguyễn Tri Phương - Ngô Gia Tự	Transportation	Road	Dist. 10		-	768
56	Linh Xuân flyover	Transportation	Road	Thủ Đức Dist.		-	1,000
57	Intersection of roads connecting Bà Chiêm to Hiệp Phước Industrial park- Bến Lức - Long Thành expressway	Transportation	Road	Nhà Bè Dist.		-	1,800
58	Interchange of Rừng Sác - Bến Lức - Long Thành expressway	Transportation	Road	Nhà Bè Dist.		-	2,000
59	To widen intersection of Huỳnh Tấn Phát - Lưu Trọng Lư	Transportation	Road	Dist. 7		-	850
60	Metro No. 2 (stage 2)	Transportation	MRT	Dist. 1, 2, 12, Hóc Môn, Củ Chi		-	18,925
61	Metro số 3A	Transportation	MRT	Dist. 1, 3, 5, 6, Bình Chánh		-	62,040
62	Metro 3B	Transportation	MRT	Dist. 1, 3, Bình		-	41,140

				Thạnh, Thủ Đức			
63	Metro 4	Transportation	MRT	Dist. 12, Gò Vấp, Phú Nhuận, 1, 4, 5, Nhà Bè Dist.		–	73,260
64	Metro 4B	Transportation	MRT	Gò Vấp, Tân Bình		–	24,200
65	Metro 5 (stage 2)	Transportation	MRT	Dist. 10, 5, 8, Bình Chánh		–	35,245
66	Metro 6	Transportation	MRT	Dist. Tân Bình, Tân Phú Dist., Bình Tân, Dist. 6		–	29,260
67	Construction of elevated road – line 1 (along Nhiêu Lộc – Thị Nghè, section from Lăng Cha Cả to Thị Nghè Bridge)	Transportation	Road	Dist. 1, 3, Tân Bình, Bình Thạnh, Phú Nhuận	BOT, BOT combined BT (Priority is given to BOT)	–	13,230
68	Construction of elevated road – line 2 (from the intersection with line 1 following To Hien Thanh – Lu Gia – Binh Thoi road – Road No. 3 to Ring Road 2)	Transportation	Road	Dist. 10, 11, Bình Chánh Dist.	BOT, BOT combined BT (Priority is given to BOT)	–	15,843
69	Construction of elevated road – line 3 (from line 2 following Tô Hiến Thành – Lê Hồng Phong – Lý Thái Tổ – Nguyễn Văn Cừ – trục Bắc Nam – Nguyễn Văn Linh)	Transportation	Road	Dist. 5, 7, 10	BOT, BOT combined BT (Priority is given to BOT)	–	11,000
70	Construction of elevated road, line 4 (from NH 1 (intersect with line 5) – Vườn Lài – passing over Vàm Thuật river at Lăng canal and North-South railway (at Đèn	Transportation	Road	Dist. 3, 12, Bình Thạnh Dist., Gò Vấp Dist..	BOT, BOT combined BT (Priority is given to BOT)	–	15,000

	Bridge), extended Phan Chu Trinh St., passing My Phuoc Apartment area, then join with Điện Biên Phủ St., line 1)						
71	To construct Vườn Lài St., Vàm Thuật bridge	Transporta tion	Road	An Phú Đông ward, Dist. 12		–	4,252
72	To construct elevated road, line 5 (go along with RR2 (NH1) from Station 2 interchange to An Lac interchange)	Transporta tion	Road	Thủ Đức Dist., Dist. 12, Hóc Môn Dist., Bình Tân Dist..	BOT, BOT combined BT (Priority is given to BOT)	–	30,000
73	Tramway no. 1	Transporta tion	Railway	Dist. 1, 5,6, Bình Tân	ODA, PPP, ...	–	5,325
74	To upgrade and widen of roads An Dương Vương – Phan Anh – Bình Long – Hương lộ 3	Transporta tion	Road	Dist. 6, 8, Bình Tân và Tân Phú Dist.	BT	–	10,000
75	To construct a road connecting eastern ring road - Hà Nội highway (Bình Thái St.- eastern ring road)	Transporta tion	Road	Dist. 9, Thủ Đức Dist..	BT, PPP and other investment form.	–	1,581
76	To construct northwestern centripetal road (from Long An boundary to Vĩnh Lộc Industrial park)	Transporta tion	Road	Bình Tân Dist., Bình Chánh Dist.	BT (mainly exploiting land fund)	–	5,000
77	To construct Nguyễn Văn Linh - NH1A interchange, Bình Chánh Dist.	Transporta tion	Road	Bình Chánh Dist.		–	775
78	To widen and upgrade Nguyễn Oanh St., Hà Huy Giáp St. (from Phan Văn Trị to Ngã tư Ga flyover)	Transporta tion	Road	Dist. 12, Gò Vấp		–	1,310
79	To construct a parallel road with Hà Huy Giáp St.	Transporta tion	Road	Thạnh Lộc ward, Thạnh		–	6,160

				Xuân, Dist. 12			
80	To upgrade and widen HỒ HỌC Lãm st., Dist. 8 and Bình Tân Dist.	Transportation	Road	Dist. 8, Bình Tân		–	980
81	To upgrade and widen road and construct a bridge to connect HỒ HỌC Lãm St. and Trịnh Quang Nghị St.	Transportation	Road	Dist. 8		–	1,000
82	To upgrade and widen Nguyễn Văn Nghi St. (from Nguyễn Thái Sơn 6-way roundabout in Gò Vấp Dist.)	Transportation	Road	Gò Vấp Dist.		–	479
83	Traffic circle at approach road of An Hạ Bridge	Transportation	Road	Northwest area	PPP - BT contract	–	603
84	To construct Tam Tân road	Transportation	Road	Northwest area	PPP - BT contract	–	6,110
85	To construct a road connecting ĐỒNG VĂN CỐNG St. and RR2 (Liên Ward 1 St.)	Transportation	Road	Dist. 2	BT	–	200
86	To construct Bình Thới St. (section from Minh Phụng st. to Lê Đại Hành st.)	Transportation	Road	Dist. 11		–	500
87	Planning road – Nguyễn Thị Nhỏ (section from Ba tháng 2 st. to Lê Thị Bạch Cát st. and section from Lê Thị Bạch Cát st. to Lê Đại Hành st.)	Transportation	Road	Dist. 11		–	500
88	Planning road – 0 (section from Phú Thọ st. to no. 762 Hồng Bàng)	Transportation	Road	Dist. 11		–	500
89	Planning road – Thái Phiên – Planning road no. 9, Bình Thới residence.	Transportation	Road	Dist. 11		–	500

90	Extending Nguyễn Chí Thanh St. (section from Nguyễn Thị Nhỏ st. to alley 50 Nguyễn Chí Thanh St.)	Transportation	Road	Dist. 11		-	500
91	Railway residence at Lý Thái Tổ st. and Nguyễn Thiện Thuật apartment project at ward 1, Dist. 3	Other	Other	Dist. 3	not defined yet	2018-2020	2,000
92	To construct apartment at 72/8 Trần Quốc Toản St.	Other	Other	Dist. 3	not defined yet	2018-2020	1,000
93	To construct an apartment at address of 73 Cao Thắng St.	Other	Other	Dist. 3	not defined yet	2018-2020	640
94	To construct an apartment at the address of 05 Cao Thắng st.	Other	Other	Dist. 3	not defined yet	2018-2020	450
95	To construct an apartment at the address of 67 Võ Văn Tần	Other	Other	Dist. 3	not defined yet	2018-2020	450
96	To construct an apartment at the address of 175 Võ Thị Sáu	Other	Other	Dist. 3	not defined yet	2018-2020	450
97	To construct an apartment at the address of 70 Bà Huyện Thanh Quan	Other	Other	Dist. 3	not defined yet	2018-2020	450
98	To construct an apartment at the address of 08 Bà Huyện Thanh Quan	Other	Other	Dist. 3	not defined yet	2018-2020	450
99	To construct an apartment at the address of 450 Nguyễn Thị Minh Khai	Other	Other	Dist. 3	not defined yet	2018-2020	450
100	To construct an apartment at the address of 116 Trần Quốc Toản	Other	Other	Dist. 3	not defined yet	2018-2020	450
101	To construct an apartment at the address of 473-475 Điện Biên Phủ	Other	Other	Dist. 3	not defined yet	2018-2020	450

102	To construct an apartment at the address of 02 Nguyễn Gia Thiều	Other	Other	Dist. 3	not defined yet	2018-2020	1,000
103	Urban regeneration, construction of high building on the remaining area of ward 11	Other	Other	Ward 11, Dist. 8	not defined yet	–	15,052
104	Urban regeneration, construction of high building and house at Xăng Thối area, ward 1	Other	Other	Ward 1, Dist. 8	not defined yet	–	7,038
105	Urban regeneration, construction of high building and house at Y bridge investment area, ward 8	Other	Other	Ward 8, Dist. 8	not defined yet	–	6,021
106	Urban regeneration, construction of new building at the south of East-West highway, Ruột Ngựa canal	Other	Other	Ward 16, Dist. 8	not defined yet	–	5,024
107	Construction of commercial apartment with area of 32 ha	Other	Other	Nhà Bè Dist.	not defined yet	–	1,260
108	Construction of resettlement area and high building for business at residence area No. 2 at the south of RR2	Other	Other	Ward 7, Dist. 8	not defined yet	–	1,505
109	Construction of commercial apartment with area of 35ha	Other	Other	Nhà Bè Dist.	not defined yet	–	1,724
110	Construction of electric housing at Binh Chánh Dist.	Other	Other	Binh Chánh Dist.	not defined yet	–	1,217
111	Relocation of pre-school, primary school and secondary school in Ward 4	Other	Other	Ward 4 Dist. 8	not defined yet	–	3,010

	for construction of high building and urban regeneration.						
112	Television Service Technical Center	Other	Other	Dist. 3	not defined yet	2018-2020	2,000
113	Relocation of households living on/along canal in Dist. 8	Other	Other	Dist. 1	not defined yet	2018-2020	13,000
114	Urban regeneration of water tower area No. 41, 1 Nguyễn Văn Tráng, Bến Thành Ward, Dist. 1	Other	Other	at No. 41 Nguyễn Văn Tráng, Bến Thành Ward, Dist. 1	not defined yet	2018-2020	1,000
115	Miền Tây bus station	Other	Other	Miền Tây bus station	not defined yet	2018-2020	500
116	Cầu Muối market	Other	Other	Dist. 1	not defined yet	-	500
117	Gà Gạo market	Other	Other	Dist. 1	not defined yet	-	500
118	Cầu Kho market	Other	Other	Dist. 1	not defined yet	-	500
119	Quarter 4, 5, 6, Tân Định Ward	Other	Other	Dist. 1	not defined yet	-	1,000
120	Drainage system and population improvement for Tham Lương - Bến Cát - Rạch nước lớn canal, stage 1	Environment	Drainage	Dist. 12, Gò Vấp		-	2,000
121	Creek at Kiệu Bridge	Environment	Drainage	Ward 1, Dist. 4		-	500
122	Regeneration of Creek at Dừa Bridge	Other	Other	Dist. 4		-	500
123	Commercial and service center, office, apartment and traditional market in Ward 3, Dist. 4	Other	Other	Dist. 4		-	1,000
124	Commercial, service and cultural center combined with	Other	Other	Dist. 4		-	1,000

	green park in Ward 1, Dist. 4						
125	Improvement of Hàng Bàng canal, Stage 2	Environment	Drainage	Dist. 5, 6		–	500
126	Improvement of Hàng Bàng canal, stage 3	Environment	Drainage	Dist. 6		–	500
127	Improvement of Bàu Trâu creek	Environment	Drainage	Dist. 6, Tân Phú Dist.		–	500
128	Relocation of houses along Tể canal	Other	Other	Dist. 7		–	5,000
129	Relocation of houses along and on Song Tân pond	Other	Other	Dist. 7		–	2,000
130	Relocation of houses along and on Bần Đôn creek	Other	Other	Dist. 7		–	2,000
131	Cá Cấm creek	Environment	Drainage	Dist. 7		–	500
132	Tam Đệ creek	Environment	Drainage	Dist. 7		–	500
133	Ông Tư Dinh creek	Environment	Drainage	Dist. 7		–	500
134	Đĩa Creek – Dơi creek – Phú Xuân river	Environment	Drainage	Dist. 7		–	500
135	Ông Lớn creek	Environment	Drainage	Dist. 7		–	500
136	Thầy Tiêu creek	Environment	Drainage	Dist. 7		–	500
137	Bàng creek	Environment	Drainage	Dist. 7		–	500
138	To construct embankment system at northern bank of Đới canal	Environment	Drainage	Dist. 8		–	1,000
139	Urban regeneration, relocation, clearance, resettlement and improvement of living conditions for households on and along the south bank of Đới canal	Other	Other	Dist. 8		–	5,000
140	To construct embankment system at south bank of Đới canal	Environment	Drainage	Ward 6, 7; Dist. 8		–	1,000

141	To construct embankment system at southern bank of Đôi canal	Environmen t	Drainage	Ward 2, 3, 4, 5, remaining parts of ward 6, 7; Dist. 8		–	2, 000
142	East bank of Xóm Cũi creek	Environmen t	Drainage	Dist. 8		–	2, 000
143	Nhụy creek	Environmen t	Drainage	Dist. 8		–	2, 000
144	Cần Giuộc river	Environmen t	Drainage	Dist. 8		–	2, 000
145	Chợ Đệm river	Environmen t	Drainage	Dist. 8		–	2, 000
146	Bến Nghé canal	Environmen t	Drainage	Dist. 8		–	2, 000
147	Du creek- Ông Lớn creek- Ông Nhỏ creek- Xáng canal	Environmen t	Drainage	Dist. 8		–	500
148	Hiệp Ân creek	Environmen t	Drainage	Dist. 8		–	500
149	Bồ Đề creek	Environmen t	Drainage	Dist. 8		–	500
150	Bà Tăng creek	Environmen t	Drainage	Dist. 8		–	500
151	Improvement of Rạch Nhảy creek- Ruột Ngựa creek	Environmen t	Drainage	Dist. 8, Bình Tân		–	500
152	Tidal barrage of Ông Đụng creek	Environmen t	Drainage	Dist. 12		–	1, 000
153	Tidal barrage of Vàm Thuật creek	Environmen t	Drainage	Dist. 12		–	1, 000
154	To dredge and improve Cầu Suối creek	Environmen t	Drainage	Dist. 12		–	1, 000
155	Trần Quang Cơ creek	Environmen t	Drainage	Dist. 12		–	1, 000
156	To construct park in 38 ha resettlement area of Tân Thới Nhất Ward	Other	Other	Dist. 12		–	45
157	To improve Văn Thánh creek	Environmen t	Drainage	Bình Thạnh Dist.		–	1, 000
158	To improve Bui Hữu Nghĩa creek	Environmen t	Drainage	Bình Thạnh Dist.		–	1, 000
159	To improve Rạch Xuyên Tâm creek	Environmen t	Drainage	Bình Thạnh, Gò Vấp		–	1, 000
160	To protect Thanh Đa island from landslide, section 1.2 and 1.4	Other	Other	Bình Thạnh Dist.		–	1, 000
161	To protect Thanh Đa island from	Other	Other	Bình Thạnh Dist.		–	1, 000

	landslide, section 2						
162	To protect Thanh Đa island from landslide, section 4	Other	Other	Bình Thạnh Dist.		–	1,000
163	Bà Chiếu commercial center	Other	Other	Ward 11, Bình Thạnh Dist.		–	500
164	Thanh Đa commercial center	Other	Other	Ward 27, Bình Thạnh Dist.		–	500
165	Bình Hòa commercial center	Other	Other	Ward 13, Bình Thạnh Dist.		–	
166	To protect Tôm creek from landslide (Phú Xuân branch) from Vàm Phú Xuân to downstream about 1000m	Other	Other	Nhà Bè Dist.		–	800
167	Creek at Bông bridge	Environment	Drainage	Bình Thạnh Dist.		–	500
168	Lăng creek	Environment	Drainage	Bình Thạnh Dist.		–	500
169	Văn Thánh creek	Environment	Drainage	Bình Thạnh Dist.		–	500
170	Creek at Sơn bridge	Environment	Drainage	Bình Thạnh Dist.		–	500
171	Creek from Thanh Đa river	Environment	Drainage	Bình Thạnh Dist.		–	500
172	Chín Xiềng creek	Environment	Drainage	Gò Vấp Dist.		–	500
173	Ông Tổng creek	Environment	Drainage	Gò Vấp Dist.		–	500
174	Ông Bàu creek	Environment	Drainage	Gò Vấp Dist.		–	500
175	Creek passing Cụt bridge	Environment	Drainage	Gò Vấp Dist.		–	500
176	Bà Miêng creek	Environment	Drainage	Gò Vấp Dist.		–	500
177	Inter-commune canal	Environment	Drainage	Bình Tân Dist.		–	500
178	To improve Ông Búp creek	Environment	Drainage	Bình Tân Dist.		–	500
179	To improve Bà Tiếng creek	Environment	Drainage	Bình Tân Dist.		–	500
180	To improve Tân Trụ canal	Environment	Drainage	Dist. Tân Bình		–	500
181	Hy Vọng canal	Environment	Drainage	Dist. Tân Bình		–	500
182	Urban regeneration in Ward 15	Other	Other	Ward 15, Dist. 8		–	5,024

183	Urban regeneration, construction of high building at the ending section of Tạ Quang Bửu st.	Other	Other	Ward 6, Dist. 8		–	1, 018
184	Investing in an office building for rent or for self-use purposes in the Leasing Land of Quang Trung Software Park	Other	Other	Quang Trung Software Park, Tân Chánh Hiệp Ward, Dist. 12		–	220
185	Urban regeneration at the ending section of Tạ Quang Bửu st., Ward 6	Other	Other	Ward 6, Dist. 8		–	1, 018
186	To construct a park in the northwest area of the city	Other	Other	Northwest urban area		–	1, 000
187	Investment project on construction of Tân Tạo residential center - zone B, Tân Tạo A Ward, Bình Tân Dist.	Other	Other	Tân Tạo A Ward , Bình Tân Dist.		–	1, 000
188	Construction of resettlement area for the Northwest Urban Area	Other	Other	Northwest urban area		–	1, 013
189	University – College relocation project	Education	School	Northwest urban area		–	2, 000
190	Commercial center of Củ Chi Dist.	Other	Other	Củ Chi town and Tân An Hội commune, Củ Chi Dist.		–	200
191	To build a stop station, Củ Chi Dist.	Other	Other	Tân An Hội commune, Củ Chi Dist.		–	200
192	Park cementary in An Phú commune and An Nhơn Tây commune	Other	Other	An Phú commune and An Nhơn Tây commune,		–	200

				Củ Chi Dist..			
193	To build Phước Thạnh market	Other	Other	Phước Thạnh commune, Củ Chi Dist.		–	200
194	Cầu Muối market project	Other	Other	Cầu Ông Lãnh Ward, Q1		–	200
195	Gà Gạo market project	Other	Other	Cầu Ông Lãnh Ward , Q1		–	200
196	Cầu Kho market project	Other	Other	Cầu Kho Ward , Q1		–	200
197	To build quarter 4,5, 6 in Ward Tân Định	Other	Other	Tân Định Ward , Q1		–	200
198	To invest in construction of Tân Phú Dist. market	Other	Other	Tân Phú Dist. Ward , Dist. 9		–	200
199	To invest in construction of Trường Thạnh market	Other	Other	Trường Thạnh Ward , Dist. 9		–	200
200	To invest in construction of Long Trường market	Other	Other	Long Trường Ward , Dist. 9		–	200
201	To invest in construction of Hữu Phú market	Other	Other	Hữu Phú Ward , Dist. 9		–	200
202	To invest in construction of Long Thạnh Mỹ	Other	Other	Long Thạnh Mỹ Ward , Dist. 9		–	200
203	To invest in construction of Hiệp Phú market	Other	Other	Hiệp Phú Ward , Dist. 9		–	200
204	To construct working office of District Party Committee, People's Committee of Hóc Môn Dist.	Other	Other	Hóc Môn Dist.		–	139
205	Land lot I-1	Other	Other	Northwest urban area, Củ Chi dist.		–	2, 000
206	Land lot I-2	Other	Other	Northwest urban area, Củ Chi dist.		–	1, 000
207	Land lot I-3	Other	Other	Northwest urban		–	1, 000

				area, Củ Chi dist.			
208	Land lot II-1	Other	Other	Northwest urban area, Củ Chi dist.		–	4,000
209	Land lot II-2	Other	Other	Northwest urban area, Củ Chi dist.		–	1,000
210	Land lot III-1	Other	Other	Northwest urban area, Củ Chi dist.		–	1,000
211	Hazardous industrial and solid waste treatment area, Northwest urban area, Củ Chi dist	Environment	Solid waste	HCMC	JV	–	954
212	Water Environment Improvement Project in HCMC, stage 3	Environment	Drainage	Dist. 4, 7, 8	ODA, PPP, ...	–	18,804
213	Soài Rạp canal dredging project (stage 2)	Environment	Drainage	HCMC, Long An province, Tiền Giang Province	ODA, PPP, ...	–	8,480
214	Dự án nạo vét luồng Soài Rạp (giai đoạn 3)	Environment	Drainage	Thành phố Hồ Chí Minh, Long An, Tiền Giang	ODA, PPP, ...	–	7,900
215	To build Youth Cultural House	Other	Other	Dist. 1	not defined yet	2018–2020	3,000
216	Hương Giang Kindergarten in Dist. 11	Education	School		not defined yet	2018–2020	20
217	Sports complex of high schools	Education	School	Dist. 8, 5, 12, Bình Chánh, 9, Tân Bình	not defined yet	2018–2020	31
218	Political center in Thủ Đức Dist.	Other	Other	Thủ Đức Dist.	not defined yet	2018–2020	49
219	Trường Văn Ngự secondary school	Education	School	66 – 68 Lê Thánh Tôn st.	not defined yet	2018–2020	189
220	Secondary school in Tân Quý Ward, Tân Phú Dist. Dist.	Education	School	Tân Phú Dist.	not defined yet	2018–2020	121

221	Võ Thành Trang secondary school (widening – stage 2)	Education	School	Tân Phú Dist.	not defined yet	2018–2020	125
222	Kindergarten in Tây Thạnh Ward, Tân Phú Dist.	Education	School	Tân Phú Dist.	not defined yet	2018–2020	120
223	Secondary school in Hòa Thạnh 2 Ward, Tân Phú Dist.	Education	School	Tân Phú Dist.	not defined yet	2018–2020	251
224	Thuận Kiều Secondary school, Dist. 12	Education	School	12	not defined yet	2018–2020	137
225	Đông Hưng Highschool Dist. 12	Education	School	12	not defined yet	2018–2020	180
226	Tân Chánh Hiệp 2 Primary school , Dist. 12	Education	School	12	not defined yet	2018–2020	90
227	Tân Thới Hiệp 2 Primary school , Dist. 12	Education	School	12	not defined yet	2018–2020	90
228	Thới An 2 Primary school , Dist. 12	Education	School	12	not defined yet	2018–2020	90
229	Thới An Highschool , Dist. 12	Education	School	12	not defined yet	2018–2020	150
230	Thới An Primary school , Dist. 12	Education	School	12	not defined yet	2018–2020	60
231	Thanh Xuân Secondary school , Dist. 12	Education	School	12	not defined yet	2018–2020	125
232	Thanh Xuân Highschool , Dist. 12	Education	School	12	not defined yet	2018–2020	150
233	Kindergarten 1 in land lot of resettlement aera with 38 ha in Tân Thới Nhất Ward	Education	School	12		–	35
234	Kindergarten 2 in land lot of resettlement aera with 38 ha in Tân Thới Nhất Ward	Education	School			–	46
235	Highschool in land lot of resettlement aera with 38 ha in Tân Thới Nhất Ward	Education	School			–	140

236	Nguyễn Bá Ngọc Primary school	Education	School	Bình Thạnh	not defined yet	2018-2020	39
237	Phú Mỹ kindergarten	Education	School	Dist. 7	not defined yet	2018-2020	43
238	Tân Hưng 2 Primary school	Education	School	Dist. 7	not defined yet	2018-2020	47
239	Secondary school in Tân Phú Dist.	Education	School	Tân Phú Dist.	not defined yet	2018-2020	120
240	Residence area and international university	Education	School	Hóc Môn Dist.	100% FDI	-	74
241	To build a kindergarten in housing area of Minh Sơn Co.	Education	School	Ward 7 of Dist. 8		-	50
242	To build a kindergarten in Ward 1	Education	School	Ward 1 , Dist. 8		-	50
243	The land belongs to planning area of kindergarten in Ward 7 invested by Ứng Thành Co.	Education	School	Ward 7 Dist. 8		-	50
244	A kindergarten at 207 Nguyễn Thị Nhỏ st.	Education	School	Ward 16, Dist. 11		-	20
245	A kindergarten in Ward 16, Gò Vấp Dist.	Education	School	32 Nguyễn Văn Lượng, Ward 16, Gò Vấp Dist.		-	200
246	New construction of Nguyễn Thiện Thuật Primary school	Education	School	Bình Hưng Hòa ward, Bình Tân Dist.	BT	-	219
247	New construction of Trần Khánh Dư Primary school	Education	School	Tân Tạo ward, Bình Tân Dist.	BT	-	176
248	New construction of Trần Đại Nghĩa Primary school	Education	School	Bình Hưng Hòa A ward, Bình Tân Dist.	BT	-	186
249	New construction of Lương Thế Vinh Primary school	Education	School	Bình Trị Đông ward, Bình Tân Dist.	BT	-	249
250	New construction of Bùi Thị Xuân Secondary school	Education	School	Bình Hưng Hòa Award, Bình Tân Dist.	BT	-	300

251	Hospitals in Tan Kien medical cluster – Binh Chánh dist.	Health	Hospital	Tân Kiên commune and Tân Nhựt commune, Binh Chánh Dist., HCMC	FDI and other forms proposed by Investors	–	10,600
252	An Binh hospital	Health	Hospital	Dist. 5	not defined yet	2018–2020	1,000
253	Constructing a general hospital with 500 beds for Pham Ngoc Thach Medical University	Health	Hospital	Binh Chánh Dist.	not defined yet	2018–2020	2,500
254	New construction of Rehabilitation Hospital – Treatment of occupational diseases (Section A1)	Health	Hospital	Dist. 8	not defined yet	2017–2019	388
255	New construction of block B and C of Trung Vương Hospital	Health	Hospital	Dist. 10	not defined yet	2017–2020	493
256	Investment in equipment for Block A of Trung Vương Hospital	Health	Medical equipment	Dist. 10	not defined yet	2017–2019	347
257	To expand and upgrade hospitals in Dist. 12 (stage 1)	Health	Hospital	Dist. 12		–	400
258	General clinic in resettlement area in Tân Thới Nhất ward with 38 ha	Health	Hospital	resettlement area in Tân Thới Nhất ward with 38 ha		–	15
259	To build hospital complex in Northwest urban area	Health	Hospital	Northwest urban area		–	5,000
260	To upgrade Kỳ Đồng swimming pool	Culture–Sport	Sport	Dist. 3	not defined yet	2018–2020	20
261	Entertainment center at Thu Duc Children’s Cultural House	Other	Other	Thủ Đức Dist.	not defined yet	2018–2020	224
262	Construction of Phu Tho Culture – Sports Club	Culture–Sport	Sport	Phú Thọ Racecourse, Dist. 11	not defined yet	2018–2020	107

263	Sport center for some schools in HCMC	Culture-Sport	Sport	Tân Túc highschool , Nguyễn Hữu Huân highschool , Lý Tự Trọng Technical College	not defined yet	2018-2020	30
264	Complex of multi-purpose training ground combining guest houses for experts and hotels (Phong Lan Restaurant)	Culture-Sport	Sport	At no. 215C, Lý Thường Kiệt, Ward 15, Dist. 11	not defined yet	2018-2020	2,000
265	Văn Lang cultural supermarket	Other	Other	Ward 11, Gò Vấp Dist.	not defined yet	2018-2020	212
266	Sport center of HCMC National university	Culture-Sport	Sport	Dist. 9	not defined yet	2018-2020	313
267	Culture - sport park in Dist. 12 (mini football yard, basketball court, volleyball court, tennis court and auxiliary items of phase 2 project)	Culture-Sport	Sport	Dist. 12		-	105
268	Construction of a 50,000-seat stadium in Rạch Chiếc Sports Complex	Culture-Sport	Sport	Dist. 2	It is expected in BT form	2018-2020	5,000
269	Cultural Park in Gò Vấp Dist.	Culture-Sport	Culture	Gò Vấp Dist.	It is expected in BT form	2018-2020	600
270	Center for displaying, trading, landscape creatures fair at Làng Hoa Park, Go Vap Dist. (Phase 2)	Other	Other	The land area adjacent to Làng Hoa Park in Nguyễn Văn Khối St. (partially belong to land plots No. 34, 35, 36, 85 of map sheet No. 62, Ward		-	200

				8, Go Vap Dist according to the 2003 survey data)			
271	Public entertainment and service center (Zone I - Ancient area of the National Historical - Cultural Park)	Other	Other	the National Historical - Cultural Park Long Binh Ward, Dist. 9, HCMC	BOT, BCC...	-	380
272	Outdoor sport area (Zone IV - cultural area of the National Historical - Cultural Park)	Culture-Sport	Sport	the National Historical - Cultural Park Long Binh Ward, Dist. 9, HCMC	BOT, BCC...	-	100
273	Simulation of Truong Son Forest (Zone IV - cultural area of the National Historical - Cultural Park)	Other	Other	the National Historical - Cultural Park Long Binh Ward, Dist. 9, HCMC	BOT, BCC...	-	120
274	Vietnamese Ethnic Culture Village (Zone IV - cultural area of the National Historical - Cultural Park)	Culture-Sport	Culture	the National Historical - Cultural Park Long Binh Ward, Dist. 9, HCMC	BOT, BCC...	-	500
275	Cinema Park (Zone IV - cultural area of the National Historical - Cultural Park)	Other	Other	the National Historical - Cultural Park Long Binh Ward, Dist. 9, HCMC	BOT, BCC...	-	500
276	Adventure Park and Hòa Bình Square (Zone IV - cultural area of the National	Other	Other	the National Historical - Cultural Park Long Binh	BOT, BCC...	-	430

	Historical – Cultural Park)			Ward, Dist. 9, HCMC			
277	Public service area (Zone IV – cultural area of the National Historical – Cultural Park)	Other	Other	the National Historical – Cultural Park Long Binh Ward, Dist. 9, HCMC	BOT, BCC...	–	100
278	Mineral Springs, Tourism Flower Village Area (Zone IV – cultural area of the National Historical – Cultural Park)	Other	Other	the National Historical – Cultural Park Long Binh Ward, Dist. 9, HCMC	BOT, BCC...	–	400
279	Housing area for relax and rest (Zone IV – cultural area of the National Historical – Cultural Park)	Other	Other	the National Historical – Cultural Park Long Binh Ward, Dist. 9, HCMC	BOT, BCC...	–	500
280	Cable car – Food along river (Zone IV – cultural area of the National Historical – Cultural Park)	Transportation	Other	the National Historical – Cultural Park Long Binh Ward, Dist. 9, HCMC	BOT, BCC...	–	130
281	Flower park (Zone IV – cultural area of the National Historical – Cultural Park)	Other	Other	the National Historical – Cultural Park Long Binh Ward, Dist. 9, HCMC	BOT, BCC...	–	100
282	To construct symphony theater	Culture-Sport	Culture	23/9 park, Dist. 1		–	2,200
283	Construction of Phu Tho Circus and performance stage	Other	Other	Dist. 11		–	1,530
284	Cultural supermarket project	Other	Other	Bình Thạnh Dist.		–	213

285	The Memorial Monument project combines underground parking at the park before the People's Committee	Other	Other	Tân Phú Dist.		–	526
286	Green park – sport	Culture– Sport	Sport	Ward 12, Bình Thạnh Dist.		–	191
287	The project of building Bình Khánh Cemetery	Other	Other			–	2, 000
288	Investment in City Fisheries Center in Can Gio district	Other	Other	Cần Giờ dist.	PPP	–	1, 200
289	Investing in the construction of an agricultural and forestry zone for fisheries in Can Gio district	Other	Other	Hào Vĩ, Long Hòa commune, Cần Giờ Dist., HCMC	FDI and other forms proposed by Investors	–	400
290	High-tech Agriculture Zone Construction Project (23ha) in Phước Vĩnh An commune, Củ Chi Dist., HCMC	Other	Other	Phước Vĩnh An commune, Củ Chi Dist., HCMC	FDI and other forms proposed by Investors	–	121
291	To construct industrial park and logistics support	Other	Other	Phase II of high-tech zone, thuộc, Tân Phú Dist., Dist. 9.	FDI and other forms proposed by Investors	–	1, 124

Source: Arranged by JICA Study Team based on the data obtained from DPI (April 2019)

Attachment 4: Overview of prospective projects

The following is an overview of the 10 projects selected as highly prospective as a result of this survey. The evaluation of the degree of prospect is based on the evaluation of individual evaluation items (priority of the projects for HCMC, project maturity and feasibility, and significance of support and cooperation by Japan) and comprehensive evaluation based on these was performed. The evaluation results (A: high, B: medium, C: low) are relative evaluations among the 10 selected projects.

Table A-9 List of Prospective Projects

	Project Name	Sector	Sub-sector	Overall Evaluation
1	Construction of underground parking yard at Hoa Lu Stadium	Transport	Car Parking	A
2	Construction of ICD port at Long Binh Ward, Dist. 9	Transport	Logistics	C
3	Phuoc Hiep Waste to Energy Project	Environment	Solid Waste	A
4	Nguyen Tri Phuong Hospital	Health	Hospital	B
5	Constructing a general hospital with 500 beds for Pham Ngoc Thach Medical University	Health	Hospital	B
6	New construction of trauma and orthosis hospital	Health	Hospital	C
7	Hospital complex in Northwest urban area	Health	Hospital	C
8	Complex of multi-purpose training ground combining guest houses for experts and hotels (Phu Tho)	Education	Sport	A
9	Construction of a 50,000-seat stadium in Rach Chiec Sports Complex	Education	Sport	C
10	New construction of Phan Dinh Phung Gymnastics and Sports Center	Education	Sport	B

Legend: Relative evaluation of 10 projects (A: High, B: Medium, C: Low)

Source: JICA Study Team

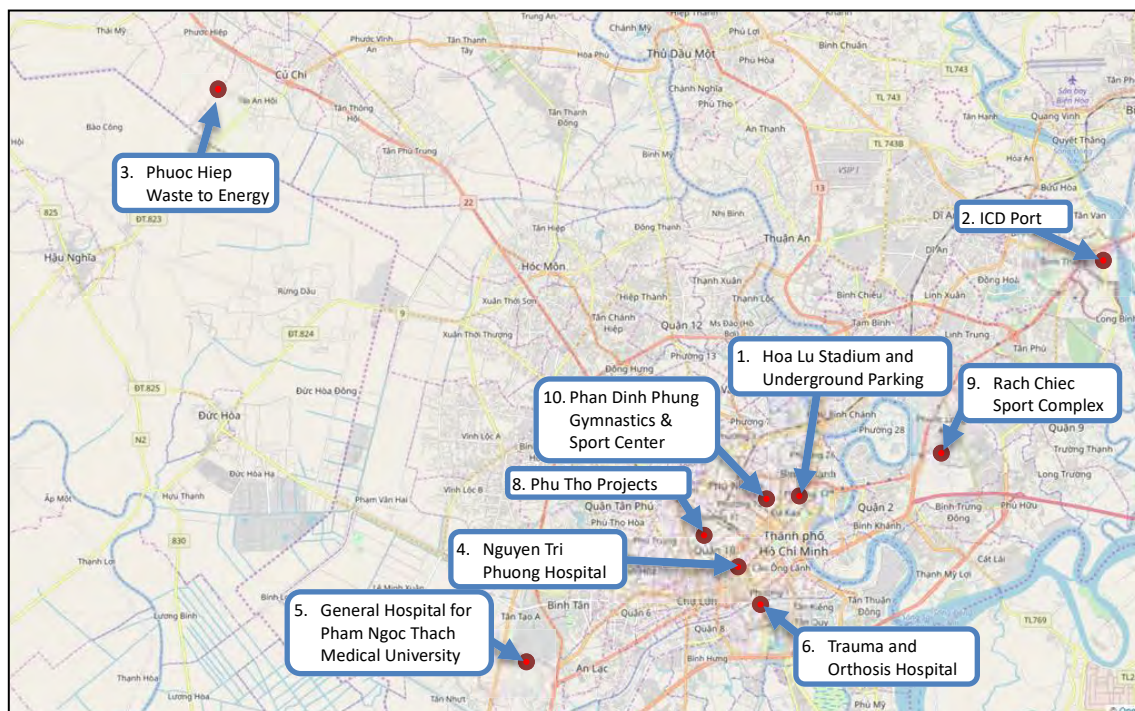



Figure A-1 Project Locations⁷⁸

Source: JICA Survey Team

⁷⁸ The location of project 7 “To build hospital complex in Northwest urban area” is not shown on the map because the development area master plan is not yet fixed.

Project Sheet No.1

Project Name		Sector and Department in Charge
Underground parking yard at Hoa Lu Stadium		Transport (DOT)
A. Business Summary		
A1. Background	<ul style="list-style-type: none"> Hoa Lu Stadium is located in Da Kao Ward, District 1, HCMC, consisting of field track with simple spectators' seats, in-door sports facilities, and administration buildings. This public sports facility is under operation by HCMC. In accordance with the city master plan, HCMC has been planning to develop four underground parking lots in the city at 23/9 park, Bach Dang park, Ham Nghi Street, and Hoa Lu stadium. Reduction of traffic jam and traffic accidents are major objectives of the city and it is expected that these underground parking lots ensure smooth traffic and better landscapes through reduction of parking cars on the roads. HCMC is therefore calling for investment to develop underground parking lots at premise of the stadium. DOT is authorized department of the project, and DOCS is in charge of sports facilities and administration building. 	
A2. Project Site	<ul style="list-style-type: none"> The address of the project site is at the intersection at Nguyen Thi Minh Khai Street and Dinh Tien Hoang Street, district 1, HCMC. The project area is about 2.4 ha. Currently, the site is used as a sport complex without basement parking. Additional land acquisition is on-going and 21 out of 31 households have been completed. <div data-bbox="391 1093 1252 1420" data-label="Image"> </div> <p>Source: JICA Survey Team</p> <p style="text-align: center;">Existing Hoa Lu Stadium</p>	
A3. Business Scope	<ul style="list-style-type: none"> Operation of underground parking (cars, motorbikes), improvement/reinstatement of the field track and stadium, sport talent training institute, and administration building. Other than that, the investor can propose commercial facilities in the area/facilities. Construction of stadium has a priority over the other facilities. The stadium and training institute shall be transferred to HCMC after completion of the construction. Followings are planned in the approved Pre-F/S. <ul style="list-style-type: none"> Basement area: about 2.4 ha (all area of the site). 5 story structure: B1, B2, B3: Commercial purpose, B4, B4M, B5, B5M: Semi-automatic car parking (for 2,548 cars and 2,873 motorbikes) Building: Zone A, B, C as shown in the figure below. 	

	<p>3. ĐỀ XUẤT PHƯƠNG ÁN KIẾN TRÚC</p>  <p>Zone B: 4 floors, 2,500m² (including area under stadium) To be transferred to DOCS for management.</p> <p>Zone A: Sport School (5 floors), 1,970 m² To be transferred to DOCS for management.</p> <p>Zone C: 5 floors 1,872m² Investor's management</p> <p>MẶT BẰNG LẦU 1-2-3-4</p> <p>PHƯƠNG ÁN THIẾT KẾ SƠ BỘ BÃI ĐẠU XE NGẦM TẠI KHU VỰC SÂN VẬN ĐỘNG HOA LƯU</p> <p>Source: DOT</p> <p>Layout Drawing of the Approved Pre-F/S</p>
A4. Project Scheme	<ul style="list-style-type: none"> • HCMC planned to apply the PPP scheme to the project and Pre-F/S was approved through the process regulated in Decree No. 63. A local private company had proposed BOO. Revenues from the project are supposed from parking fee and from commercial facilities since sports facilities will be handed over to the city after the completion of the construction. • BTO or BTL is expected to be applied the project as well as BOO.
A5. Status	<ul style="list-style-type: none"> • A local investor⁷⁹ prepared Pre-F/S and got approval from HCMC. However, the investor has withdrawn from the project due to internal reason of the investor. • Additional land acquisition is on-going and 21 out of 31 households have been completed. • Currently, two investors show interests⁸⁰.
A6. Schedule	<ul style="list-style-type: none"> • NA
A7. Project Cost	<ul style="list-style-type: none"> • 3.420 trillion VND (16.3 billion JPY)
A8. Potential Investors	<ul style="list-style-type: none"> • The local investor prepared Pre-F/S and got approval but they have already withdrawn from the project. Currently, two new investors express interests. • These new investors have different ideas from the approved Pre-F/S so they may submit new Pre-F/S for approval.
B. Review by JICA Study Team	
B1. Points to note	<ul style="list-style-type: none"> • Development of underground parking lot at Hoa Lu Stadium is in line with HCMC's master plan. • Revenue of the project is supposed from parking fee and from commercial facilities since sports facilities will be handed over to the city after completion. • To increase the profitability, investor can propose commercial facilities to be developed in admin building or at underground parking. • Readiness of the project is determined high since Pre-F/S has been approved and land acquisition is almost completed.


⁷⁹ Vingroup

⁸⁰ Sunwah Group and Sai Gon Cultural and Sport Investment Co., Ltd.

		<ul style="list-style-type: none"> • The project site is located at the center of HCMC, and the demand of car parking is expected to increase when surrounding area is developed.
B2. Interest of Japanese Companies		<ul style="list-style-type: none"> • It is expected some Japanese companies show interest if the profitability of the project is confirmed. • Installation of IoT and ETC (Electronic Toll Collection System) to parking system and operation. • Application of advanced technology such as underground excavation/soft soil treatment. • Urban flooding reduction is one of the major objectives for HCMC. If an underground retention facility is added to the project, Japanese companies, which have advanced technology, may join the project.
B3. Possible JICA support		<ul style="list-style-type: none"> • Since no PPP survey has been conducted, if there are interested companies, it is possible to conduct a preparatory survey (PPP infrastructure project). • Loan or equity to the project may be provided by JICA through PSIF scheme.
C. Potential Evaluation by JICA Study Team (A: High, B: Middle, C: Low)		
Priority of HCMC	A	<ul style="list-style-type: none"> • Priority of the project is evaluated as high since one of four underground parking lots listed in HCMC's master plan. • The project is expected to solve the problems on traffic jam and traffic accidents since the site is located at congested area in the center of the city.
Project readiness and feasibility	A	<ul style="list-style-type: none"> • Maturity of the project is high because Pre-F/S has been approved by HCMC. So, if investor follows the approved Pre-F/S, they can start F/S. • At the area for sports institute is under a process of land acquisition and 21 out of 31 households have been completed. • Located in District 1, the center of HCMC, and attractive for commercial business. • Some investors have shown interest to invest in the project.
Justifications and expected contribution of investment by JICA and/or Japanese Companies	B	<ul style="list-style-type: none"> • The project is expected to meet the requirements of SDGs for positive results of reduction of traffic jam and provision of a function of disaster prevention. • The stadium and facilities are broadly used by the citizens for sports, health promotion, entertainment, and education. • The stadium is expected to be used as a disaster prevention base of HCMC. • The project site is located in District 1, the center of HCMC, and attractive for commercial business and car parking business.
Overall Rating	A	<ul style="list-style-type: none"> • The priority for HCMC is high, and the significance of alleviating traffic congestion is also high. • Most of the project site has already been secured. • Pre-F/S exists and the project maturity is relatively high. • The existence of companies interested in investment was recognized in both Japan and Vietnam. • Good location and relatively high profitability. • However, further confirmation is required for parking fees, private business scope, and overall profitability.

Source: Materials provided by HCMC, various sources, and original research by the JICA Study Team

Project Sheet No.2

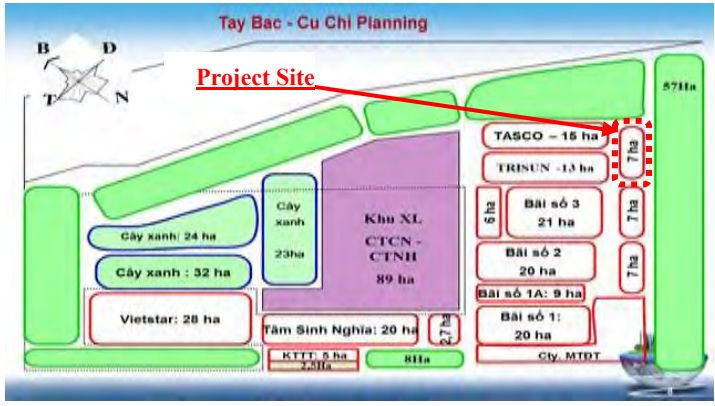
Project Name		Sector and Department in Charge
Construction of ICD Port at Long Binh Ward, Dist. 9		Transport (DOT)
A. Business Summary		
A1. Background	<ul style="list-style-type: none">• HCMC has a plan to relocate existing Truong Tho Port along Saigon River in Thu Duc District to Long Binh ICD (Inland Container Depot) Port along Dong Nai River in District 9 due to residential areas has been expanded around Truong Tho Port and it is difficult to run the existing port facilities. Currently, five private operators run businesses at Truong Tho port and a state-owned company⁸¹ runs a container depot at existing Long Binh Port.• Improvement/widening of 1 km existing access road to the ICD is required.	
A2. Project Site	<ul style="list-style-type: none">• Long Binh ward, District 9, HCMC• The project area is about 67ha. <div></div> <p>Source: JICA Survey Team</p> <p>Existing Internal Road and Container Depot of SOWATCO Long Binh ICD</p>	
A3. Business Scope	<ul style="list-style-type: none">• 12 berths for 5,000 DWT(deadweight tonnage) vessel with loading and unloading facilities, container yards, bonded area, CFS (container freight station) warehouses, administrative facilities, and utilities, etc.	
A4. Project Scheme	<ul style="list-style-type: none">• HCMC plans to apply PPP scheme to the project. A local private company proposed BT and it was approved.• BT, BTO/BOO or DI may be applied to the project however current potential investor insists to proceed with BT scheme.	
A5. Status	<ul style="list-style-type: none">• This project is currently suspended because BT was suspended by the Government.• Additionally, operator of Truong Tho Port, which will be relocated to Long Binh ICD, is protesting against the relocation.	
A6. Schedule	<ul style="list-style-type: none">• NA (originally 2016-2019)	
A7. Project Cost	<ul style="list-style-type: none">• 4.635 trillion VND (22.1 billion JPY)	
A8. Potential Investors	<ul style="list-style-type: none">• Duc Khai Joint Stock Company - Tan Hoang Real Estate Joint Stock Company - Tam Binh Real Estate Joint Stock Company (approved by HCMC in 2016)	
B. Review by JICA Study Team		
B1. Points to note	<ul style="list-style-type: none">• As ICD land has been mostly acquired and Pre-F/S has already been approved, the project maturity has been judged to be highly.• The planned site is located in the District 9, close to the container depot of Metro Line 1. If freight transportation using the metro becomes possible in the future, the location is highly competitive.	
B2. Interest of Japanese Companies	<ul style="list-style-type: none">• If the project is found profitable enough, business promotor can be found because of the high readiness of the project.• Japanese technologies and know-hows may be utilized in construction and operation of	

⁸¹ Southern Waterborne Transport Joint Stock Corporation (SOWATCO)

		the logistics facility.
B3. Possible JICA support		<ul style="list-style-type: none"> • Since no PPP survey has been conducted, if there are interested companies, it is possible to conduct a preparatory survey (PPP infrastructure project). • Loan or equity to the project may be provided by JICA through PSIF scheme.
C. Potential Evaluation by JICA Study Team (A: High, B: Middle, C: Low)		
Priority of HCMC	B	<ul style="list-style-type: none"> • Priority is relatively high as this ICD is planned as a replacement facility of the existing Truong Tho Port facilities along Saigon River. However, operator of Truong Tho Port facilities is protesting against the relocation.
Project readiness and feasibility	C	<ul style="list-style-type: none"> • Project readiness is high since the layout plan of ICD with 1/500 scale has been approved and broad urban development plan (1/2000 scale) of District 9 including the ICD is under preparation. Feasibility of the project shall be studied because BT scheme was proposed in Pre-F/S.
Justifications and expected contribution of investment by JICA and/or Japanese Companies	C	<ul style="list-style-type: none"> • Development of logistics center is expected to provide advantages to Japanese companies having business in the area.
Overall Rating	C	<ul style="list-style-type: none"> • Approval of the Prime Minister's Office has been obtained. • The business site has been identified (however, the rights must be confirmed). • Pre-F/S exists and the project maturity is relatively high. • The existence of companies interested in investment was recognized in both Japan and Vietnam. • However, it is necessary to confirm if port development is included in the project. It is also necessary to confirm the business feasibility and funding scheme. • In addition, it is necessary to confirm the background and reasons for the business interruption.

Source: Materials provided by HCMC, various sources, and original research by the JICA Study Team

Project Sheet No.3

Project Name	Sector and Department in Charge
Phuoc Hiep Waste to Energy Project	Environment (Solid Waste) (DONRE)
A. Business Summary	
A1. Background	<ul style="list-style-type: none"> In 2018, 9,100 tons/day of municipal solid waste (MSW) was generated in HCMC and it is increasing 5% per year. Currently, a 76% of MSW is disposed by landfills however many landfill sites have stopped dumping as they are full. In accordance with the policies and instructions from HCMC CP and Peoples Council, HCMC PC has set a target to reduce the ratio of land disposal to 50% by 2020 and 20% by 2025. Currently, there are some MSW treatment facilities in operation other than landfill⁸² but their capacity is limited and it will be in short by 2,000-3,500 tons per day in 2025-2030. Under such circumstances, DONRE has been working to renovate and upgrade the existing waste treatment plants and to implement advanced technologies such as waste-to-energy (WtE) generation to reduce landfilling. This project is planned as a waste-to-energy generation plant for MSW generated from HCMC, in the existing solid waste complex in Cu Chi Rural District, HCMC. DONRE called for a tender for the project last year but no investor was selected. In order to commence the project promptly, DONRE is procuring consultant who supports DONRE to select an investor for the project.
A2. Project Site	<ul style="list-style-type: none"> Inside Tay Bac Solid Waste Treatment Complex, Cu Chi Rural District, HCMC Area: 7 ha (land acquisition is completed)  <p>source: DONRE</p> <p>Tay Bac Solid Waste Complex in Cu Chi Rural-district</p>
A3. Business Scope	<ul style="list-style-type: none"> Waste-to-energy plant and other facilities. Capacity: 1,000 tons/day x 2 packages. Collection and transport of MSW to the site will be undertaken by HCMC. The investor shall be responsible for WtE treatment and disposal after treatment.
A4. Project Scheme	<ul style="list-style-type: none"> HCMC is expecting a PPP development while the city is selecting a consultant for a procurement scheme other than Decree No. 63. The preceding interested company assumed BOT development.

⁸² Vietnam Waste Solutions Ltd., Vietstar Joint Stock Company, and Tam Sinh Nghia Development Joint Stock Company.


A5. Status		<ul style="list-style-type: none"> DONRE is procuring consultant who supports DONRE to select an investor for the project.
A6. Schedule		<ul style="list-style-type: none"> DONRE expects to select investor at the end of 2019 or in early 2020.
A7. Project Cost		<ul style="list-style-type: none"> 2.10 trillion VND (10.0 billion JPY) per package (estimated by the JICA survey team based on planned capacity of the facility of 1,000 tons/day)
A8. Potential Investors		<ul style="list-style-type: none"> Many foreign investors showed interests: Japan, China, Korea, Germany, and Russia. Japanese companies conducted project planning study under the JCM (Joint Crediting Mechanism) scheme in 2014⁸³. These companies received in-principle approval for the project, but activity has been suspended.
B. Review by JICA Study Team		
B1. Points to note		<ul style="list-style-type: none"> Reduction of landfill volume and application of advanced solid waste treatment system are the urgent issues for HCMC. Some Japanese companies are showing interest to invest in this project as investor. Project readiness is high as there is no resettlement issue. Regulations related to FIT are Decision No.31/2014/QG-TTg dated 5th May 2017 issued by Prime Minister and Circular No.32/2015/TT-BCT dated 8th October 2015 issued by MOIT. In accordance with these regulations the tariff for electricity generated by WtE project are 2,114 VND/kWh and 1,532 VND/kWh, from direct combustion and from gasification respectively. The maximum tipping fee is USD 21 USD/ton as maximum, but it shall be decided by the Peoples' Council of Cu Chi rural district. The unit price may be specified in the contract. Collection and transport of MSW to the site will be undertaken by HCMC. Investor shall be responsible on WtE treatment and disposal after treatment.
B2. Interest of Japanese Companies		<ul style="list-style-type: none"> If the project is found profitable enough, business promotor can be easily found because of the high readiness of the project. Some Japanese companies have already expressed interest in the project. It is expected for Japanese companies to apply advanced technology on WtE generation system.
B3. Possible JICA support		<ul style="list-style-type: none"> Technical/financial support for procurement of consultant to DONRE. (As support by the MOE Japan) JCM subsidy to the private promoters. Loan or equity to the project may be provided by JICA through PSIF scheme.
C. Potential Evaluation by JICA Study Team (A: High, B: Middle, C: Low)		
Priority of HCMC	A	<ul style="list-style-type: none"> Reduction of landfill volume and application of advanced solid waste treatment system are the urgent issues for HCMC since the treatment capacity will be in short by 2,000-3,500 tons per day in 2025~2030. To meet the reduction target of landfilling volume, HCMC should install WtE plant as soon as possible.
Project readiness and feasibility	A	<ul style="list-style-type: none"> Project site is inside existing solid waste complex and land acquisition is not needed. DONRE plans to select private promotor(s) this year or early next year. Project planning study was prepared by Japanese companies under the JCM scheme. Feasibility of the project shall be confirmed. Investor is able to request support from HCMC on interest expenses to the project in accordance with Decision No.33/2011/QD-UBND dated 28th May 2011 issued by HCMC PC.
Justifications and expected	A	<ul style="list-style-type: none"> The facility is expected to go along with the SDGs. JCM subsidies may be available to this project and interest among Japanese

⁸³ Hitachi Zosen Corporation – K.K.Satisfactory (JCM P/S survey in 2014)

contribution of investment by JICA and/or Japanese Companies		<p>companies is high.</p> <ul style="list-style-type: none"> • It need to be clarified why the capacity of the facility is increased significantly compared to that of the project planning study. • This project may be a symbolic WtE project as high quality infrastructure from Japan in Vietnam.
Overall Rating	A	<ul style="list-style-type: none"> • The priority for HCMC is high, and it is highly relevant to SDGs. • Project site has already been secured. • Since it is in the procurement process of consultants for selecting promoters, the degree of maturity of the project is relatively high. • The existence of multiple Japanese companies interested in the business was recognized. • Confirmation of business feasibility and technical requirements is still necessary.

Source: Materials provided by HCMC, various sources, and original research by the JICA Study Team


Project Sheet No.4

Project Name		Sector and Department in Charge
Nguyen Tri Phuong Hospital		Health (HFIC)
A. Business Summary		
A1. Background	<ul style="list-style-type: none">• Due to aging of the more than 110 year old NTP General Hospital and increasing demand for medical treatment, HCMC desires to build the second general hospital as a PPP (BOT) project.• Current hospital has 500 beds, treats 2,400 outpatients per day with 26 medical departments.• The existing hospital offers not only medical treatment but also training facilities for doctors and nurses, care center and funeral facilities.	
A2. Project Site	<ul style="list-style-type: none">• Current NTP lies in Zone 1 and Zone 2 (7,500 m²), but, in the future, Zone 2 operation will be transferred to Zone 1 as a public project, then the emptied Zone 2 will be developed as the second hospital.• 7,362 m² (total floor area; 66,600 m², two stories underground / five stories above ground). <div></div> <p>Source: JICA Survey Team</p> <p>Zone 2 of existing Nguyen Tri Phuong Hospital</p>	
A3. Business Scope	<ul style="list-style-type: none">• A 300 bed hospital for internal medicine, surgery, obstetrics, and pediatrics.• A combined complex (e.g. restaurants, shopping mall, funeral, and crematorium) will be added to raise profitability. Depending on promotor, the business may be changed significantly.• High quality medical services to be provided to patients including wealthy people in order to capture medical demands from rich Vietnamese and foreigners.• It is assumed that the current NTP Hospital will continue to provide medical services through a service contract after the establishment of the second hospital.	
A4. Project Scheme	<ul style="list-style-type: none">• BOT (Decree No. 63)	
A5. Status	<ul style="list-style-type: none">• HCMC directed HFIC to carry out a Pre-F/S in February 2018.	
A6. Schedule	<ul style="list-style-type: none">• Depending on the time current NPT Hospital moves its Zone 2 operation to Zone 1.	
A7. Project Cost	<ul style="list-style-type: none">• 2.0 trillion VND (9.54 billion JPY)	
A8. Potential Investors	<ul style="list-style-type: none">• The second hospital is set as a private hospital and current NTP will not be the operator of the second hospital business.• Currently HFIC is soliciting for a business promotor including Japanese investors.	
B. Review by JICA Study Team		
B1. Points to note	<ul style="list-style-type: none">• High priority due to high demand for hospitals with beds in HCMC• No resettlement issue and on-going Pre-F/S raising project readiness.	
B2. Interest of Japanese Companies	<ul style="list-style-type: none">• Two Japanese investors are interested in the project according to HFIC.• NTP Hospital is currently running an artificial dialysis center in cooperation with	

		<p>Tanaka Urology in Osaka. The cooperation includes leasing of Japanese dialysis equipment (NIPRO) and capacity building.</p> <ul style="list-style-type: none"> • Some companies are looking for hospital projects with a size of around 5 billion JPY. If the profitability is found enough, business promotor can be easily found.
B3. Possible JICA support		<ul style="list-style-type: none"> • Loan or equity to the project may be provided by JICA through PSIF scheme.
C. Priority Evaluation by JICA Study Team (A: High, B: Middle, C: Low)		
Priority of HCMC	A	<ul style="list-style-type: none"> • Higher priority due to high demand for hospitals with beds. • There is high expectation for private investment by NTP hospital. • HFIC is willing to take some equity stake (up to 20-30%) and/or to provide loans to the project.
Project readiness and feasibility	B	<ul style="list-style-type: none"> • Pre-F/S is on-going, to be approved by 2020. • Project site has already been secured and the risk of land acquisition is low. • The existing hospital is willing to provide human resource to the project.
Justifications and expected contribution of investment by JICA and/or Japanese Companies	B	<ul style="list-style-type: none"> • The project meets SDGs 11. • JICA has provided PSIF for other hospital projects. • Expectations of NTP Hospital for a participation of Japanese companies are high. • Even though its feasibility is uncertain, interest in hospital business in general is high among Japanese businesses.
Overall Rating	B	<ul style="list-style-type: none"> • The priority of HCMC is high and it is consistent with the SDGs. • The risk associated with land acquisition is low. • Pre-F/S is being performed. • The existence of companies interested in investment was recognized in both Japan and Vietnam. • As a project in the health and welfare fields, the significance of support by JICA is high (JICA's PSIF was used in other hospital projects) • However, there are many uncertain factors regarding the business scheme, the business model of the private sector, and the source of profit and profitability.

Source: Materials provided by HCMC, various sources, and original research by the JICA Study Team


Project Sheet No.5

Project Name		Sector and Department in Charge
Constructing a general hospital with 500 beds for Pham Ngoc Thach Medical University		Health (DOH)
A. Business Summary		
A1. Background	<ul style="list-style-type: none">• There are 4 PPP projects in Pham Ngoc Thach Medical University.1. Day-care hospital with a training center on existing land owned by the Government assigned to the university2. A 500-bed general hospital with teaching facilities.3. Equipment investment for a testing center (the infrastructure would be invested 100% by the government, while the private sector will participate in providing the equipment)4. A 500-bed specialty hospital	
A2. Project Site	<ul style="list-style-type: none">• The day care hospital and human resource training center will be located on the site of Pham Ngoc Thach Medical University (PNT Medical University) in the 10th district, HCMC.• The general hospital and the specialty hospital will be located in Tan Kien Medical cluster at Tan Kien Commune and Tan Nhut Commune, Binh Chanh District, Ho Chi Minh City, and• The area is 10ha and land acquisition is already completed. <div></div> <p>Source: JICA Survey Team</p> <p style="text-align: center;">Tan Kien Medical Cluster Area</p>	
A3. Business Scope	<ul style="list-style-type: none">• Day-care hospital with a training center on existing land owned by the Government assigned to the university• A 500-bed general hospital with teaching facilities.• Equipment investment for a testing center (the infrastructure would be invested 100% by the government; while the private sector could participate in providing the equipment)• A 500-bed specialty hospital	
A4. Project Scheme	<ul style="list-style-type: none">• NA	
A5. Status	<ul style="list-style-type: none">• An advisory service contract was signed with IFC in April 2018, and F / S is being prepared.	
A6. Schedule	<ul style="list-style-type: none">• NA	
A7. Project Cost	<ul style="list-style-type: none">• 150 million USD (16.6 billion JPY) (day-care hospital / human resource training center)• 120 million USD (13.3 billion JPY) (general hospital)• 120 million USD (13.3 billion JPY) (specialized hospital)	
A8. Potential Investors	<ul style="list-style-type: none">• AMC Medical Investment and Development Co. Ltd. was approved accepted to do preparatory survey by HCMC PC in September 2015. At present, there's no information on AMC's work	
B. Review by JICA Study Team		
B1. Points to note	<ul style="list-style-type: none">• Higher priority due to high demand for hospitals with beds.	

B2. Interest of Japanese Companies		<ul style="list-style-type: none"> Some companies are looking for hospital projects with a size of around 5 billion JPY. If the profitability is found enough, business promotor can be easily found.
B3. Possible JICA support		<ul style="list-style-type: none"> Loan or equity to the project may be provided by JICA through PSIF scheme.
C. Potential Evaluation by JICA Study Team (A: High, B: Middle, C: Low)		
Priority by HCMC	A	<ul style="list-style-type: none"> Higher priority due to high demand for hospitals with beds. There is high expectation for private investment by PNT Medical University.
Project readiness and feasibility	B	<ul style="list-style-type: none"> Project site has already been secured and the risk of land acquisition is low. A Pre-F/S is going to be conducted (under preparation).
Justifications and expected contribution of investment by JICA and/or Japanese Companies	B	<ul style="list-style-type: none"> The project meet SDGs 11. JICA has provided PSIF for hospital projects. Expectations of PNT Medical University for a participation of Japanese companies are high. Even though its feasibility is uncertain, interest in hospital proejects in general is high among Japanese companies.
Overall Rating	B	<ul style="list-style-type: none"> The priority of HCMC is high and it is consistent with the SDGs. The risk associated with land acquisition is low. Pre-F/S is going to be conducted although not yet launched. The existence of companies interested in investment was recognized in both Japan and Vietnam. As a project in the health and welfare fields, the significance of support by JICA is high (JICA's PSIF was used in other hospital projects) However, there are many uncertain factors regarding the business scheme, the business model of the private sector, and the source of profit and profitability.

Source: Materials provided by HCMC, various sources, and original research by the JICA Study Team

Project Sheet No.6

Project Name		Sector
New construction of trauma and orthosis hospital		Health
A. Business Summary		
A1. Background	<ul style="list-style-type: none">Current trauma and orthosis hospital has been deteriorating and overload for years. HCM PC approved new trauma and orthosis hospital project in 2010.In August 2018, HCM PC requested Binh Chanh People’s Committee to speed up the land acquisition for project’s commencement at soonest time.	
A2. Site	<ul style="list-style-type: none">30,035m²Zone 6A, Hamlet 4B, Binh Hung Commune, Binh Chanh district.	
A3. Business	<ul style="list-style-type: none">The project is expected to be a 12-storey building (+basement), with 500 beds.The estimated construction time is 32 months from the time of site transfer.Gross floor area: 70.879 m². <div></div> <p>Source: JICA Survey Team</p> <p>Perspective of New Trauma and Orthosis Hospital (Tentative)</p>	
A4. Project Scheme	<ul style="list-style-type: none">BT	
A5. Status	<ul style="list-style-type: none">Land acquisition in progress.	
A6. Schedule	<ul style="list-style-type: none">As soon as land acquisition is completed.	
A7. Project Cost	<ul style="list-style-type: none">1.13 trillion VND (5.39 billion JPY)	
A8. Potential Investors	<ul style="list-style-type: none">Duc Khai Joint Stock Company	
B. Review by JICA Study Team		
B1. Points to note	<ul style="list-style-type: none">Higher priority due to high demand for hospitals with beds.The need of new trauma and orthosis hospital is high as the current trauma and orthosis hospital is deteriorating and overloaded.	
B2. Interest by Japanese businesses	<ul style="list-style-type: none">Some companies are looking for hospital projects with a size of around 5 billion JPY. If the profitability is found enough, business promotor can be easily found.	
B3. Possible JICA support	<ul style="list-style-type: none">Loan or equity to the project may be provided by JICA through PSIF scheme.	
C. Potential Evaluation by JICA Study Team (A: High, B: Middle, C: Low)		
Priority by HCMC	A	<ul style="list-style-type: none">High priority due to the deterioration and overload of the current hospital.HCMC PC has instructed Binh Chanh People’s Committee to expertise land acquisition multiple times.
Project readiness and feasibility	C	<ul style="list-style-type: none">Land acquisition has been delayed for 5 years since 2014.
Justifications and expected contribution of investment by JICA and/or	B	<ul style="list-style-type: none">The project meets SDGs 11.JICA has provided PSIF for other hospital projects.Even though its feasibility is uncertain, interest in hospital business in general is high among Japanese businesses.

Japanese Companies		
Overall rating	C	<ul style="list-style-type: none"> • The priority of HCMC is high and it is consistent with the SDGs. • The acquisition of project site is delayed, and its resolution is a priority issue. • The existence of Pre-F/S has not been confirmed. • As a project in the health and welfare fields, the significance of support by JICA is high (JICA's PSIF was used in hospital projects) • There are many uncertain factors regarding the business scheme, the business model of private companies, and the source of profit and profitability.

Source: Materials provided by HCMC, various sources, and original research by the JICA Study Team




Project Sheet No.7

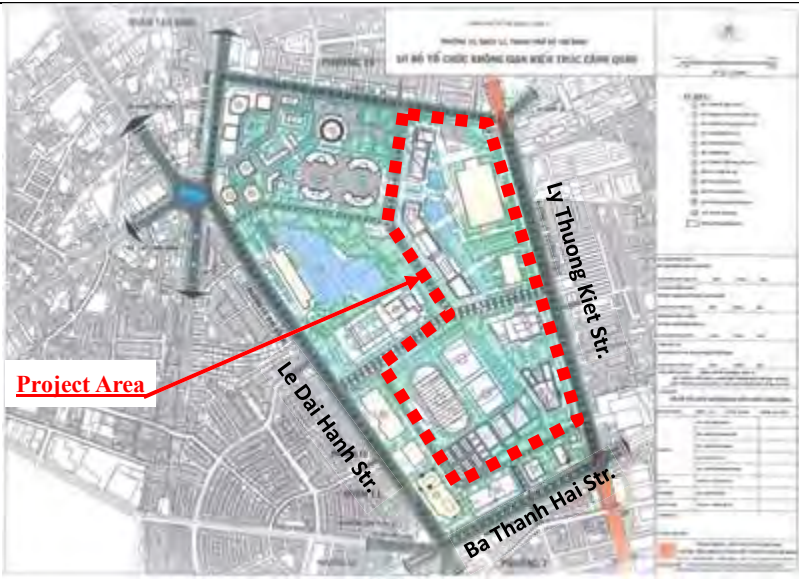
Project Name		Sector and Department in Charge
Hospital complex in Northwest urban area		Health (DOH)
A. Business Summary		
A1. Background	<ul style="list-style-type: none">Master plan 1/5000 of Northwest urban area in Cu Chi District and Hoc Mon District was approved in October 2009 and has been updated since august 2017.The hospital complex project is located in Northwest urban area.	
A2. Project Site	<ul style="list-style-type: none">131ha land area to be located in Northwest urban area in Cu Chi District.The 1/5000 master plan is currently being updated. <div></div> <p>Source: http://www.planic.org.vn/ban-do-detail.aspx?id=711</p> <p>Master plan 1/5000 of Northwest Urban Area was Approved</p>	
A3. Business Scope	NA	
A4. Project Scheme	<ul style="list-style-type: none">Socialization (tentative)	
A5. Status	NA	
A6. Schedule	NA	
A7. Project Cost	<ul style="list-style-type: none">5 trillion VND (23.9 billion. JPY) (supposed to be the total project cost of the entire master plan developments)	
A8. Potential Investors	NA	
B. Review by JICA Study Team		
B1. Points to note	<ul style="list-style-type: none">Master plan 1/5000 of Northwest urban area has been being updated since August 2017.	
B2. Interest of Japanese Companies	<ul style="list-style-type: none">Some companies are looking for hospital projects with a size of around 5 billion JPY. If the profitability is found enough, business promotor can be easily found.	
B3. Possible JICA support	<ul style="list-style-type: none">Since no PPP survey has been conducted, if there are interested companies, it is possible to conduct a preparatory survey (PPP infrastructure project).Loan or equity to the project may be provided by JICA through PSIF scheme.	
C. Potential Evaluation by JICA Study Team (A: High, B: Middle, C: Low)		
Priority of HCMC	C	<ul style="list-style-type: none">The priority may not be high as this is a hospital that is meant to meet the future medical needs of the residents accompanying the development of the northwestern region.
Project readiness and	C	<ul style="list-style-type: none">The location couldn't be confirmed due to the on-going update of Northwest urban area's master plan 1/5000.

feasibility		<ul style="list-style-type: none"> • There's no information regarding resettlement requirements. • The profitability of the business is unknown, and the expected project scheme is socialization.
Justifications and expected contribution of investment by JICA and/or Japanese Companies	B	<ul style="list-style-type: none"> • The project meet SDGs 11. • JICA has provided PSIF for hospital projects. • Even though its feasibility is uncertain, interest in hospital business in general is high among Japanese companies.
Overall Rating	C	<ul style="list-style-type: none"> • The priority of HCMC is not so high. • There's no information regarding resettlement requirements. • The master plan is being updated, but the degree of maturity is not high. • As a project in the health and welfare fields, the significance of support by JICA is high (JICA's PSIF was used in hospital projects) • There are many uncertain factors regarding the business scheme, the business model of private companies, and the source of profit and profitability.

Source: Materials provided by HCMC, various sources, and original research by the JICA Study Team

Project Sheet No.8

Project Name		Sector and Department in Charge
Complex of multi-purpose training ground combining guest houses for experts and hotels (Phu Tho)		Education and Culture (DOCS)
A. Business Summary		
A1. Background	<ul style="list-style-type: none"> The 48.54 ha project site used to be a former Phu Tho Racetrack and located in District 11 in downtown HCMC. Currently, sport facilities including multi-functional hall are run by HCMC Sports Center, which is a public organization under DOCS. In the premises, high-rise apartment buildings and commercial complex are developed by the private sector. HCMC is calling for investment for sports complex project and 1/2000 scale redevelopment plan has been approved in June, 2018 (Decision No. 2625 by HCMC PC). 	
A2. Project Site	<ul style="list-style-type: none"> Ward 15, District 11, HCMC. The area surrounded by Lý Thường Kiệt, Lê Đại Hành, Ba Tháng Hai, Lữ Gia and Nguyễn Thị Nhỏ. Sport facilities are run by HCMC Sports Center. <div style="display: flex; justify-content: space-around;">  </div> <div style="display: flex; justify-content: space-around;">   </div> <p>Source: JICA Survey Team</p> <p style="text-align: center;">Current Site (upper) and Multi-functional Hall (bottom)</p> <ul style="list-style-type: none"> Land use plan, as shown below, has been approved by HCMC in June 2018. 	


	 <p>Source: HSC</p> <p>Approved Land Use Plan 1/2000 Scale</p>
A3. Business Scope	<ul style="list-style-type: none"> • The sport complex including the following items: <ul style="list-style-type: none"> ➢ In-door sports area: <ul style="list-style-type: none"> - Sports hall A: Shooting training, sword training, Gymnastics, etc. - Sports hall B: Martial arts, physical training, etc. - Rehabilitation, repairing and upgrade of the existing facilities including multi-function sports hall with 5,000 seats and a training hall. ➢ Outdoor sports area: <ul style="list-style-type: none"> - Research area of science and medical treatment. - Hotel for professionals, coaches, athletes, etc. - Outdoor sports and fitness area (archery field, 10 tennis courts including 1 stadium, 1 Swimming pool with spectators' seats for free diving, 1 multi-functional swimming pool with spectators' seats, training grounds, large-scale football stadium with 8-lane track, basketball court, etc.) - Rehabilitation and upgrading existing two swimming pools. • Sports complex is one of the priority items to be developed mentioned in the Decision. Main infrastructures: access roads and some internal roads are also priority items. • Other than the sports complex project above, residential facilities, and educational facilities project are planned in adjacent premises.
A4. Project Scheme	<ul style="list-style-type: none"> • HCMC is expecting a PPP project but concrete modality is not yet decided.
A5. Status	<ul style="list-style-type: none"> • HCMC has approved planning of 1/200 scale and Decision was issued in June 2018. • HCMC is currently undertaking a 1/500 scale detailed planning and expecting an immediate implementation of this project. In parallel, HCMC is calling for investment in this project.
A6. Schedule	<ul style="list-style-type: none"> • HCMC sets planning deadline by 2025 in the Decision.
A7. Project Cost	<ul style="list-style-type: none"> • 2.000 trillion VND (9.54 billion JPY)
A8. Potential Investors	<ul style="list-style-type: none"> • According to DOCS, several investors (undisclosed) show interest in the project.
B. Review by JICA Study Team	
B1. Points to note	<ul style="list-style-type: none"> • Possible revenues from sport facilities, commercial facilities, and parking lot are raising business feasibility. • No resettlement issue and an approved redevelopment plan raise project

		<p>readiness.</p> <ul style="list-style-type: none"> • The project site is located in downtown HCMC within walking distance from 2 stations on the planned metro line No.5 and high customer attraction can be expected.
B2. Interest of Japanese Companies		<ul style="list-style-type: none"> • If the project is found profitable enough, business promotor can be easily found because of the high readiness of the project. • Japanese technologies may be utilized in the construction of the facility. • Urban flooding reduction is one of the major objectives for HCMC. If an underground retention facility is added to the project, Japanese companies, which have advanced technology, may join the project.
B3. Possible JICA support		<ul style="list-style-type: none"> • Japanese company, who has interest in the project, may propose and conduct the JICA Preparatory Survey for PPP Infrastructure. • Loan or equity to the project may be provided by JICA through PSIF scheme.
C. Potential Evaluation by JICA Study Team (A: High, B: Middle, C: Low)		
Priority of HCMC	A	<ul style="list-style-type: none"> • DoCS is actively soliciting for a promotor.
Project readiness and feasibility	A	<ul style="list-style-type: none"> • The overall 1/2000 scale planning has already been approved. • HCMC is soliciting for a promotor. • Although Pre-F/S for individual component is yet to be undertaken, the scope of work is explicit in the Decision. • Land acquisition is not needed.
Justifications and expected contribution of investment by JICA and/or Japanese Companies	B	<ul style="list-style-type: none"> • With the added disaster prevention function, the facility is expected to go along with the SDGs. • In addition to the sports complex, being located in an urban area, the accompanying underground parking is expected to mitigate traffic congestion. • The stadium and facilities are broadly used by the citizens for sports, health care, entertainment, and education.
Overall Rating	A	<ul style="list-style-type: none"> • The priority for HCMC is high. By adding disaster prevention functions to health promotion facilities, it is consistent with the SDGs. • Project site is already secured. • Pre-F/S has not been implemented, but the project scope has already been clarified in the decision of HCMC. • The existence of companies interested in investment was recognized in both Japan and Vietnam. • Good location and relatively high profitability. In addition, various businesses can be assumed in relation to the complex. • However, further confirmation is required for facility usage fee, business scope for the private sector, and overall profitability.

Source: Materials provided by HCMC, various sources, and original research by the JICA Study Team

Project Sheet No.9



Project Name	Sector and Department in Charge
Construction of a 50,000-seat stadium in Rach Chiec Sports Complex	Education and Culture (DOCS)
A. Business Summary	
A1. Background	<ul style="list-style-type: none"> Located in District 2 where urbanization is rapidly progressing. The planned 180 ha area is largely occupied by swamps and farm land. HCMC is currently conducting a 1/2000 scale planning. The sport complex will be complying with the Olympic standards. In the adjacent area on the east side is currently developed by a Singaporean company and infrastructure, e.g. road, is being developed.
A2. Project Site	<ul style="list-style-type: none"> An Phu ward, in District 2. 180 ha area surrounded by Hanoi Highway, East West road and North South Expressway. <div data-bbox="501 712 1299 1279" data-label="Image"> </div> <p>Source: JICA Survey Team modified data from DOCS</p> <p>Project Location Map</p> <div data-bbox="533 1357 1362 1946" data-label="Image"> </div> <p>Source: JICA Survey Team modified data from DOCS</p> <p>Bird-eye view of the Project Area from An Phu Intersection</p>

A3. Business Scope	<ul style="list-style-type: none"> Stadium (50,000 seats), futsal grounds, bicycle arena, other infrastructure development in the project area, service center, etc. <p style="text-align: right;">Phối cảnh minh họa</p>  <p style="text-align: center;">QUY HOẠCH TỔNG THỂ CHO KHU LIÊN HỢP THỂ DỤC THỂ THAO QUỐC GIA RẠCH CHIẾC</p> <p>Source: JICA Survey Team modified data from DOCS</p> <p style="text-align: center;">Conception Picture of the Project</p>
A4. Project Scheme	<ul style="list-style-type: none"> HCMC is expecting a PPP project while a company which expressed an interest assumed BT.
A5. Status	<ul style="list-style-type: none"> The facility was supposed to be developed for the SEA Games 2021. However, because HCMC was not selected to host city and the project was planned a BT project the project was suspended. The planning of 1/2000 scale has been approved by HCMC PC and submitted to HCMC Peoples' Council for approval. It is expected to be approved in the first half of 2019.
A6. Schedule	<ul style="list-style-type: none"> NA
A7. Project Cost	<ul style="list-style-type: none"> 5.000 trillion VND (23.8 billion JPY)
A8. Potential Investors	<ul style="list-style-type: none"> List of promoters for each project is shown below: it is reference only since the proposal is under suspension due to the planning of 1/2000 scale has not been approved. <ul style="list-style-type: none"> Binh Minh Real Estate Development and Investment Company Limited.: Stadium with 50,000 seats with athletics track. Sai Gon Investment and Development Joint Stock Company (SDI): Whole infrastructure in the project area. Vietnam Sport Platform (VSP) and other JVs: Indoor pan-racing bicycle project. Thai Son Nam Company: Futsal sporting event hall. Ho Chi Minh Football JSC: Football academy. Vgroup: Service center for athletes, coaches, experts, and guests.
B. Review by JICA Study Team	
B1. Points to note	<ul style="list-style-type: none"> Possible revenues from sport facilities, commercial facilities, and parking lot are raising business feasibility. Progress of 900 household resettlement needs to be confirmed. As the site is located in District 2 where being rapidly developed, accessible from an interchange of North-South expressway and metro No.1, high customer attraction is expected.
B2. Interest of Japanese Companies	<ul style="list-style-type: none"> The size of the project may attract some Japanese companies to the large-scale sport complex project, if enough profitability is found.

		<ul style="list-style-type: none"> • Japanese technologies may be utilized in the construction of the facility. • Due to the massive size of the development, combined with some additional functions such as smart city, high development outcome can be expected. • Urban flooding reduction is one of the major objectives for HCMC. If an underground retention facility is added to the project, Japanese companies, who have advanced technology, may join the project.
B3. Possible JICA support		<ul style="list-style-type: none"> • Japanese company, who has interest in the project, may propose and conduct the JICA Preparatory Survey for PPP Infrastructure. • Loan or equity to the project may be provided by JICA through PSIF scheme.
C. Potential Evaluation by JICA Study Team (A: High, B: Middle, C: Low)		
Priority of HCMC	C	<ul style="list-style-type: none"> • Because the facility does not need to be developed for SEA Games, its development priorities may be lower than others.
Project readiness and feasibility	C	<ul style="list-style-type: none"> • The project is still in conceptual phase and more time is expected. Besides, the original plan required resettlement of 900 households and its progress needs to be checked.
Justifications and expected contribution of investment by JICA and/or Japanese Companies	C	<ul style="list-style-type: none"> • Some Japanese companies interested in sports facility projects have been recognized. • As there have been successful cases of PPP development and operation of stadiums in Singapore and Manila, interests by Japanese companies can be expected.
Overall Rating	C	<ul style="list-style-type: none"> • The business priority for HCMC is not so high. • The project site has not been identified and its acquisition has not progressed. • Pre-F/S does not exist and its implementation is not yet confirmed. • Further confirmation is required regarding facility usage fees, business scope of the private sector, and profitability of the entire business.

Source: Materials provided by HCMC, various sources, and original research by the JICA Study Team

Project Sheet No.10

Project Name		Sector and Department in Charge
New construction of Phan Dinh Phung Gymnastics and Sports Center		Education and Culture (DOCS)
A. Business Summary		
A1. Background	<ul style="list-style-type: none">Located in District 3, the site used to host light athletic facilities but currently it has been cleared for construction.	
A2. Project Site	<ul style="list-style-type: none">1.44 ha are surrounded by Vo Van Than, Nam Ky Khoi Nghia, Pasteur and Nguyen Dinh Chieu in District 3. <div></div> <p>Source: JICA Survey Team</p> <p style="text-align: center;">Current Situation of the Project Site</p>	
A3. Business Scope	<ul style="list-style-type: none">Indoor sports arena (including swimming pool) (7 stories above ground, 3 stories underground)	
A4. Project Scheme	<ul style="list-style-type: none">HCMC is expecting a PPP project while the companies formerly expressed an interest assumed a BT project.	
A5. Status	<ul style="list-style-type: none">The facility was supposed to be developed for the SEA Games 2021.However, because HCMC was not selected to host city and the project was planned as a BT project, the project was suspended.	
A6. Schedule	<ul style="list-style-type: none">NA	
A7. Project Cost	<ul style="list-style-type: none">1.797 trillion VND (8.57 billion JPY)	
A8. Potential Investors	<ul style="list-style-type: none">Compensation clearance corporationPhat Dat Real-Estate company	
B. Review by JICA Study Team		
B1. Points to note	<ul style="list-style-type: none">Possible revenues from sport facilities, commercial facilities, and parking lot are raising business feasibility.No resettlement issue and an approved Pre-F/S raise project readiness.The project site is located in downtown HCMC and high customer attraction can be expected.	
B2. Interest of Japanese Companies	<ul style="list-style-type: none">If the project is found profitable enough, business promotor can be easily found because of the high readiness of the project.Japanese technologies may be utilized in the construction of the facility.Urban flooding reduction is one of the major objectives for HCMC. If an underground retention facility is added to the project, Japanese companies, who have advanced technology, may join the project.	
B3. Possible JICA support	<ul style="list-style-type: none">Japanese company, who has interest in the project, may propose and conduct the JICA Preparatory Survey for PPP Infrastructure.Loan or equity to the project may be provided by JICA through PSIF scheme.	
C. Potential Evaluation by JICA Study Team (A: High, B: Middle, C: Low)		
Priority of HCMC	B	<ul style="list-style-type: none">Originally the project facility was to host the SEA Games 2021. The site is ready for construction and HCMC is expecting an immediate development.

Project readiness and feasibility	B	<ul style="list-style-type: none"> • Pre-F/S has already been carried out by a local company. • Project site has already been secured and no resettlement issue. • According to a local news coverage, the project is stalled due to business feasibility.
Justifications and expected contribution of investment by JICA and/or Japanese Companies	B	<ul style="list-style-type: none"> • Some Japanese companies interested in sports facility business have been recognized. • As it is in an urban area and it would meet the SDGs policy by adding congestion relief and disaster prevention functions in the underground parking lot.
Overall Rating	B	<ul style="list-style-type: none"> • The priority for HCMC is high. • Project site has already been secured. • Approved Pre-F/S exists and the project maturity is relatively high. • The existence of companies interested in investment was recognized in both Japan and Vietnam. • Good location and relatively high expected profitability. • However, further confirmation is required for facility usage fees, business scope of the private sector, and profitability of the entire business.

Source: Materials provided by HCMC, various sources, and original research by the JICA Study Team