

HO CHI MINH NATIONAL ACADEMY OF POLITICS

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**THE LEADERSHIP OF THE HUNG YEN PROVINCIAL
PARTY COMMITTEE IN DEVELOPING THE
INVESTMENT ENVIRONMENT FROM 2010 TO 2020**

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INTRODUCTION

1. Rationale for Choosing the Topic

Developing the investment environment is an important and sound policy of the Party during the period of accelerating industrialization, modernization, and international integration. The development of an investment environment plays a vital role and has significant practical implications for the rapid and sustainable development of the country and localities, with the aim of attracting and diversifying investment resources (including both foreign direct investment and domestic investment), maximizing the exploitation of potentials in natural resources, geographical location, human resources, and national competitive advantages, promoting economic growth and sustainable development, enhancing competitiveness and international integration, and ensuring social stability and development.

Hung Yen Province possesses numerous advantages and potentials for attracting investment, promoting international integration, and fostering comprehensive socio-economic development. It is located in the central area of the Red River Delta, within the Northern Key Economic Region, adjacent to the capital city - Hanoi, and situated in the strategic economic triangle of Hanoi - Hai Phong - Quang Ninh, along the Northern coastal economic belt. Besides, the province also lies on two important economic corridors connecting Vietnam and China which are the Nanning (China) - Lang Son - Hanoi - Hai Phong corridor and the Kunming (China) - Lao Cai - Hanoi - Hai Phong corridor. With its relatively flat topography and convenient transportation infrastructure, Hung Yen has favorable conditions for attracting investment and promoting the development of agriculture, industry, and commercial services.

The Hung Yen Provincial Party Committee has identified building the investment environment as one of its key political tasks and a strategic breakthrough in the province's socio-economic development strategy. During the period 2010-2020, Hung Yen attracted numerous domestic and foreign investors to engage in investment, production, and business activities, thereby contributing to the formation of industrial parks and industrial clusters, promoting a positive economic restructuring process toward industrialization and modernization, strengthening intra-provincial and regional linkages as well as international cooperation, generating additional employment opportunities, increasing income, improving living standards of local residents, and fostering the province's socio-economic development.

However, the leadership in building the investment environment in Hung Yen still revealed several shortcomings. The direction, administration, and implementation of policies for improving the investment environment in certain localities, agencies, and units were not truly effective. Coordination among different levels of government, sectors, and local authorities remained inconsistent and insufficiently efficient, particularly in handling procedures related to infrastructure investment, land administration, and construction. Administrative reform also progressed slowly. Although the Provincial Competitiveness Index (PCI) improved, it remained unstable and relatively low compared to other provinces in the Red River Delta. These limitations necessitate the renewal of leadership thinking toward investment environment development in line with the practical demands of the locality.

Especially in the new development era, the merger of Hung Yen Province and Thai Binh provinces into the newly reorganized Hung Yen Province, effective from July 1, 2025, together with the implementation of the two-level local government system has created new requirements and tasks. This context necessitates further research and a comprehensive review

to draw lessons from the process of investment environment development during the 2010-2020 period, thereby providing a foundation for formulating policies and directing effective implementation in the coming years. Therefore, researching and reviewing the Hung Yen Provincial Party Committee's leadership in building the investment environment is highly necessary and carries profound theoretical and practical significance. For these reasons, the doctoral candidate has chosen the topic "*The leadership of the Hung Yen provincial party committee in developing the investment environment from 2010 to 2020*" as a doctoral dissertation in History, majoring in the History of the Communist Party of Vietnam..

2. Research Objectives and Tasks

2.1. Research Objectives

The dissertation clarifies the leadership process of the Hung Yen Provincial Party Committee in building the investment environment from 2010 to 2020, thereby drawing valuable experiences for future reference.

2.2. Research Tasks

Analyze factors affecting the Hung Yen Provincial Party Committee's leadership in building the investment environment from 2010 to 2020.

Systematize and analyze policies, leadership directions, and achieved results in building the investment environment from 2010 to 2020.

Evaluate and draw lessons from the leadership process in building the investment environment from 2010 to 2020.

3. Research Object and Scope

3.1. Research Object

The leadership activities of the Hung Yen Provincial Party Committee in building the investment environment from 2010 to 2020.

3.2. Research Scope

Content: The dissertation examines policies and leadership of the Hung Yen Provincial Party Committee in building the investment environment in terms of: 1. formulating and improving mechanisms for the implementation of investment policies; 2. undertaking administrative reforms to create an equal, transparent, and favorable environment for investment activities; 3. developing infrastructure systems; and 4. enhancing the quality of human resources.

Time: The dissertation focuses on the period from 2010 to 2020. The year 2010 marked the commencement of the implementation of tasks defined by the Party Organization of Hung Yen Province at the 17th Provincial Party Congress for the 2010-2015 term, in which the Resolution of the Provincial Party Congress identified the improvement of the investment environment and the promotion of socio-economic development as key objectives. The year 2020 marked the time when the Provincial Party Organization conducted a review and evaluation of the outcomes achieved during the five years of implementing the Resolution of the 18th Provincial Party Congress for the 2015-2020 term. In addition, in order to ensure systematic analysis and comprehensive assessment, the dissertation also addresses several issues related to investment environment development before 2010.

Space: The dissertation is conducted within the administrative boundaries of Hung Yen Province, including one provincial city, one township, and eight districts, namely Hung Yen City, My Hao Town, and Van Giang District, Van Lam District, Yen My District, Khoai Chau District, An Thi District, Kim Dong District, Tien Lu District, and Phu Cu District.

4. Theoretical Foundation, Research Methods, and Sources

4.1. Theoretical Foundation

The dissertation is based on Marxism-Leninism and Ho Chi Minh Thought on economic development during the transition to socialism.

4.2. Research Methods

The dissertation was conducted primarily using the historical method, the logical method, and a combination of both. Along with these two main methods, the dissertation employs other methods such as analysis, synthesis, statistics, and comparison to clarify the issues it aims to address.

4.3. Research Sources

This dissertation relies on source materials including Party documents, directives, resolutions, laws, and decrees of the State; resolutions and guiding documents of the Provincial Party Committee, the Provincial People's Council, the Provincial People's Committee, and relevant departments and agencies; summary reports and data published in the Hung Yen Provincial Statistical Yearbook; and research results from relevant published works.

5. New Contributions of the Dissertation

Provides an updated and reliable system of materials on building the investment environment, particularly in Hung Yen Province.

Contributes to the objective and systematic reconstruction of the leadership process of the Hung Yen Provincial Party Committee in building the investment environment from 2010 to 2020.

Draws evaluations and experiences from the leadership process of the Hung Yen Provincial Party Committee in building the investment environment from 2010 to 2020.

6. Theoretical and Practical Significance

6.1. Theoretical Significance

The dissertation contributes to reviewing the process of the Party's leadership in developing the investment environment during the period of renewal and international integration through the practical experience of Hung Yen Province.

It provides scientific arguments, contributing to supplementing and perfecting the policies and guidelines on building the investment environment in Hung Yen province in the future.

6.2. Practical Significance

The experiences summarized in this thesis can be applied as a reference in leading the construction of the Party's organizational structure in Hung Yen province as well as other localities with similar characteristics.

The thesis can serve as a reference document for research and teaching in the field of the History of the Communist Party of Vietnam, especially content related to the topic of building the investment environment. In addition, the document can serve the education of local history and the history of the Hung Yen Provincial Party Committee.

7. Structure of the Dissertation

The dissertation consists of: introduction, our chapters (eight sections), conclusion, list of published works, references, and appendices.

Chapter 1

OVERVIEW OF RESEARCH RELATED TO THE THESIS TOPIC

1.1. RESEARCH SITUATION RELATED TO THE THESIS TOPIC

1.1.1. Research works related to the investment environment around the world

Investment, construction, attraction and creation of investment environment are important issues in the development strategies of countries, governments and economies around the world, including Vietnam. Therefore, building and improving investment environment have attracted the attention of countries, governments, international organizations, experts and researchers.

The study by Andrew H. W. Stone, Daniel Kaufmann, and Geeta Batra (2003), *Investment Climate Around the World: Voices of the Firms from the World Business Environment Survey*. The document *Investment Environment and Foreign Direct Investments in Turkey* published by the Turkish Industry and Business Association (2004). The report of the World Bank (2005), *A Better Investment Climate for Everyone*. The report of the Asian Development Bank (2005) on the investment environment in Indonesia, *Asean Development Bank report, Improving the Investment Climate in Indonesia*. The doctoral dissertation in Economics entitled “*Policies for Attracting Foreign Direct Investment in Malaysia during the Process of International Economic Integration - Situation, Experience, and Applicability to Vietnam*” by Nguyen Tien Coi (2008).

The study *Improving the business environment of Johannesburg* by Christian M. Rogerson and Jayne M. Rogerson (2010) in the city Johannesburg, in the province of Gauteng (South Africa). Wim P.M. Vijverberg with *On the Structure of Labor Demand: An Analysis of the DOT Data* (2012). The *Investment Environment of the Kingdom of Morocco and the Ivory Coast* document of the Ministry of Industry and Trade (2021) on the investment environment and the situation of foreign investment in Morocco and Ivory Coast.

The article "Vietnam: Open for Investment" in "*The Economist*" by Scott Morgan Robertson (2007). Research report “*Investment Environment Assessment Vietnam From the Eyes of European Investors* (2010) by Matthias Duhn - Executive Director of the European Chamber of Commerce (EUROCHAM) in Vietnam. Author Koichi Takano (Deputy Chief Representative of the Representative Office of the Japan External Trade Organization) under the Ministry of Economy and Industry of Japan with the study *Review of Business Environment in Vietnam by Japanese Investors* (2010). The study “*Is Vietnam attractive to Japanese FDI comparing to Thailand and China? An attribute-based and holistic analysis*” by the team of authors Vuong Thi Minh Hieu, Kenji Yokoyama (2011).

1.1.2. Research works related to the investment environment in Vietnam

1.1.2.1. General research works on investment environment construction

The work by Vo Dai Luoc and research team (1995), *Economic Renovation in Vietnam and Foreign Economic Policy*. The document “*Investment Promotion Skills*” issued by the Ministry of Planning and Investment of Vietnam (2003). The state-level research project KX.01.05 by Nguyen Bich Dat entitled “*The foreign-invested economic sector, its position and role in socialist-oriented market economy in Vietnam*” (2000). Author Nguyen Van Tuan with his research work *Foreign Direct Investment and Vietnam's Economic Development* (2005). The *Current foreign-invested economy in Vietnam* by the authors Tran Quang Lam, An Nhu Hai (2006). Author Le Xuan Ba (2006) with the study *The impact of foreign direct investment on economic growth in Vietnam*. Authors Nguyen Hong Son, Nguyen Quoc Viet (2013) with the project *Investment environment towards sustainable development in Vietnam*. Author Tran Khanh Duc (2014) with the work *Education and human resource development in the 21st century*.

The group of doctoral dissertations on investment, investment attraction, investment improvement, and investment environment development includes the following studies: Doctoral Thesis in Economics by Tran Van Nam (2000) with the topic of *Perfecting the state's management tools for foreign-invested enterprises in our country today*. Doctoral thesis in Development Economics by Nguyen Thi Ai Lien (2011) with the topic: *Investment environment with activities to attract foreign direct investment in Vietnam*. Doctoral thesis in Economics by Nguyen Xuan Trung (2011) with the topic: *Some solutions to improve the quality of foreign direct investment in Vietnam in the period 2011-2020*. Doctoral thesis in Development Economics by Nguyen Manh Cuong (2019) with the topic: *Influence of the investment environment on investment decisions of small and medium-sized enterprises in Vietnam...*

In addition, there are a number of research works on investment environment and investment environment improvement in scientific journals such as: Research "Assessment of the investment environment in Vietnam in the period 2012-2017 and some policy recommendations" by Nguyen Bach Nguyet, Nguyen Manh Cuong in *the Journal of Industry and Trade*, No.1 (1/2018). The study "The relationship between investment efficiency and economic growth" by Pham Thi Thu Ha in *the Journal of Industry and Trade*, No.4 (4/2018). The study "The current situation and solutions to improve the foreign direct investment environment in Vietnam" by Nguyen Thi Thu Huong in *the Journal of Maritime Science and Technology*, No.60 (11/2019). The study "Improving the foreign direct investment environment in Vietnam" by Nguyen Thi Mai Huong in *the Journal of Industry and Trade*, No. 22, (9/2020)...

1.1.2.2. Research works on construction of investment environment in some localities

Scientific topic: *Investigation and assessment of investment environment in Tien Giang province and proposed solutions to mobilize social resources for development investment* (2005) by Nguyen Dinh Tho and his research team. Doctoral thesis in Economics by Vuong Duc Tuan (2007), *Perfecting mechanisms and policies to attract foreign direct investment in Hanoi in the period 2001-2010*. Doctoral thesis in Economics by Do Hai Ho (2011), *Improving the investment environment in the northern midland and mountainous provinces of Vietnam*. Doctoral thesis in Economics by Phan Nhat Thanh (2011) with the topic: *Research on improving the Provincial Competitiveness Index (PCI) of Hai Duong province*.

Pham Manh Thang's Doctoral Thesis in History (2018) with the topic: *The Party Committee of Ho Chi Minh City led the attraction of foreign direct investment (FDI) from 1996 to 2015*. Doctoral thesis in Economics by Ho Sy Ngoc (2015) with the topic: *Improving the investment environment in the conditions of integration, case study in Nghe An province*. Doctoral thesis in Party History by Nguyen Trung Dung (2020) with the topic: *Hai Phong City Party Committee led the construction of the investment environment from 2005 to 2015*.

The study "Hanoi improves the investment environment to facilitate business development" by Nguyen Dinh Quyet published in *the Communist Magazine* (2020). Research "Reforming administrative procedures, creating a favorable investment environment of Hai Phong city in the current period" by Nguyen Trung Dung in *the Journal of Ethnic Studies*, No.02 (06/2023). The study "Training to improve the quality of human resources contributes to improving the investment environment in Hai Phong city" by Nguyen Trung Dung in *the Journal of Ethnic Studies*, No.03 (09/2023). Research "Hai Phong City Party Committee leads the construction and improvement of the investment environment 2005-2015" by Nguyen Trung Dung in *the Journal of Party History*, No.09 (09/2023)...

1.1.2.3. Research works related to the construction of the investment environment in Hung Yen

The project *the Party Committee of Hung Yen Province Volume III (1975-2005)* (2009). The project *"Building a new countryside in Hung Yen province: some theoretical and practical*

issues" by the group of authors Pham Duc Kien and Nguyen Thi Nguyet Anh (2015). Doctoral thesis in Economics by Pham Thi Tuyet Nhung (2013) with the topic *Assessing the impact of foreign direct investment on the economy of Hung Yen province in the period 1998-2010*. Doctoral thesis in Economics by Do Minh Tri (2015) with the topic: *Solutions to improve competitiveness to attract investment in Hung Yen province*. Doctoral thesis in Economics by Hoang Minh Duc (2018) with the topic: *Restructuring the agricultural economy of Hung Yen province in the direction of modernization*. Doctoral thesis in Economics by Vu Thi La (2019) with the topic: *Management and development of industrial parks in Hung Yen province in a sustainable direction*. Kim Quang Chieu's Doctoral Thesis in Economics (2019) with the topic: *Attracting foreign direct investment in the development of industrial parks of Hung Yen province in a sustainable direction*. Nguyen Le Huong's Ph.D. thesis in Political Economy (2024) with the topic: *Institutions to promote the development of green industries in Hung Yen province*.

The study "The current situation and solutions to promote the reform of administrative procedures in investment in Hung Yen province" by the group of authors Do Minh Tri and Bui Bang Doan in *the Journal of Science and Development*, No.5 (2014). An Chi's article in *Business Forum Magazine* (2020) with the title "Hung Yen: A new step in attracting investment". The article "Hung Yen creates a favorable investment environment, promotes the economy and sustainable development" by the author Pham Ha (2020) in *Nhan Dan newspaper* (19/05/2020). The article "Hung Yen strives to become a modern industrial province, highly efficient agricultural production, fast and sustainable development" by author Vu Thuy Linh in *the Electronic Communist Magazine* (24/10/2020). The study "Factors affecting the investment decision of domestic and foreign investors to invest in Hung Yen province" by Nguyen Van Huong in *the Vietnam Journal of Social Sciences*, No.6 (5/2022)...

1.2. RESEARCH RESULTS OF THE WORKS REVIEWED AND THE PROBLEMS THE THESIS FOCUSES ON SOLVING

1.2.1. Research results of the works reviewed related to the thesis topic

** In terms of documentation*

The published works are very rich in formats including books, scientific topics at all levels, journals, scientific articles, doctoral dissertations. This is an important premise to clarify the leadership role of the Communist Party of Vietnam in general and the Party Committee of Hung Yen province in particular in the process of building the investment environment. Although the works are exploited and approached from many different aspects, levels and scopes of research, the research results of the works have provided and indicated many valuable materials related to the construction of investment environment. This is an important basis for the thesis to inherit in the process of implementing the objectives and implementing the research task.

** In terms of research approaches and methods*

Research works related to investment environment are researched and approached from many different aspects such as: Development Economics, Political Economy, Agricultural Economics, History of the Communist Party of Vietnam, etc. The research uses a variety of methods such as analysis, synthesis, comparison, history, logic, etc. The diversity of research approaches and methods is the basis for the thesis to choose approaches and methods of research on the issue of investment environment in accordance with the perspective of the history of the Communist Party of Vietnam.

** In terms of the content of the study*

Firstly, a synthesis of domestic and foreign research works, which have been explained, provides a fairly comprehensive and profound knowledge system related to the theory of

investment environment; clarification of the role and importance of investment environment for the development of each country.

Secondly, providing in-depth scientific knowledge on the practice and experience of investment environment

Third, the studies make recommendations and propose solutions to better the development of investment environments.

1.2.2. Thesis issues to focus on solving

First, the factors affecting the process of the Party Committee of Hung Yen province leading the development of the Investment environment from 2010 to 2020.

Second, the policy and direction of the Party Committee of Hung Yen province on the construction of investment environments from 2010 to 2020.

Third, the advantages and limitations in the leadership of the Party Committee of Hung Yen province from 2010 to 2020.

Fourth, the experience from the process of the Party Committee of Hung Yen province leading the development of the investment environment from 2010 to 2020.

Chapter 1 Synopsis

Building the investment environment is the Party's correct and creative policy and decision in the period of transition to socialism; implementing industrialization, modernization, and international economic integration; Investment environment is an important key for Vietnam to take advantage of opportunities, exploit and maximize all domestic and international resources, and make a breakthrough. The published scientific works related to the thesis topic have been researched and approached from many different aspects, which have affirmed the position, role and importance of investment environment and investment environment activities; affirmed the impact of investment environment on investment attraction in general, including attracting foreign direct investment (FDI), the impact of investment environment on the socio-economic development of localities and countries. On the basis of the research results of the scientific works that have been reviewed, the doctoral student succeeds to study the thesis topic.

Chapter 2

GUIDELINES AND LEADERSHIP OF THE HUNG YEN PROVINCIAL PARTY COMMITTEE ON BUILDING THE INVESTMENT ENVIRONMENT (2010-2015)

2.1. FACTORS AFFECTING AND POLICIES OF THE PARTY COMMITTEE OF HUNG YEN PROVINCE ON BUILDING AN INVESTMENT ENVIRONMENT

2.1.1. Factors affecting the leadership of the Party Committee of Hung Yen province on building an investment environment

2.1.1.1. The situation in the world and in the country

** World situation*

In the period of 2010-2015, the international situation continued to have many rapid changes, complicated and unpredictable developments, but basically the trend of peace, cooperation and development is still the main trend in international relations. The scientific and technological revolution continues to develop and achieves many important achievements, which have had a great impact on labor productivity, economic efficiency, labor market, employment, shifting investment, production and business flows globally, creating conditions and opportunities for countries to improve, building investment environments.

** Domestic situation*

After 25 years of implementing the comprehensive reform of the country; opening up and deep integration into the international economy. Vietnam has become a safe, friendly

and attractive destination, attracting tourists and international investors to visit, travel, produce, do business...

2.1.1.2. The Party's guidelines and the State's policies on building the investment environment

** The Party's guidelines on building the investment environment*

Building the investment environment is a big, correct, creative and transparent policy of the Party in the period of renewal and international integration. The VI Congress (1986) of the Party determined the expansion of international cooperation; including economic cooperation, attracting investment from outside is an important task: "In the coming years, on the one hand, we must take advantage of external capital sources at the highest levels".

In particular, at the XI Congress (2011), the Party affirmed: Continue to improve the investment and business environment, apply diverse and attractive forms of investment attraction to mobilize and effectively use all resources of domestic and foreign economic sectors, promote internal resources, take advantage of external forces for development...

** The State's policies on building the investment environment*

On the basis of the Law on Investment 2005, on 22 September 2006, the Government issued Decree No. 108/2006/ND-CP detailing and guiding the implementation of a number of articles of the *Law on Investment*. On November 8, 2011, the Government issued Resolution No.30c/NQ-CP promulgating the Master Program on State Administrative Reform for the period 2011-2020. On 14 January 2014, the Prime Minister issued Decision No.03/2014/QD-TTg on the Regulation on state management of investment promotion activities. Accordingly, investment promotion activities, both domestically and internationally, include foreign direct investment promotion into Vietnam and Vietnam's outward direct investment promotion abroad. On 26 November 2014, the 13th National Assembly passed two important laws, namely Law No.67/2014/QH13 Law on Investment and Law No.68/2014/QH13 Law on Enterprises. The promulgation of the revised Law on Investment and the Law on Enterprises in 2014 reflects the consistent and continuous policy of the Communist Party of Vietnam and the State in renewing economic thinking, improving, creating, and developing the investment environment; responds to practical domestic and international requirements; establishes an important legal framework and a more open, favorable, transparent, and accountable investment environment, thereby enhances attractiveness and encourages domestic and foreign enterprises and investors to continue investing and expanding production and business activities in Vietnam.

2.1.1.3. Natural and socio-economic conditions of Hung Yen province

** Geographical Location and Natural Conditions*

Hung Yen Province possesses favorable geographical location and natural conditions for socio-economic development. It is situated within the Northern Key Economic Region, a dynamic growth driver for industrialization and modernization both regionally and nationally; part of the economic triangle of Hanoi - Hải Phòng - Quảng Ninh; and located along two major economic corridors connecting Vietnam and China, namely the Nanning (China) - Lạng Sơn - Hanoi - Hải Phòng corridor and the Kunming (China) - Lao Cai - Hanoi - Hai Phong corridor. It is also part of the Northern Coastal Economic Belt. These conditions provide highly favorable opportunities for Hung Yen to expand and attract both domestic and international investment.

** Socio-economic conditions*

Hung Yen is a region with a rich tradition of history, civilization and revolution. The population is large, the source of young workers basically meets the needs of industrialization, modernization, and socio-economic development. Hung Yen has quite a lot of industrial parks, clusters of industrial parks, and export processing zones attracting domestic and foreign

investors to invest, produce, and conduct business. The province has a system of facilities and socio-economic infrastructure such as traffic, electricity, post and telecommunications, infrastructure of industrial zones and industrial parks is quite developed... These are advantages for Hung Yen to promote exchanges, cooperation, attraction and investment in socio-economic development, promote industrialization and modernization.

2.1.1.4. The situation of building an investment environment in Hung Yen province before 2010

The construction of investment environment in Hung Yen province before 2010 has a number of limitations: The system of mechanisms and policies on investment environment is not really synchronous, close to the needs, characteristics and practices of the locality, the results of investment attraction are not commensurate with the position and potential of the province, the efficiency is not high. The quality of investment projects, especially foreign projects, is still low. The reform of administrative procedures, the implementation of the "one-stop-shop" mechanism in some localities, agencies and units is still slow to innovate and formal. Facilities and infrastructure are still not synchronous and modern, not meeting the requirements of industrialization, modernization, rapid and sustainable development of the province. The education, training and improvement of the quality of human resources, especially high-quality human resources, are still lacking and weak, not meeting the actual needs of society and businesses...

2.1.2. Policies of the Party Committee of Hung Yen province on building an investment environment

Aware of the position, role and importance of investment environment for the cause of promoting industrialization, modernization, international integration, and comprehensive socio-economic development of the province, the Party Committee of Hung Yen province attaches great importance to the task of building investment environment, in order to create an equal business investment environment publicity, transparency, attracting domestic and international investors to invest and develop in Hung Yen province. The views of the Party Committee of Hung Yen province on the improvement and construction of investment environment are concretized in documents, directives and resolutions such as: Resolution No. 01-NQ/TU, dated 27 November 2010 of the Executive Committee of the XVII Provincial Party Committee on the implementation of socio-economic development tasks in 2010, objectives, tasks and solutions in 2011; Resolution No.02-NQ/TU dated 10 May 2011 of the Provincial Party Committee on the New Rural Development Program of Hung Yen Province in the period of 2011-2020, orientation to 2030; Resolution No.05-NQ/TU dated 25 October 2011 of the Provincial Party Committee on the Program for the development of high-efficiency commodity agriculture in Hung Yen province in the period of 2011-2015, with orientation to 2020; in which it is determined: To build a large-scale commodity-producing agriculture with high productivity, quality, efficiency and competitiveness, associate agricultural development with the development of industry, handicrafts, services and investment environments according to the planning.

Resolution No. 06-NQ/TU dated 26 October 2011 of the Provincial Party Committee on the program of vocational training, employment and poverty reduction in Hung Yen province in the period of 2011-2015, with orientation to 2020; The Resolution sets the goal of further improving the quality of human resource training. Resolution No. 08-NQ/TU dated 21 November 2011 of the XVII Provincial Party Committee on the implementation of socio-economic development tasks in 2011, objectives, tasks and solutions in 2012. Resolution No. 13-NQ/TU dated 27 November 2013 of the XVII Provincial Party Committee on the implementation of socio-economic development tasks in 2013, objectives, tasks and solutions in 2014. Resolution No. 14-NQ/TU dated 26 November 2014 of the XVII Provincial Party

Committee on the implementation of socio-economic development tasks in 2014, objectives, tasks and solutions in 2015.

In the period of 2010-2015, the Party Committee of Hung Yen province advocated focusing on building the investment environment, focusing on a number of key directions: Building and perfecting mechanisms, synchronizing policies and improving business e-city, improving the provincial competitiveness index; creating favorable conditions, support for the attraction, improvement and construction of investment environment. Promote administrative reform; increase responsibility in the performance of official duties, ensure publicity, transparency, effectiveness, efficiency, thrift, avoid fees, reduce and abolish unnecessary administrative procedures that cause trouble and cost to people and businesses. Increase support, develop businesses, expand trade promotion, etc.

2.2. THE PARTY COMMITTEE OF HUNG YEN PROVINCE DIRECTS THE CONSTRUCTION OF THE INVESTMENT ENVIRONMENT

2.2.1. Formulating and improving mechanisms for the implementation of investment policies

** Investment attraction policy*

Implementing the Party's guidelines, policies and laws of the State, the Party Committee of Hung Yen province directs the People's Council, the Provincial People's Committee, all levels and branches (Department of Planning and Investment, Department of Industry and Trade, Department of Natural Resources and Environment, Department of Finance, Department of Home Affairs, Department of Science and Technology, Department of Education and Training, etc the Department of Transport, the Department of Construction, the Management Board of Industrial Parks, the Department of Agriculture and Rural Development...) Party committees, local authorities and the business community throughout the province thoroughly grasp and strictly implement the tasks of building an investment environment in order to create an open, public and transparent business investment environment; build e-government in administering and solving tasks, ensuring speed, economy, efficiency, and minimizing unnecessary administrative procedures.

In 2015, the total capital mobilized for investment in the development of the whole society reached 25,337 billion VND, representing an increase of 13.57% compared to 2014; in which: the State's investment accounted for 19.73%, the non-state sector accounted for 50.27%, and the foreign-invested enterprises accounted for 30%. The province attracted 115 new investment projects, including 75 domestic projects with registered capital of VND 10.7 trillion and 40 foreign-invested projects with registered capital of USD 285 million; in addition, 15 foreign-invested projects increased their registered capital by USD 109.4 million, which made the total number of investment projects in the province reach 1,288, with total registered capital amounting to VND 81.4 trillion and USD 3.1 billion. Furthermore, 70 additional projects became operational, raising the total number of operational projects to 810, creating stable employment for more than 125,000 workers.

** In enterprise development*

On 29 September 2011, Hung Yen Provincial People's Committee issued Official Letter No. 593/UBND-KTTH on developing a plan for the development of small and medium enterprises in Hung Yen province in the period of 2011-2015. The document affirmed the viewpoint: Creating a favorable legal environment and mechanisms and policies for Small and Medium Enterprises of all economic sectors to develop equally and compete fairly, thereby mobilize all resources in the province in combination with external resources for development investment...

** In the industrial sector*

On 16 February 2012, the People's Committee of Hung Yen province issued Decision No. 248/QD-UBND approving the planning for the development of industrial clusters in Hung Yen province for the period of 2011-2020, with orientation to 2025. Hung Yen Provincial People's Committee implemented solutions on investment in economic infrastructure development, investment attraction, capital, compensation, site clearance, human resources, environmental protection and treatment, and completion of industrial cluster management. In particular, the Provincial People's Committee emphasized the attraction of investment in industrial development, focused on increasing the occupancy rate of established industrial clusters and regularly monitoring as well as assessing implementation progress to propose solutions for handling issues arising in industrial clusters.

The average value of industrial production in 2011-2015 increased by 24.93% per year, of which the private enterprises increased by 18.8% per year. By 2015, Hung Yen province had 13 industrial zones with a total area of 3,535 hectares approved by the Prime Minister to be included in the national master plan for industrial zones development. In which, 10 industrial parks, covering a total area of 2,381 hectares, had received approval for detailed construction planning, and 226 projects had commenced production and business operations, accounting for more than 84.3% of the total registered investment projects in the industrial parks, with realized investment capital reaching nearly USD 2.007 million and over VND 9,598 billion.

** In the agricultural sector*

Hung Yen Provincial People's Committee issued Decision No. 500/QD-UBND, dated 27 February 2010 on approving the Outline of adjustment and supplementation of the agricultural and rural development planning of Hung Yen province for the period of 2010-2015, with orientation to 2020 and Decision No.11/2010/QD-UBND dated 12 April 2010 on approving the Program of building a new countryside in Hung Yen province in the period of 2010-2020, with orientation to 2030. In particular, the Provincial People's Committee requires all levels, branches and localities in the province to review the socio-economic development planning of communes; rural infrastructure development...

In the period 2011-2015, investment in agricultural production and new rural construction reached over 32.8 trillion VND (of which nearly 28 trillion VND was invested in new rural construction); schemes and projects implementing the agricultural and rural development program have created positive changes in agricultural production and rural development in the direction of high-tech production.

** In the trade and service sector*

On 30 December 2010, the People's Committee of Hung Yen province issued Decision No. 2732/QD-UBND on approving the e-commerce development plan of Hung Yen province for the period of 2011-2015. The Decision assigned the Department of Industry and Trade to promote the development of e-commerce; in order to provide fundamental knowledge and raise awareness of e-commerce, the roles and responsibilities of State management agencies in e-commerce, consumer protection, intellectual property rights protection, and prevention of unfair competition; support businesses to improve their competitiveness to meet the requirements of international economic integration, etc. By 2015, the whole province had 110 rural markets, the market network was comprehensively planned and invested over 400 billion VND, 25 new markets were built and upgraded; there were 06 Grade I markets under the model of integrated commercial markets and residential-commercial complexes.

The province's policies to encourage investment attraction proved effective and generated positive outcomes. In 2010, Hung Yen province had 3,277 enterprises established and operating under the Enterprise Law with a total registered capital of over VND 29,534

billion. By 2015, the whole province had 5,956 enterprises and business projects registered in the province; of which 347 foreign-invested projects have registered for operation, with a total registered capital of 3,310 million USD. Countries with the large number of projects and investment capital are: Japan (it had 116 projects, the registered capital is 2,232 million USD, accounting for 67.41% of the total registered capital); Korea (it had 115 projects, with a registered capital of 493 million USD, accounting for 14.89% of the total registered capital); China (it had 51 projects, with a registered capital of 228 million USD, accounting for 6.90% of the total registered capital). Out of a total of 5,956 enterprises and projects registered for business, there were 3,300 operating enterprises and projects with production results; of which there were 205 enterprises and foreign-invested projects, 3,082 non-state enterprises and 13 state-owned enterprises. The number of employees employed by enterprises was 173,511, accounting for 23.58% of local labor; creating over 60% of the total product value in the province; contributing to the local budget about 52% of the province's domestic budget revenue (excluding import and export tax revenues of enterprises of VND 2,518 billion) and making an important contribution to promoting the growth and economic restructuring of the province.

2.2.2. Administrative reform, creating an equal, transparent and conducive environment for investment activities

Administrative reform was identified as a key task in the development of the investment environment. The Party Committee of Hung Yen province directed the People's Council, the Provincial People's Committee, authorities at all levels, and relevant departments and agencies—particularly the Department of Home Affairs, the Department of Planning and Investment, local Party committees, and local administrations throughout the province to seriously and effectively implement the work of administrative reform and improve the investment environment in the spirit of the Government's Resolution 30c/NQ-CP dated 08 November 2011 on promulgating the Master Program on State Administrative Reform in the period of 2011-2020.

On 18 July 2014, the People's Committee of Hung Yen province issued Directive No. 06/CT-UBND on promoting the implementation of the State Administrative Reform Master Program for the period of 2011-2020. In particular, the Provincial People's Committee emphasized the need to strengthen the leadership, direction, administration, and organization of the comprehensive and effective implementation of the State Administrative Procedure Master Program in the period of 2011-2020...

2.2.3. Construction of infrastructure

Infrastructure is one of the important breakthroughs in investment environment, promoting industrialization, modernization, international economic integration, and promoting socio-economic development. On 20 March 2012, the Provincial People's Committee issued Decision No. 421/QĐ-UBND on approving the Master Plan for transport development of Hung Yen province for the period of 2011-2020 and orientation to 2030.

On 29 June 2011, the Provincial People's Committee issued Decision No. 11/2011/QĐ-UBND on regulating the investment mechanism and management model of rural clean water in Hung Yen province in order to promote the investment in rural clean water systems for daily life, production and business in rural areas...

2.2.4. Improving the quality of human resources

The Party Committee of Hung Yen province has issued Resolution No. 04-NQ/TU dated 25 July 2011 on the education and training development program of Hung Yen province in the period of 2011-2015, a number of orientations to 2020 and Resolution No. 06-NQ/TU dated 26 October 2011 of the Provincial Party Committee on the vocational training program, employment and poverty reduction in Hung Yen province in the period of 2011-2015, with a vision to 2020. The Provincial People's Council assigned the Department of Education and

Training to coordinate with the Department of Home Affairs, the Department of Science and Technology, and the Department of Culture, Sports and Tourism to seriously and effectively implement the policy of developing quality human resources of the province. On 04 October 2011, the People's Committee of Hung Yen province issued Decision No. 1665/QD-UBND on the establishment of the Human Resource Development Planning Appraisal Council of Hung Yen province for the period of 2011-2020...

Chapter 2 Synopsis

During the period 2010-2015, in the context of rapid and complex changes in the domestic, regional, and international situation, under the leadership of the Party Committee of Hung Yen, the development of the investment environment in the province recorded positive transformations and achieved important results. The investment environment is built in the direction of openness, transparency, gradual modernization, and the reduction of unnecessary administrative procedures; saving time and costs for citizens and enterprises; infrastructure and physical facilities were given attention and developed toward synchronization and modernity; the quality of human resources was gradually improved and enhanced; public security and safety, as well as efforts in crime prevention and control, fire prevention and fighting, rescue and relief activities in industrial zones, clusters, residential areas, and urban areas were ensured, thereby strengthening confidence and providing reassurance for investors and the business community. However, the construction of investment environments still had some limitations. This situation requires the Party Committee of Hung Yen to closely grasp practical realities in order to formulate appropriate policies and leadership directions for the subsequent period.

Chapter 3

THE HUNG YEN PROVINCIAL PARTY COMMITTEE'S LEADERSHIP IN PROMOTING THE DEVELOPMENT OF THE INVESTMENT ENVIRONMENT (2015 - 2020)

3.1. NEW FACTORS AFFECTING AND POLICY OF THE PARTY COMMITTEE OF HUNG YEN PROVINCE ON PROMOTING THE CONSTRUCTION OF THE INVESTMENT ENVIRONMENT

3.1.1. New factors affecting the leadership of the Party Committee of Hung Yen province on building an investment environment

3.1.1.1. World and domestic situation

**** World situation***

During the 2015-2020 period, globalization, peace, friendship, and cooperation remained the dominant global trends, together with the strong development of science and technology, these factors created favorable conditions for the Party Committee of Hung Yen province to continue promoting the development of investment environment and the comprehensive socio-economic development. However, difficulties and challenges from the international and regional situation also directly affected the process of building investment environments and attracting investment in Hung Yen province.

**** Domestic situation***

Under the leadership of the Party, the solidarity, consensus and efforts of the whole political system and the people nationwide, the country achieved important and relatively comprehensive accomplishments in the political, economic, cultural, social, national security, defense, education and training, science, and technology. However, the country also has to face many difficulties and challenges such as: unsustainable economic growth, and low levels of competitiveness, productivity, quality, and efficiency of the economy. Although the investment environment improved, it was not fully synchronous, efficient, transparent, modern to create a

breakthrough. In particular, the outbreak of the Covid-19 pandemic in 2019 and 2020 significantly affected investment environment development and investment attraction nationwide, including Hung Yen province.

3.1.1.2. The Party's guidelines and the State's policies on building the investment environment

** The Party's guidelines on building the investment environment*

The 12th National Congress (2016) of the Communist Party of Vietnam reaffirmed the importance of investment environment development in building a socialist-oriented market economy, regulating the macro-economy, creating motivation and conditions for development. On 20 August 2019, the Party Central Committee issued Resolution No. 50-NQ/TW on the orientation to improve institutions and policies, improve the quality and efficiency of foreign investment cooperation by 2030...

** The State's policies on building the investment environment*

On 14 February 2015, the Government issued Decree No. 15/2015/ND-CP on investment in the form of public-private partnerships; on 17 March 2015, the Government issued Decree No. 30/2015/ND-CP detailing the implementation of a number of articles of the Law on Bidding on investor selection. On 12 June 2017, the National Assembly promulgated Law No.04/2017/QH14 of the Law on Support for Small and Medium Enterprises (SMEs) stipulating the principles, contents and resources to support small and medium-sized enterprises (SMEs), as well as the responsibilities of relevant agencies, organizations, and individuals in supporting SMEs. In particular, on 17 June 2020, the National Assembly issued Law No. 61/2020/QH14 on Investment, regulating investment and business activities in Vietnam and outbound investment from Vietnam.

3.1.2. Policies of the Party Committee of Hung Yen province on promoting the construction of an investment environment

A breakthrough feature in the viewpoints and policies of the Party Committee of Hung Yen province in leading the development of investment environments in the period of 2015-2020 was that the Party Committee of Hung Yen province determined attracting investment and creating investment environments as one of three strategic breakthrough areas, serving as an essential foundation for the province to become an industrial province in the near future. On 4 October 2016, the Executive Committee of the Party Committee of Hung Yen province issued Resolution No.07-NQ/TU on the Program for Industrial and Handicraft Development of Hung Yen province for the period of 2016-2020, with a vision to 2025. On 11 October 2016, the Standing Committee of Hung Yen Provincial Party Committee issued Conclusion No.03-KL/TU on the Administrative Reform Project, creating an investment environment, improving the PCI index in the period of 2016-2020...

In the period of 2015-2020, the Party Committee of Hung Yen province pursued the continued promotion of investment environment development, focusing on the following tasks:

First, continue to promote the formulation and improvement of mechanisms for the implementation of investment policies. In particular, focus on attracting investment and developing high-tech industries, high-value-added and modern industries. This was the first of 3 breakthroughs that the Party Committee of Hung Yen province identified in the period 2015-2020. Effectively and dynamically implement solutions to improve investment environment and improve competitiveness.

Second, promote administrative reform, with a focus on administrative procedure reform and the modernization of public administration, thereby creating an investment environment that is open, transparent, equitable, safe, and friendly, meeting the needs of citizens, attracting investment, and supporting socio-economic development and international integration of the province.

Third, continue to promote the construction of socio-economic infrastructure systems, especially transport infrastructure, urban infrastructure, industrial park infrastructure, and rural infrastructure. This was the second breakthrough in the development of investment environments, contributing to the promotion of industrialization, modernization, and international integration of the province..

Fourth, continue to promote the training and improve the quality of human resources to meet the requirements of industrialization, modernization, investment attraction, socio-economic development and international integration of the province.

3.2. THE PARTY COMMITTEE OF HUNG YEN PROVINCE DIRECTS TO PROMOTE THE CONSTRUCTION OF THE INVESTMENT ENVIRONMENT

3.2.1. Formulating and improving mechanisms for the implementation of investment policies

** Investment attraction policy*

On 28 October 2016, the Provincial People's Committee issued Decision No. 2382/QĐ-UBND approving the Administrative Reform Project, creating a favorable investment environment, improving the PCI index in the period of 2016-2020 in Hung Yen province. Subsequently, on 31 October 2016, the People's Committee of Hung Yen province issued Decision No. 2404/QĐ-UBND establishing the Steering Committee for administrative reform, creating an investment environment, improving the PCI index in the period of 2016-2020. On 22 August 2017, Hung Yen Provincial People's Committee issued Plan No.74-KH/TU Implementing Resolution No. 10-NQ/TW dated 03 June 2017 of the Central Executive Committee on private economic development to become an important driving force of the socialist-oriented market economy.

On 16 October 2018, the Provincial People's Committee issued Directive No. 12/CT-UBND on strengthening the receipt and management of investment activities for projects using non-state budget capital in Hung Yen province. On 29 March 2019, Hung Yen Provincial People's Committee issued Action Plan No.45 KH-UBND Implementing the Government's Resolution No. 02/NQ-CP dated 01 January 2019 on Continuing to implement the main tasks and solutions to improve the business environment, improve the competitiveness of Hung Yen province in 2019 and orientation to 2021...

** In enterprise development*

In order to create a favorable investment environment for the business community, promote the creative start-up movement, Hung Yen province issued documents on supporting startup development, innovation and entrepreneurship such as: Decision No. 2009/QĐ-UBND dated 19 July 2017 promulgating the plan to support the innovation-driven startup ecosystem of Hung Yen Province for the 2017-2020 period. Decision No. 1134/QĐ-UBND dated 14 May 2018 approving the Project on supporting innovative entrepreneurship among youth in Hung Yên Province for the 2018-2022 period. Plan No. 37/KH-UBND dated 11 March 2020 on continuing key tasks and solutions to improve the business environment and enhance the Provincial Competitiveness Index for 2020. Plan for implementing Resolution No. 50-NQ/TW dated 20 August 2019 of the Politburo on orientations for improving institutions and policies, and enhancing the quality and effectiveness of foreign investment cooperation toward 2030.

** In the industrial sector*

On 16 March 2017, the People's Committee of Hung Yen province issued Decision No. 850/QĐ-UBND on the promulgation of the Plan to implement the Government's Resolution No. 19/NQ-CP dated 06 February 2017 on continuing to implement the main tasks and solutions to improve the business environment and improve national competitiveness in 2017. orientation to 2020 in Hung Yen province, assigning the Department of Planning and

Investment to pay attention to and support the development of enterprises in the field of technology in the province. On 09 July 2018, the People's Committee of Hung Yen province issued Plan No. 82/KH-UBND to implement the Government's Resolution No. 19-2018/NQ-CP dated 15 May 2018 on continuing to implement the main tasks and solutions to improve the business investment environment and improve national competitiveness in 2018. Within this framework, the Management Board of Industrial Zones was directed to effectively manage and operate industrial zones approved by the Government; promote investment attraction into industrial zones; create readily available production and business premises at reasonable costs; and ensure stable technical infrastructure conditions, including electricity, water supply, telecommunications, and transportation. The province also coordinated with relevant agencies to review and supplement the planning for industrial zone development to attract investment in infrastructure projects. Priority was given to supporting and urging infrastructure investors in industrial zones such as Minh Duc, Pho Noi A, Yen My II, Yen My, Kim Dong, and other potential industrial zones for further development.

** In the agricultural sector*

On 24 December 2014, the People's Committee of Hung Yên issued Decision No. 2086/QĐ-UBND approving the Project on promoting agricultural mechanization development in the province for the 2015-2020 period, aimed at accelerating the application of mechanization in agricultural production and attracting enterprises to invest in agricultural production and rural areas toward industrialization and modernization. On 6 October 2016, the People's Council of Hung Yen province issued Resolution No. 49/2016/NQ-HDND stipulating a number of policies to encourage enterprises to invest in the field of agriculture and rural affairs in the period of 2016-2020 in Hung Yen province. On 26 December 2016, the People's Committee of Hung Yen province issued Decision No. 26/2016/QĐ-UBND on stipulating a number of policies to encourage enterprises to invest in agriculture and rural areas in the period of 2016-2020 in Hung Yen province. On 21 July 2017, the Provincial People's Council issued Resolution No. 49/2016/NQ-HDND on the promulgation of funding norms to support the implementation of commune-level investment planning for the implementation of the National Target Program in Hung Yen province. On 28 July 2017, the Provincial People's Committee issued Decision No. 2147/QĐ-UBND on the promulgation of the list of small-scale group C projects eligible for the application of specific mechanisms in construction investment management under the National Target Programs in Hung Yen province in the period of 2016-2020...

** In the trade and service sector*

The Party Committee of Hung Yen province directs to attract investment in the development of trade and services. On 24 December 2015, the People's Committee of Hung Yen province issued Decision No. 25/2015/QĐ-UBND on the development, management and implementation of the Trade Promotion Program of Hung Yen province in order to strengthen trade promotion, develop domestic and export markets, in line with the development orientation of the province. Supporting the planning and operation of the commercial infrastructure system in Hung Yen province. Improve the capacity of the business community, cooperatives and individual households in the province. Encourage enterprises to diversify import and export markets, adopt mechanisms and policies to encourage and support enterprises to invest in the development of tourism and services, promote the development of cultural tourism and spiritual tourism, associated with Pho Hien Special National Monument. Linking and integrating investment activities with trade and tourism promotion of the province...

By effectively carrying out the formulation and improvement of mechanisms for the implementation of investment policies, it has created an open, and transparent business e-market, creating conditions to attract investors and enterprises to increase investment, expand

production and business, create more jobs, etc contributing to the restructuring of labor, increasing income, improving the lives of employees, supplementing the provincial budget.

In the period 2016-2020, the province has attracted 816 investment projects, an increase of 34.4% compared to the period 2011-2015, of which: 625 domestic projects with a registered capital of over 61.7 trillion VND, an increase of 38.5% compared to the period 2011-2015, bringing the total number of registered investment projects in the province to 1,985 projects, of which: 1,487 domestic projects, registered capital of over 140.7 trillion VND; 498 foreign investment projects with a registered capital of over 5 billion USD with a total registered capital equivalent to over 11 billion USD (target of 10 billion USD); attracting a number of projects with large investment capital, advanced technology, capable of deep participation in regional and global linkage chains.

In the period 2016-2020, the province has attracted 191 FDI projects, with a registered capital of over 2.24 billion USD, an increase of 34.9% compared to the period 2011-2015. As of 2020, Hung Yen Province has 10 industrial parks, with a total area of 2,500 hectares that have been approved by the competent authorities. Hung Yen province has 487 foreign-invested projects registered for operation, with a total registered capital of 5,265 million USD, in 2020 alone, there are 26 newly registered projects with a registered capital of 250 million USD. Countries and territories with the number of projects and investment capital mainly include: First, Japan has 166 projects, registered capital of 3,228.52 million USD, accounting for 61.32% of the total registered capital; the second is that South Korea has 143 projects, with a registered capital of 764.61 million USD, accounting for 14.52% of the total registered capital; the third is that China has 75 projects, with a registered capital of 349.78 million USD, accounting for 6.64% of the total registered capital

3.2.2. Accelerating administrative reform, creating an equal, transparent and favorable environment for investment activities

On 09 July 2015, the Provincial Party Committee directed the Provincial People's Committee to make a preliminary report on the state administrative work phase I (2011-2015), and at the same time set out the directions and tasks of the state administrative reform phase II (2016-2020) of Hung Yen province. On 28 October 2016, Hung Yen Provincial People's Committee issued Decision No. 2382/QĐ-UBND approving the Scheme on administrative reform, creating a favorable investment environment, improving the provincial competitiveness index (PCI) in the period of 2016-2020 in Hung Yen province. On 17 May 2019, the People's Committee of Hung Yen province issued Directive No. 06/CT-CTUBND on improving the Governance and Public Administration Efficiency Index (PAPI) of Hung Yen province...

3.2.3. Accelerating the construction of the infrastructure

On 13 October 2016, the People's Committee of Hung Yen province issued the Action Program No. 244/CTr-UBND to implement the Government's Resolution No. 63/NQ-CP dated 22 July 2016 to implement the National Assembly's Resolution on the 5-year socio-economic development plan 2016-2020. On October 11, 2017, the Provincial People's Committee issued Plan No. 302/KH-UBND on the development of logistics services in Hung Yen province in the period of 2017-2020, with a vision to 2025. In the field of transportation, the People's Committee of Hung Yen province assigned the Department of Transport to develop the Master Plan for the development of transport in Hung Yen province in the period of 2011-2020 and orientation to 2030...

3.2.4. Accelerating the improvement of human resource quality

Implementing Resolution No. 09-NQ/TU dated 4 October 2016 of the Provincial Party Committee; on 21 December 2016, the Provincial People's Committee promulgated Plan No. 321/KH-UBND on the education and training development program of Hung Yen province in

the period of 2016-2020, some orientations to 2025. On 18 November 2016, the Standing Committee of Hung Yen Provincial Party Committee issued Conclusion No. 05-KL/TU on the continued implementation of Resolution No. 06-NQ/TU dated 26 October 2011 of the Provincial Party Committee Executive Committee (XVII term) on the Vocational Training, Employment and Poverty Reduction Program in Hung Yen province in the period of 2011-2015, with a orientation to 2020...

Chapter 3 Synopsis

In the period of 2015-2020, the Party Committee, the government and the people of Hung Yen province implemented the Resolution of the 12th Party Congress and the Resolution of the 18th Party Congress of Hung Yen province in the international and domestic context continued to have many rapid, complicated and unpredictable developments; especially the impacts of the global economic recession due to the Covid-19 pandemic. However, under the leadership and direction of the Party Committee of Hung Yen province, the construction of investment environments of the province continues to have many changes and achieve positive results. Thereby, gradually creating an investment plan in the direction of publicity, transparency, safety, reliability, attractiveness, friendliness, synchronization, economicality, and modernity to attract domestic and foreign investors to invest in Hung Yen, contributing to creating more jobs, increasing income, improving the quality of life for employees, promoting industrialization, modernization, international integration, and comprehensive socio-economic development of the locality.

In addition to the achieved results, the construction of investment environments in Hung Yen in the period of 2015-2020 also reveals some limitations. The achievements and limitations in the construction of investment environment are the basis and premise for the Party Committee of Hung Yen province to promote its advantages, potentials and strengths; at the same time, overcome limitations; continue to better implement the leadership of investment environment in the next period, successfully and effectively build investment environments in Hung Yen province, contributing to attracting investment, promoting industrialization, modernization, international integration, and comprehensive socio-economic development of the province.

Chapter 4

REMARKS AND EXPERIENCES

4.1. COMMENTS ON THE LEADERSHIP OF THE PARTY COMMITTEE OF HUNG YEN PROVINCE ON BUILDING AN INVESTMENT ENVIRONMENT (2010-2020)

4.1.1. Advantages and causes

4.1.1.1. Advantages

First, the Party Committee of Hung Yên Province thoroughly internalized the Party's guidelines, the State's policies, and legal frameworks on investment environment development in order to formulate appropriate policies aligned with local conditions.

As a locality endowed with favorable geographical location, natural conditions, and socio-economic advantages for the construction of investment environments. Especially, the advantages of terrain, transportation network, and socio-economic development are important bases and conditions for the Party Committee of Hung Yen province to lead the development of the investment environment to achieve significant progress in the period 2010-2020. With the advantages of natural and socio-economic conditions, on the basis of researching and thoroughly grasping the views and guidelines of the Party, the State's policies and laws on investment environment, the Party Committee of Hung Yen province has applied and developed in accordance with the situation, conditions, characteristics, and practices of the locality. Accordingly, the Party Committee of Hung Yen province has proposed many thematic

resolutions and annual socio-economic development resolutions, including the content of improving and building investment environments...

Second, the Party Committee of Hung Yen Province actively directed all levels of government to concretize and implement investment environment development in line with established objectives and orientations.

Concretizing the policy of the Party Committee of Hung Yen province on the development of investment environments, in the period of 2010-2020, the Provincial People's Council and People's Committee have issued many implementation documents, such as Decision No. 922/QĐ-UBND dated April 27 2015. On the main tasks and solutions to improve the business environment and improve competitiveness in Hung Yen province; Decision No. 1124/QĐ-UBND dated June 13 2016 on the Plan to implement the Government's Resolution No. 19-2016 NQ-CP dated April 28 2016 on the main tasks and solutions to continue to improve the business environment and improve national competitiveness in 2016-2017, with a vision to 2020 in Hung Yen province; Plan No. 45/KH-UBND dated March 29 2019 implements the Government's Resolution No. 02-NQ/CP dated January 1st 2019 on continuing to implement the main tasks and solutions to improve the business environment and improve the competitiveness of Hung Yen province in 2019 and orientation to 2021; Plan No. 94/KH-UBND dated July 1st 2019 on Improving the PCI Competitiveness Index of Hung Yen province in 2019...

Third, the results achieved in building an investment environment in Hung Yen province make an important contribution to promoting sustainable economic development, improving people's lives, improving competitiveness, and international integration.

If in 1997, in the whole Hung Yen province, there were only 46 enterprises and projects; including 05 investment projects from other provinces and 02 foreign investment projects with a total registered capital of 48,5 million USD, a usable area of 14.5 hectares, enterprises at that time with outdated production lines, small production scale, low productivity, etc poor quality and low economic efficiency, by December 31, 2010, Hung Yen province had 3,277 enterprises established and operating under the Law on Enterprises with a total registered capital of over 29,534 billion VND. In 2015, the whole province had 5,956 enterprises and projects registered for business in the province, an increase of nearly 150 times compared to 1997 (with 347 foreign-invested projects registered for operation, the registered capital was 3,310 million USD).

In 2020, Hung Yen province had 12,178 enterprises registered to operate with a total registered capital of 123,671 billion VND, of which 72% of enterprises were operating. The province had attracted 103 off-budget investment projects with a total newly registered and adjusted investment capital of 492,19 million USD. The number of enterprises registered to operate in Hung Yen province was higher than in some provinces in the region, such as Thai Binh province and Nam Dinh province. Thai Binh province had 7,831 enterprises; in which, the number of small and medium-sized enterprises accounted for 97.33% of the total number of enterprises, the number of large enterprises was 29, accounting for 2.67%. Nam Dinh province in 2020 had 9,509 enterprises registered for establishment with a total registered capital of VND 71,692 billion.

The improved investment environment contributed to attracting a large number of FDI projects to invest in Hung Yen province. As of 2020, Hung Yen attracted 487 foreign-invested projects registered for operation, with a total registered capital of 5,265 million USD. In 2020 alone, there were 26 newly registered projects with a registered capital of 250 million USD. Countries and territories with the number of projects and investment capital mainly include: First, Japan has 166 projects, registered capital of 3,228.52 million USD, accounting for 61.32% of the total registered capital; the second was that South Korea has 143 projects, with a

registered capital of 764.61 million USD, accounting for 14.52% of the total registered capital; the third is that China has 75 projects, with a registered capital of 349.78 million USD, accounting for 6.64% of the total registered capital...This was an important achievement of the Party Committee, the government and the people of Hung Yen province in building investment environments, promoting the cause of industrialization, modernization, international integration, especially international economic integration; socio-economic development.

The economy developed stably, the quality of growth was improved, and the potential and scale increased; in 2020, it reached 102 trillion VND, an increase of 1.73 times compared to 2015. The average economic growth rate reached 8.38%/year. In 2020, state budget revenue was 14,865 billion VND, of which domestic revenue was 10,565 billion VND, being one of 16 provinces and cities to ensure self-balancing revenue and expenditure and contribute to the central budget. GRDP per capita in 2020 reached 79.57 million VND, 1.64 times higher than in 2015, ranking 13th out of 63 provinces and cities. The average export turnover increased by 16.19%/year.

Hung Yen's Provincial Public Administration and Governance Efficiency Index (PAPI) in Vietnam has improved: In 2011, it reached 33.5 points, and in 2020 it reached 42.16 points, an increase of 8.66 points; in which, many component indices tended to increase such as: Public Administrative Procedure in 2020 reached 7.43 points, an increase compared to 2011 reached 6.81 points; public service provision in 2020 reached 7.05 points, an increase compared to 2011 reached 6.46 points; control of corruption in the public sector in 2020 reached 6.82 points, an increase of 4.94 points compared to 2011; participation of people at the grassroots level in 2020 reached 5.31 points, an increase compared to 2011 reached 5.11 points; publicity and transparency in 2020 reached 5.19 points, an increase compared to 5.03 points in 2011.

According to the results published by the Vietnam Chamber of Commerce and Industry (VCCI), the PCI index of Hung Yen province in the period 2010-2020 has improved significantly. In 2010, the PCI index of Hung Yen province ranked 61/63 provinces and cities. Then, after a year, that is, in 2011, it increased to 33rd place, up 28 places in one year, and the following year, 2012, it increased by 5 places, ranking 28/63 provinces and cities. This was a pretty high ranking at the time. In 2015, the PCI index reached 55.10 points, ranking 56th out of 63 provinces and cities in the country, by 2020 it has increased to 62.23 points, ranking 53/63 provinces and cities; in which some component indices have improved such as: Land access cost in 2015 reached 5.27 points, in 2020 reached 6.34 points; transparency and access to information in 2015 reached 4.88 points, in 2020 reached 5.31 points; the cost of implementation of the State's regulations in 2015 reached 6.08 points, in 2020 reached 8.24 points; informal expenses in 2015 reached 4.61 points, in 2020 reached 6.72 points; equal competition in 2015 reached 4.21 points, in 2020 reached 7.64 points; the dynamism and pioneering of provincial leaders in 2015 reached 4.20 points, in 2020 reached 6.99 points; legal institutions in 2015 reached 5.87 points, in 2020 reached 7.45 points.

Some of Hung Yen's indices had high scores compared to some provinces in the region such as: Market entry index reached 7.81 points (Hai Duong scored 7.58 points), transparency index reached 8.24 points (Hai Duong scored 6.97 points, Ha Nam scored 5.94 points, Thai Binh scored 6.17 points, etc Nam Dinh scored 5.83 points); the informal cost index reached 6.72 points (Hai Duong reached 5.28 points, Ha Nam reached 6.22 points, Thai Binh reached 6.25, Nam Dinh reached 6.26 points); the equal competition index reached 7.64 points (Hai Duong scored 5.13 points, Ha Nam scored 6.31 points, Thai Binh reached 6.42, Nam Dinh scored 6.88 points); the dynamism index reached 6.99 points (Hai Duong scored 5.09 points, Thai Binh scored 6.43 points, Nam Dinh scored 5.92 points); institutional and legal indices reached 7.45 points (Hai Duong scored 5.90 points, Ha Nam scored 6.53 points, Thai Binh

scored 6.68 points, Nam Dinh scored 7.03 points); the land access index reached 6.34 points (Thai Binh reached 5.99 points). That result shows that the Party Committee of Hung Yen province has paid attention to the improvement and construction of investment environments; in which, the Party Committee has done a good job of entering the market, ensuring transparency, fair competition, promoting dynamism, institutional and legal reforms, minimizing informal costs, publicity and transparency in access to land... The investment environment improved, contributing to creating conditions to attract domestic and foreign investors and enterprises to invest, expand and develop production and business in the province.

4.1.1.2. Causes of advantages

First, the achievements of national renewal provided a solid foundation for investment environment development activities.

Second, the Party Committee of Hung Yen Province developed a profound awareness of the importance of investment environment development in the process of industrialization, modernization, international integration, and local socio-economic development, thereby effectively promoting the province's comparative advantages in building the investment environment.

Third, the Party Committee of Hung Yen province promoted the solidarity and efforts of the Party Committee and the people, actively directing the construction of the investment environment.

4.1.2. Limitations and causes

4.1.2.1. Limitations

First, the direction and promulgation of documents on the development of the investment environment of the Party Committee of Hung Yen province still remained limited

Second, the effectiveness of leadership and direction in investment environment development was constrained in certain aspects, and the province had not fully exploited its potential and comparative advantages

4.1.2.2. Causes of restriction

First, investment environment development remained a relatively new issue in both theoretical and practical terms, and it is strongly influenced by the international and domestic context.

Second, the initial starting point of investment environment development in Hung Yen Province was still low.

Third, a number of Party committees and local authorities within the province did not have effectively performed their leadership and direction in developing the investment environment.

Fourth, administrative reform activities and resources allocated to investment environment development remain limited

4.2. SOME EXPERIENCES FROM THE PROCESS OF THE PARTY COMMITTEE OF HUNG YEN PROVINCE LEADING THE CONSTRUCTION OF THE INVESTMENT ENVIRONMENT

4.2.1. To unify awareness and plan policies for building an investment environment in accordance with local practices

Practice shows that the unification of awareness and planning of policies for building investment environments is in line with reality, maximizing the advantages of the locality; do a good job of communication, propaganda, mobilization and raising awareness of Party committees, authorities, the Fatherland Front, socio-political organizations and people in the whole province about the position, role, significance and importance of the development of investment environment is necessary and significant.

The experience of the Party Committee of Hung Yen province in the process of leading the development of the investment environment in the period of 2010-2020 showed that; If where and when the Party committees, local administrations, departments, departments, branches, districts and cities in the province thoroughly grasped and seriously implemented the work of communication, propaganda, mobilization and raising awareness for cadres, civil servants, public employees and the masses of the people about the position and the role, significance and importance of the development of investment environment, where investment environment was improved and there was positive changes, attracting a large number of domestic and international investors. On the contrary, whenever and where the Party committees and local authorities had an indifferent attitude and did not pay attention to the construction of investment environments, the investment environments faced difficulties and stagnation. Therefore, doing a good job of communication, propaganda, advocacy, and raising awareness of the position, role, meaning and importance of the investment environment was decisive for the success of investment attraction.

4.2.2. Consistency in directing the formulation of planning and completion of mechanisms and policies

During the 2010-2020 period, the Party Committee of Hung Yen province effectively carried out planning activities for investment environment development in association with the province's master plan for socio-economic development; sectoral planning, land use, construction, new countryside; as well as programs and projects in relevant fields. The province also implemented policies to support enterprises and create favorable conditions for businesses and entrepreneurs to access opportunities equally, invest, and conduct production and business activities in accordance with established orientations and planning frameworks.

4.2.3. Attaching importance to administrative reform and human resource development

Directing and effectively implementing the Master Program on State Administrative Reform in a comprehensive manner; ensuring the leadership of Party committees in administrative reform, investment environment development, and the improvement of provincial competitiveness; and requiring Party committees, authorities, departments, agencies, and localities to concretize administrative reform tasks in accordance with the practical requirements of each agency, locality, and unit. Promoting administrative reform, with a focus on administrative procedure reform; improving the quality of administrative and public services; strengthening discipline and accountability among cadres, civil servants, and public employees in the performance of official duties; and gradually building a professional contingent of cadres, civil servants, and public employees.

Improving the management apparatus for human resource development, innovating management methods, enhancing capacity, effectiveness, and efficiency. To improve and strengthen the coordination among all levels, sectors and entities involved in the development of education and training, and to improve the quality of human resources in the whole province. Developing and completing a system of policies and tools to encourage and promote human resource development. Associating human resource development with human, social and environmental development, towards building a prosperous and civilized Hung Yen. To step up the work of study promotion, talent promotion and socialization of education and training, promoting the effectiveness of community learning centers, vocational general technical centers and vocational training centers.

4.2.4. Mobilizing resources for construction of infrastructure

To do a good job of propagating and raising the awareness of both the political system and local people in the whole province regarding the position, role, and importance of infrastructure development for improving the investment environment, promoting

industrialization, modernization, international economic integration, and socio-economic development. Greater resources should be allocated to infrastructure development, while diverse resources should be mobilized for the construction of infrastructure systems. It is essential to continue mobilizing capital sources for development investment; accelerate the implementation of projects financed by ODA, government bonds, and other key socio-economic infrastructure projects of the province; and effectively utilize financial support from the central government and foreign sources, particularly in areas related to urban infrastructure, rural infrastructure, transport systems, irrigation, and climate change adaptation.

Chapter 4 Synopsis

From the practical leadership of the Party Committee of Hung Yen in investment environment development during the period 2010-2020, it can be observed that investment environment development received special attention and achieved positive results: the Provincial Party Committee formulated policies on investment environment development in line with local conditions and circumstances; it closely followed practical realities and directed investment environment development in accordance with defined objectives and orientations; and it focused on effectively implementing investment environment development, thereby making an important contribution to promoting sustainable economic growth, improving people's living standards, and enhancing competitiveness and international integration.

The investment environment of Hung Yen Province was shaped and developed in the direction of openness, transparency, civility, modernity, integration, development, friendliness, ensuring speed, convenience, and cost and time savings for citizens and enterprises. As a result, the number of domestic and foreign investment projects and enterprises in Hung Yen continuously increased in terms of quantity, scale, and quality, contributing to the process of industrialization, modernization, international economic integration, and comprehensive socio-economic development; creating more employment opportunities, increasing incomes, and improving living standards for the population. These achievements are the synthesis of multiple objective and subjective factors, among which the leadership and direction of the Party Organization of Hung Yen played a decisive role.

However, in the process of the Party Committee of Hung Yen province leading the construction of the Investment environment in the period 2010-2020, certain shortcomings and limitations were also revealed. These shortcomings and limitations stem from many objective and subjective causes. The lessons learned from the process of the Party Committee of Hung Yen province leading the development of the investment environment in the period of 2010-2020 have theoretical and practical significance to help the Party Committee of Hung Yen province continue to lead and build the investment environment in Hung Yen province to achieve better results in the coming time.

CONCLUSION

1. Investment environment development plays an important role and holds significance in the process of attracting investment, creating momentum for industrialization, modernization, international economic integration, and comprehensive socio-economic development of invested countries, regions and localities; especially in the context of globalization, internationalization and the increasingly rapid and comprehensive development of the scientific and technological revolution at present.

2. Hung Yen possesses significant advantages for the development of the investment environment and socio-economic growth; it is located in the center of the Red River Delta, in the Northern key economic region, adjacent to Hanoi capital - the political, economic, socio-cultural center of the country. Hung Yen is also situated in strategic economic triangle of Hanoi

- Hai Phong - Quang Ninh; and along two major economic corridors connecting Viet Nam and China, namely the Nanning (China) - Lang Son - Hanoi - Hai Phong economic corridor and the Kunming (China) - Lao Cai - Hanoi - Hai Phong economic corridor. Hung Yen also has a long-standing cultural and historical tradition, many traditional cultural and historical relics, typically Pho Hien historical site, creating advantages in the development of the tourism economy. Hung Yen is a delta province with flat terrain, fertile land, abundant water sources, which are favorable for the development of transport infrastructure; agricultural production, industry, trade and services. Hung Yen has a large population and a young workforce; while infrastructure development has received increasing investment and attention... These are important advantages for Hung Yen to build investment environments.

3. Recognizing the importance of investment environment development for the cause of industrialization, modernization, international integration, and socio-economic development of the province. In the period of 2010-2020, on the basis of the Party's viewpoints and guidelines; policies and laws of the State on the investment environment; The Party Committee of Hung Yen province has thoroughly grasped and appropriately applied in accordance with the conditions, characteristics and practical situation of the locality; The Party Committee paid attention to and effectively carried out leadership and direction in the development of the investment environment.

4. With the leadership of the Party Committee of Hung Yen province, together with the solidarity, unity, and efforts of the whole political system and local residents, the development of the investment environment in Hung Yen Province achieved positive transformations and important results. The province's investment environment was fundamentally established in the direction of openness, transparency, publicity, modernization, and civility. The system of mechanisms, policies, and the legal environment for investment activities was increasingly improved. Administrative reform, particularly administrative procedure reform, recorded significant positive changes, thereby creating an equal, public, transparent, and favorable environment for the investment activities of citizens and enterprises.

However, the development of the investment environment in Hung Yen also revealed limitations: First, the direction and promulgation of documents on the implementation of investment environment development by the Party Committee of Hung Yen province was still limited. Second, the effectiveness of leadership and direction in developing the investment environment was, in some aspects, still inadequate and failed to fully exploit the province's potential and advantages.

5. Some experiences learned from the process of the Party Committee of Hung Yen province leading the development of the investment environment: First, unifying the awareness, formulating policies for investment environment development in accordance with local realities. Second, maintaining consistency in directing the development planning and completing mechanisms and policies. Third, attaching importance to the work of administrative reform and human resource development. Forth, mobilizing resources to build infrastructure systems.

The results achieved, along with the experiences drawn in the construction of the investment environment of Hung Yen province in the period of 2010-2020 are the basis, premise and important motivation for the Party Committee, the government and the people of Hung Yen province to continue to promote the traditions, advantages and strengths of the locality, do a good job in the construction of investment environment, make Hung Yen become a safe and attractive destination for domestic and foreign investors.

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