

**MINISTRY OF EDUCATION AND TRAINING**

**MINISTRY OF HOME AFFAIRS**

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**CAN VIET ANH**

**PERFECTING THE CONTENT OF STATE MANAGEMENT FOR  
INTERNATIONAL NON-GOVERNMENTAL ORGANIZATIONS IN  
HANOI NOWADAYS**

Major: PUBLIC ADMINISTRATION MANAGEMENT

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**SUMMARY OF DOCTORAL DISSERTATION  
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Detailed information about the dissertation can be found at National Library of Vietnam  
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## PREFACE

### 1. The urgency of the topic

Over the years, to implement the foreign policies with independence, sovereignty, multilateralization and diversification of international relations, in close combination with Party Foreign Affairs, State diplomacy and people exchange, relations of Hanoi city with international non-governmental organizations (INGOs) has become more and more broadly. This relation has contributed to the deeper and deeper understanding of the world people about Vietnam nation and Vietnamese people in general and the Capital of age old civilization in particular, promoting cooperation with the world people, empowering Vietnam's position in the international arena.

Non-governmental organizations (NGOs) have become important factors in many fields, especially in the field of humanitarian aid and social development. Together with many forms of cooperative relations and foreign investment, activities of INGOs are mainly under the forms such as support and donations in various fields which are increasing; Basic activities in the fields of poverty alleviation, overcoming war consequences, natural disaster prevention, strengthening health care infrastructure to hospitals and schools; environmental projects and humanitarian programs to help orphans and the homeless elderly of INGOs have practically created more jobs, experience, technology development and technology transfer for communities.

Hanoi is the nerve center of politics - administration, culture, science and technology and is a major center of international business and trade; is the place where the headquarters of the Embassy of all countries which have established official diplomatic relations with our country are located, where the United Nations, foreign economic institutions, banks and companies located their headquarters and transaction offices, where INGOs located their representative office and project office.

On the other hand, requirements of building Hanoi Capital are shown in "Master plan for socio-economic development of the capital until 2020, Vision 2030", identifying missions and solutions: *"Expanding international cooperation, enhancing competitiveness"*, highlighting the solution: *"Mobilizing foreign capital"* for economic development of the Capital.

Article 3: "Policy of mobilization of investment human resources", Resolution No. 07/2013/NQ-HDND (July 12, 2013): *"Priority Policy of investment and mobilization of investment resources for construction of urban areas ..."* defined methods: *Calling and attracting investment, priority in investment in the forms of BT, BOT, BTO, and PPP* for projects.

As of this time, Hanoi city is the location of 186 INGOs, including 68 representative offices, 62 project offices; 56 Operating Licenses. Most aid projects from INGOs are 100% grant aid, without counterpart fund or very small counterpart fund. Each year, the city also enlists 3.5 to 6 million USD including cash and aid goods from these organizations.

Activities of INGOs in Hanoi have made a positive contribution, these organizations have been and will practically help socio-economic development of the city in particular and Vietnam in general; but these are also particularly sensitive topics in external relations because their activities related much to politics, diplomacy, security and national social security. Because the awareness and interest at suitable time and place has not been proper; leadership, direction and management of INGOs have still existed shortcomings which limit the effectiveness of the relationship with INGOs. Some INGOs are small but act spread in many localities, the project duration prolongs, administrative cost is large, the percentage of aid directly to beneficiaries is limited. Some individuals working in INGOs have violated the laws and regulations on the operation of INGOs in Vietnam.

To meet the requirements of capital development strategy, there should be full and deep studies about INGOs and the role of state management for INGOs in Hanoi nowadays has significant meaning both theoretical and practical. Therefore, the author chose the topic "Perfecting the content of state management for international non-governmental organizations in Hanoi nowadays" as the doctoral dissertation in Public Administration Management.

## **2. Purpose and mission of research**

### ***2.1. The purpose of research***

The dissertation aims at researching and perfecting the content of state management for International Non-governmental Organizations in Hanoi city nowadays.

### ***2.2. The mission of research***

To obtain the purpose of research, the topic has the following missions:

- Systemizing and selectively analyzing scientific fundamentals of state management for the activities of INGOs in Vietnam.
- Analyzing the real status of state management for the activities of INGOs in Hanoi.
- Suggesting solutions for state management to continue completing the content of state management in Hanoi area.

## **3. The object and scope of research**

### ***3.1. The object of research***

The object of research of the dissertation is the content of state management for INGOs in Hanoi city.

### ***3.2. The scope of research***

- About contents: The dissertation focuses on the content of state management for INGOs which registered, located headquarter or have operated in Hanoi city as of the current time, in the fields allowed by the state, in particularly, humanitarian aid, charity, volunteer and development other than researching the activities of INGOs in other fields (religion, human rights, the adopted child brokerage, etc.)

- About term: The dissertation limits the time for research from 2000 until now and vision to 2020.

- About space: The dissertation focuses on researching the content of state management for INGOs in Vietnam and Hanoi city.

## **4. The methodology and research methods**

### ***4.1. The methodology***

- The dissertation is studied based on materialist dialectics, the theoretical basics include Marxism-Leninism communism, Ho Chi Minh Ideology, and opinions, plans, ways and policies of the Party and the state of Vietnam about state management for INGOs in the period of renovation and international integration.

#### ***4.2. Research methods***

To implement the target and mission of the Dissertation, the author used some major research methods as follows:

- Actual survey method, analysis and assessment method; data collection method; method of survey and research of experiences of some countries on issues related to the topic in order to contrast, compare and then find out the optimal solution for the research issue.

- Integrated analysis method; statistical method: through the statistics of NGOs in Hanoi from 2000 to now, giving the new forecast.

### **5. The research result of the dissertation**

#### ***5.1. In term of theory***

The author has reviewed the scientific basis of State management for International non-governmental organizations and applied to state management for INGOs in Hanoi city.

#### ***5.2. In term of reality***

- Analyzing and clarifying the status of activities of INGOs in Vietnam and Hanoi.
- Studying and assessing the real situation of state management for INGOs in Hanoi.
- Analyzing, orienting and proposing solutions to state management for INGOs in Hanoi.

### **6. The new points of the dissertation**

#### ***6.1. In term of theory***

The author has researched, analyzed and clarified the basic contents about INGOs such as: concept, classification, features, missions, characteristics, etc. Completing and supplementing the theoretical connotations of the organizational structure, operation mode, the socio-economic meaning of INGOs as well as the position, function and role of state management for INGOs.

An overview of researching and clarifying the state management for INGOs, accordingly, applying to state management for INGOs in Hanoi.

### ***6.2. In term of reality***

- The dissertation has researched and pointed out socio-economic factors influencing and involving to state management for INGOs in Hanoi.

- Generalizing the reality of state management for INGOs in the whole country during the renovation period.

- On theoretical basis, the dissertation has researched and evaluated the state management for INGOs in Hanoi, pointed out the cause and the experienced lessons.

- The dissertation analyzed the views and directions of state management for INGOs in Vietnam in general and Hanoi in particular.

- Based on researching in term of theory and practice for INGOs in Hanoi, the author suggests 2 solutions for state management to continue completing the content of state management for INGOs in Hanoi in the incoming time.

- The result of dissertation research could be used as the research document in education, studying research and management for activities of INGOs in Vietnam.

### **7. Structure of the dissertation**

Apart from the preface, an overview of research situation related to the dissertation topic, conclusions, appendix and list of research projects of the author, the content of the dissertation consists of three chapters:

**Chapter 1:** Scientific basis of state management for INGOs.

**Chapter 2:** The real status of state management for INGOs in Hanoi.

**Chapter 3:** Some solutions for perfecting the content of state management for INGOs in Hanoi.

## **AN OVERVIEW OF RESEARCH SITUATION RELATED TO THE DISSERTATION TOPIC**

### **1. ANALYSIS AND ASSESSMENT OF RESEARCH PROJECTS RELATED TO DISSERTATION TOPIC**

#### **1.1. Research projects of domestic authors**

1.1.1. Groups of research projects related to the content of state management for NGOs and INGOs.

1.1.2. Groups of research projects related to cooperative relations between foreign and domestic NGOs and state management agencies.

1.1.3. Groups of research projects related to specific activities of NGOs inside and outside of Vietnam according to regions or fields of operation.

#### **1.2. Research projects of foreign authors**

1.2.1. Groups of research projects about roles of state management for NGOs.

1.2.2. Groups of research projects about experience of state management for INGOs of some countries over the world.

#### **1.3. Research process of the author**

The author has many year experience in the field of management of INGOs in Hanoi. During the working process, the author has realized that state management for INGOs plays a very important part, not only in monitoring the activities but also creating favorable conditions for domestic and foreign NGOs in Hanoi to promote efficiency in professional activities, creating nice impression image of Hanoi capital for foreign organizations and individuals. In addition to the mechanisms and policies for state management for INGOs which have put steps into life, there still exists some limitations as well as some shortcomings of the legal framework. Therefore, the author chose the topic "Perfecting the content of state management for International non-governmental organizations in Hanoi nowadays" as his doctoral dissertation in Public Administration Management.

### **2. OVERVIEW OF LIMITATIONS OF THE TOPIC**

Most of projects have not mentioned the theory of state management for NGOs in a systematic manner, if any, it is only introduction of aspects but not giving way of approach generally and specifically. The theory content of management of INGOs has not been mentioned



or already mentioned but not been clarified. The theoretical issues of state management for NGOs have not been compared with reality deeply, not mentioned the new theory points that should be added in the current management stage.

The domestic and foreign research projects have not analyzed and clarified the reality of state management for INGOs; compared with basic theory. The analysis which pointing out the limitations and reasons of the state management for INGOs is not highly aggregated.

The relevant domestic and foreign research projects mentioned mostly do not show the solution system, a few projects mentioned such aspect but it is solution for fee management of government generally, not deriving from the specific conditions of Vietnam and Hanoi city.

### **3. THE ISSUES THAT THE DISSERTATION FOCUSES ON SOLVING**

*Firstly*, the matter of theory and completion of new theoretical framework of state management for INGOs should be focused to compare and analyze, and add new detailed points such as state management for INGOs, suggest the content and method to apply, indicate the factors affecting the state management operation for INGOs. Besides, making conclusions about the experience of implementing the management in some countries, especially some countries in the region.

*Secondly*, issues including management practices, indication of the situation of state management for the INGOs still, in comparison to legal theory and requirement of socio-economic requirement, still exist limitations in scope of the whole country in general and Hanoi capital in particular. Analyzing the reason causing these limitations in state management for INGOs will serve as a basis for planning the solution system.

*Thirdly*, in term of solution system: the dissertation should provide viewpoints of the Party, Law of the state on the management of INGOs' activities in Vietnam on the basis of the viewpoints, plans and policies of the Party and State combined with added theories; and analysis of dissertation management will propose a group of solutions in order to enhance the efficiency of state management for INGOs in Hanoi and in Vietnam.

**CHAPTER 1**  
**SCIENTIFIC BASIS OF STATE MANAGEMENT FOR**  
**INTERNATIONAL NON-GOVERNMENTAL ORGANIZATIONS**

**1.1. Theoretical basis of International Non-Governmental Organizations**

**1.1.1. Definition and classification of International Non-Governmental Organizations in Vietnam**

INGOs are non-profit organizations, social funds, private funds or other forms of non-profit social organizations established under foreign law, operating to support development, humanitarian aid not for profit purpose or other purposes in Vietnam.

INGOs operating in Vietnam are granted with one of 3 types of licenses including representative office establishment license, project office establishment license and operation license.

There are many ways to classify the non-governmental organizations including: according to scope of operation, according to operational nature or according to legal base.

**1.1.2. Scientific theories about International Non-Governmental Organizations**

***1.1.2.1. Major missions of International Non-Governmental Organizations***

Depending on different organizations and different operation purposes, the missions of the NGOs are also various. However, it can be seen generally that NGOs are interested in the implementation of the following basic tasks: Taking care to protect the interests of the members, this is the most recognizable and basic function because this is the issue that every organization pays attention to at first; Attracting members to solve social problems. All NGOs are established firstly to take care benefits of membership but the overall purpose of these organizations is working for a better society; Supplying services.

***1.1.2.2. Operational forms of International Non-Governmental Organizations***

INGOs are non-profit organizations, social funds, private funds or other forms of non-profit social organizations established under foreign law, operating to support development, humanitarian aid not for profit or other purposes in Vietnam.

An INGO is a form of organization which is very diverse in terms of purpose or scale of organizations or methods of operation and depending on the nature of the organization, it has various modes of operation in accordance with the objectives and conditions of the organization.

The scale of this organization is often small, isolated or according to each locality.

There are also cases that organizations link together with each other under a form of a federation or an association to cooperate aiming at obtaining a common purpose.

#### ***1.1.2.3. Operational contents***

Involving in the economic and commercial fields with the purpose of supporting non-profit activities in which the profits are used for organizational development and operational quality improvement to serve more broadly and more effectively.

NGOs are allowed to organize and implement programs and projects in accordance with its ability but must be accompanied by conditions of separate accounting for expenditures and profits funded from the government.

Reflecting the aspirations of community. NGOs are not political organizations; therefore, they should not be allowed to engage in political activities such as election to the power bodies of the state.

#### ***1.1.2.4. Features in activities of International Non-Governmental Organizations***

Depending on the nature of operation, INGOs have various forms of organization: Groups, Associations, Funds, Clubs, Institutes, Centers, etc. The scale of organization is often small and isolated (usually it is not organized into a system including levels).

Activities of INGOs usually focus on two basic contents: *Firstly*, humanitarian aid and development support; *Secondly*, reflecting the aspirations of the social community.

#### ***1.1.2.5. Functions of International Non-Governmental Organizations***

The most recognizable and basic function of NGOs is to constantly unite members, member's representatives, meeting the goal that the members and organization initiate and pursue.

Focusing on operating through the functions consisting of non-refundable aid and non-profits to implement the goals of socio-economic development and humanitarian in Vietnam. The methods of aid supply of INGOs include: Aid through programs and projects; Non-project aid (including emergency aid); Consulting, training, connection with government organizations and socio-economic organizations.

#### ***1.1.2.6. Nature of International Non-Governmental Organizations***

NGOs operate on the base of society, voluntary, profession, community, gender, interests, humanitarian, era and non-profit.

#### **1.1.3. Roles of International Non-Governmental Organizations in politics and society of Vietnam**

INGOs play an important part in politics, culture and society in Vietnam, the activities of these organizations have set a positive impact on the life of communities such as providing the essential infrastructure; solving social problems; overcoming disaster's consequences.

The INGOs have supported localities, introduced and applied the effective approach in sustainable development and poverty alleviation by practical projects and model suitable with all areas and residential communities, integrated with programs on capacity building (such as credit, rural and community development, agricultural extension, forestry extension, etc.

The content and method of community are towards activities, these projects have directly helped people, especially those living in rural areas, remote areas to enhance knowledge, self-management ability and method of doing business in the market economy, raising their incomes and improving the living conditions of their families; increasing awareness and capacity of localities and people in planning and implementing some development programs and projects in rural area.

### **1.2. STATE MANAGEMENT FOR INTERNATIONAL NON-GOVERNMENTAL ORGANIZATIONS**

#### **1.2.1. Definition and feature of state management**

The state management mentioned in this topic is the concept of state management understood according to broad sense; the state management includes all activities from issuing laws, the legal documents to directly directing the activities of objects subjected to management and judicial issues for objects necessary subjected to state management. The state management is primarily and foremost carried out by all state-owned agencies; however, political-social organizations, mass organizations and people can directly implement if authorized, empowered by the state to perform the function of the state as prescribed by law.

The feature of the state management is special power, institutional nature and unilateral dictates of the state. State management is set on the basis of the relationship of "power" and "obedience". State management is organizational and adjustable; scientific and plannable. State management is the continuous and stable effects to the social process and systems of social behaviors.

## **1.2.2. State management for Non-governmental organizations in Vietnam**

### ***1.2.2.1. Viewpoint of the Party and State about Non-governmental organizations***

For domestic and foreign NGOs operating in Vietnam, Viewpoint and Policy of the Party and State are consistent with clear stance as follows: Cooperating equally with mutual benefit to all countries; Expanding and strengthening cooperation with government institutions; Implementing democracy; Respecting and ensuring the legitimate benefit of the people's organizations; Diversing forms of gathering people; Improving institution, enhancing management and inspection of the State with non-governmental organizations; Innovating organization and operation of the Fatherland Front and mass organizations; Strengthening the mass agitation work of the authority; Renewing and strengthening the Party's leadership with public relations, maintaining a close relation between Party and people.

### ***1.2.2.2. Principle of state management for Non-governmental organizations***

- The State manages NGOs under law, management power of the State to NGOs is unified with the assignment and close collaboration among the State agencies at all levels;

- Ensuring and protecting the freedom, rights and legitimate interests of citizens; maintaining social disciplines and strictly handling violations of the law;

- Ensuring and promoting voluntary, self-governing, self-controlling, self-paying, self-responsibility of NGOs under law.

- Innovating and strengthening state management activities and conducting in parallel with the development of the organization and operation of NGOs, in accordance with national interests and international practices.

### **1.2.3. The content of state management for Non-governmental organizations in Vietnam**

#### ***1.2.3.1. Management of organization of NGOs in Vietnam***

- *Managing the issuance, extension, amendment and eviction of types of permits.*

- + Regulating the competent agencies to issue, extend, amend and evict types of licenses.

- + Regulating the conditions to be issued license and procedures of issuance, extension, amendment and eviction of licenses.

- + Regulating coordination mechanism between state management agencies and NGOs in the act of issuance, extension, amendment and eviction of licenses.

- Managing the aid of NGOs.

#### ***1.2.3.2. Mode of state management for INGOs in Vietnam***

- The state manages under law and by law.

- Managing NGOs by a system of policies.

- Managing NGOs by a system of apparatus organization.

- Managing NGOs by monitoring and checking.

- Managing NGOs by reviewing and evaluating.

#### ***1.2.3.3. Decentralization of state management for INGOs in Vietnam***

- To the Central.

- Responsibilities of People's Committee of province and city under the Central.

- To Hanoi city

## **CONCLUSION OF CHAPTER 1**

## **CHAPTER 2**

### **REAL STATUS OF STATE MANAGEMENT FOR INGOs IN HANOI**

#### **2.1. THE SITUATION OF SOCIO-ECONOMIC DEVELOPMENT AND FOREIGN AFFAIRS OF HANOI CITY IN RECENT YEARS**

##### **2.1.1. Situation of Hanoi socio-economic development**

2.1.1.1. Features

2.1.1.2. Situation of Hanoi socio-economic development

##### **2.1.2. Operation of INGOs in Hanoi**

###### ***2.1.2.1. Foreign affairs and operation of INGOs in Hanoi in recent years***

- The city foreign affairs have been expanded, the standing and international reputation of Hanoi capital have been enhanced.
- Participating in the promotion and performance of many bilateral and multilateral international projects.
- Playing an important part in the success of the international conferences held in the City.

###### ***2.1.2.2. Model, organization and personnel of INGOs in Hanoi***

As of December 2013, statistic of Department of Foreign affairs showed that there have been 186 INGOs registering their operation, of which:

- Representative offices: 68 representative offices including USA: 29, France, German and Western European countries: 28; Australia, Canada: 8; Japan, Thailand: 3.
- Project offices: 62 offices including USA: 25, France, German and Western European countries: 27; Australia, Canada: 8; Japan: 2.
- Licensed INGOs: 56 organizations, including USA 25; France, German and Western European countries: 12; Japan, Korea: 7; Hong Kong, Thailand, Singapore: 12 organizations per country.

#### **2.2. REAL STATUS OF STATE MANAGEMENT FOR INGOs IN VIETNAM**

##### **2.2.1. Overview of operation of INGOs in Vietnam**

There are over 900 INGOs being in relationship with Vietnam. However, there are about 600 organizations regularly operating in Vietnam; of which, 40% are from North America, 42% are from Europe (Western Europe mainly) and about 18% are from Asia – Pacific and other regions. The cooperation between Vietnamese partners and INGOs has been developed in 63 provinces and municipalities and in most of ministries, departments, people’s organizations.

The INGOs operating in Vietnam have diversified principles, objectives, disbursement scale, scope, methods and fields of operation. Most of licensed and registered INGOs are of goodwill toward Vietnam, in good relations with authorities, partner organizations and in compliance with the provisions of Vietnamese law.

Over the past time, the INGOs have specific contribution to Vietnam in terms of: political foreign affairs; international economic integration, society and development issues;

#### **2.2.2. Overview of real status of state management for INGOs in Vietnam**

- Establishing and completing the legislation system and policies towards INGOs in Vietnam;
- Establishing and completing machinery and coordination mechanism in the management of INGOs in Vietnam;

At the Central level, the machinery consists of four agencies that are the Committee for Foreign NGO Affairs, the Vietnam Union of Friendship Organizations, the People's Aid Coordinating Committee and NGO Working Group.

At the local level, up to now, the coordination mechanism has been established in all provinces and municipalities where locating INGOs for management.

#### **2.3. REAL STATUS OF OPERATION OF INGOs IN HANOI**

Most of the INGOs operating in Vietnam have their representative offices located in Hanoi. As of 2014, Hanoi has directly managed 240 INGOs, accounting for about 25% of total existing INGOs in Vietnam, of which there are 64 organizations obtaining representative office establishment licenses, 59 organizations obtaining project office establishment licenses, and 99 organizations obtaining operation licenses.



### **2.3.1. Operation and operation nature of INGOs in Hanoi**

INGOs operating in Hanoi have diversity of content and nature, in accordance with Hanoi's objective and requirements as well as meeting professional conditions and significance set out toward INGOs; including: *Operation of INGOs in the field of information and communication; Operation of INGOs relating to religious and ethnic issues; Operation of INGOs relating to health, education and culture; Operation of INGOs relating to sponsoring INGOs in Vietnam and Hanoi.*

### **2.3.2. Assessment of the number and value of aid projects of INGOs in Hanoi (period 2000 – 2014)**

Over the past time, a number of aid projects INGOs in Hanoi has been relatively regular and frequent. The year that has the greatest number of aid projects is 2010 (60 projects), the year that has the smallest number of aid projects is 2005 (21 projects). In term of value, the year that has the highest amount of aid is 2011 (USD 6.1 million), the year that has the lowest amount of aid is 2000 (USD 2.15 million). The amount of aid for Hanoi of INGOs in 2014 increases twice as much as that in 2000. In term of structure of aid projects of INGOs in Hanoi, the health projects account for highest percentage with 35%, education and training projects account for 20%, socio-economic development projects account for 15%, the remaining belongs to other sectors.

### **2.3.3. General comment on the real status of operation of INGOs in Hanoi**

#### **2.3.3.1. Outcomes**

Most of aid projects of INGOs are 100% non-refundable, no reciprocal capital required. The city makes use of from USD 3.5 to 6 million and aid commodities from such organizations each year. Most of these projects have shown practical problems in daily life and community so they really have effect on and improve lives of people in which these projects are performed. The projects have dealt with some urgent problem and difficulties for people such as vocational training, development of traditional crafts, employment creation, hunger eradication & poverty reduction, vocational training for homeless children, disease prevention, infrastructure and school building, support of Economic restructuring, etc.

The operation of INGOs in Hanoi over the past time has brought about positive contribution to the overcome of war and natural disaster consequences, poverty alleviation and development of socio-economics in Hanoi.

#### ***2.2.3.2. Disadvantages and limitations***

- There are many INGOs after being granted operation license not to carry out procedure of notifying operation registration with Hanoi city.
- Many organizations carry out aid projects without approval of the competent agencies.
- Some organizations fail to comply with the issued operation license beyond the area of operation.
- The administrative expenditures and salary for experts of many projects are too high. In fact, there is not any regulation issued by the state on this issue.
- Some organizations hired foreign experts but they do not carry out procedures for work permit at Hanoi Department of Labour, War Invalids and Social Affairs. The labour recruitment is not reported to the City competent agencies.
- Many organizations do not submit annual report as prescribed to the City.

#### ***2.2.3.3. Causes of disadvantages and limitations***

- Lack of concern and regular guidelines of leaders at all levels from the central to the local regarding management of INGOs.
- The system of legal documents on management of INGOs is still incomplete.
- The management agencies have not inspected operation of INGOs in Hanoi regularly.
- Working skill and foreign languages of the officers in charge of external regulations are still limited.
- The summary and assessment of operation of INGOs in Hanoi are not organized regularly.
- The assignment and cooperation among the city departments are not clear. Meeting among agencies managing the INGOs in Hanoi such as the Department of Public Security, Department of Foreign Affairs, Hanoi Authority for Planning and Investment, Department of Home Affairs has not been periodically organized.

## **2.4. REAL STATUS OF STATE MANAGEMENT FOR INGOs IN HANOI**

### **2.4.1. Completion and issuance of legal documents on State management of the City for INGOs in Hanoi**

In term of operation management of INGOs in Hanoi, the system of legal document on managing operation of INGOs covers nearly all aspects of INGOs' operation management such as documents specifying license granting, project approval, management of Vietnamese laborers working in INGOs, etc. This system has been built in a close and compatible relationship with legal documents of other relevant sectors such as immigration, finance, religion, etc. thus to ensure the uniformity, one of key requirements for ensuring effective management.

### **2.4.2. Strengthening the State management and assigning, decentralizing management of INGOs in Hanoi**

Pursuant to Decision No. 06/QD-UBND dated February 6, 2014 of Hanoi People's Committee promulgating the Regulation on the operation of INGOs in Hanoi, the strengthening of assignment and decentralization among the State management agencies of the city INGOs operating in the city has been determined;

### **2.4.3. Enhancing the presence management of INGOs operating in Hanoi**

- Managing the issuance of operation registration certificate to INGOs
- Managing the extension, supplementation of licenses for INGOs
- Adjusting and terminating operation of INGOs
- Managing operation and use of aid from INGOs
- State management for professional activities of INGOs
- State management of inspection, test, establishment and completion of regulations on INGOs' operation management

## **2.5. GENERAL ASSESSMENT ON THE STATE MANAGEMENT FOR INGOs IN HANOI**

### **2.5.1. Outcomes**

+ Having formed the city interdisciplinary management including Department of Foreign Affairs, Hanoi Authority for Planning and Investment, Department of Public Security, Department of Home Affairs, Department of Labour, War Invalids and Social Affairs, Department of Education and Training, Health Department and Hanoi Municipal Party Committee commission for People's Mobilization.

+ There have been assignment and decentralization in the management and approval of projects assisted by INGOs.

+ Organizing interdisciplinary inspection team to verify operation of INGOs in the city.

+ Having provided the City People's Committee with advisory on promulgating regulations on INGOs operation management.

+ Promoting work of aid mobilization through the management.

### **2.5.2. Disadvantages and limitations**

- For Hanoi city, personnel in charge of international non-governmental management is still inadequate and there have been no clear assignment and cooperation among sectors; they pass the buck when a problem occurs.

- Incomplete legal environment, some areas have not thoroughly understood regulations on INGOs' operation, which results in the situation that a number of organizations still operate without operation license.

- The management and coordination mechanism lack stability and uniformity;

- The implementation of projects approved by different agencies without coordination shall be sometimes overlapping and lack of uniformity

- Aid management is still weak and ineffective

- The administrative burden has still been put on people management.

### **2.5.3. Causes of limitations**

- Due to inadequate, non-uniform legal document, there lacks adjustment documents for lots of aspects of this field;

- The organization system has not been unified from the Central to the local.

- The coordination between the Committee for Foreign NGO Affairs and other sectors is not really unified.

- Awareness of non-governmental affairs of the leaders is still insufficient, having not clearly found out the importance of INGOs in Vietnam;
- Capacity of managing foreign non-governmental affairs is limited
- Resources for management of non-governmental affairs remains weakness and insufficiency in finance and human ... Many programs and projects require reciprocal capital but this has not been satisfied; therefore, it still exists limitations in acceptance of aid from INGOs.

## **CONCLUSION OF CHAPTER 2**

### **CHAPTER 3**

#### **SOME SOLUTIONS FOR PERFECTING THE CONTENT OF STATE MANAGEMENT FOR INGOs IN HANOI**

##### **3.1. GUIDING VIEWPOINTS ON THE OPERATION OF INGOs**

###### **3.1.1. Thoroughly grasping the policies of the Central and Hanoi city for INGOs**

- Ensuring genuine national interests, closely combining patriotism and internationalism of the working class.
- Maintaining independence, sovereignty, self-reliance, promoting diversification and multilateralization of foreign relations.
- Mastering the two sides of cooperation and struggle in relations with INGOs.
- Focusing on expanding foreign affairs.
- Combining three sides of politics - security – economics in management of INGOs.
- Improving capacity of staffs.

###### **3.1.2. Strengthening the state management for INGOs**

The Party and State have already identified that the operation of INGOs is a sensitive and complicated sector, which is much related to the security and national politics; therefore, it should be very focused on managing and must thoroughly grasp the guiding viewpoints, complying with the basic principles and closely follow the general guidelines that the Party and State have already set out as stated above.

### **3.1.3. Developing strategies for foreign affairs of Hanoi city in the coming years**

- Continuing to maintain and create favorable international conditions to accelerate the speed of socio-economic development, industrialization and modernization of the capital.
- Expanding foreign affairs of the City on the basis of consolidating, improving the efficiency of available foreign affairs.
- Focusing on directing and developing Hanoi city into a center for international exchange increasingly reputation in the region and the world, empowering Hanoi capital in the international arena.

## **3.2. ORIENTATIONS FOR OPERATION MANAGEMENT OF INGOs IN HANOI CITY**

### **3.2.1. Completing the management for INGOs in Hanoi**

- + The city should quickly promulgate the policy and direct research in a fundamental way on the issue of civil society in general and INGOs in particular on both theory and practice.
- + The city needs to organize the investigation, analysis and evaluation of the full organization situation and operation of INGOs to draw out the lessons learned from the current situation of operation of the organizations to adjust the management and direct these organizations so that they operate more effectively.
- + Quickly forming the legal framework and organize management activities of INGOs to suit the new stage and form the basis of a legal framework for the operation and management of INGOs.
- + Improving capacity of social management officers in general and INGOs management in particular.
- + Enhancing learning and exchanging operating experience with INGOs, this is a trend, which is being done well.
- + Developing and promulgating policies and legal normative documents on INGOs to assist the early formation of a perfect legal system.
- + Organizing the dissemination of the laws, policies and legal documents on INGOs, strengthening State management for INGOs to ensure that all individuals, INGOs have a thorough grasp of the laws on the sectors they are operating.

### **3.2.2. Innovating the management decentralization of non-governmental aid in the evaluation and approval of programs and projects**

For the programs and projects funded by INGOs aid

Completing the organizational apparatus of state management for projects of non-governmental grant aid.

Innovating the staff issue towards standardizing staff of accountants, chief accountant at the programs, projects.

Completing the process of preparation and allocation of annual budget estimate for programs and projects of non-governmental grant aid.

Innovating the decentralization of procurement process for procurement of goods for the programs and projects of non-governmental aid.

Strengthening the asset management at the programs, projects of non-governmental grant aid.

Strengthening the supervision, inspection and supervision of finance for programs and projects of non-governmental grant aid.

Innovating the procedures between the Sponsors and Vietnam, gradually changing support method from project support to sector support, towards to budget support.

### **3.3. SOLUTIONS FOR STRENGTHENING THE STATE MANAGEMENT FOR INGOs**

#### **3.3.1. Awareness of the management for INGOs**

It is necessary to be aware of and understand INGOs exactly and clearly, should not be equated as all good or all bad, must have the right and objective view of each organization as they deploy operation in Vietnam.

In order to achieve a correct perception of INGOs, we must attach importance to work of information and dissemination of the State for all staff working in the State agencies and the community and accordingly, propagate for the people to know, understand, aware and see the positive side of INGOs to enlist and take advantage of the assistance, but also see the downside of INGOs to avoid being taken advantage of, or avoid accidentally giving hand for the bad behavior of INGOs.

### **3.3.2. Completing the legal system for the management of INGOs**

In the context that we are building the state governed by the rule of law, implementing administrative reforms, implementing the open foreign policies, the renewal and improvement of the legal system in general and the law in state management of INGOs in particular is an indispensable and urgent demand.

Continuing further research to be more simplified and modify or supplement the specific and appropriate regulations, to promote the dissemination of legal provisions relating to the approval, management of projects, operation regulations of INGOs and to ensure the implementation of legal documents more efficiently, creating more favorable conditions for the deployment of humanitarian aid activities and development, ensuring the assistance to the people in time.

### **3.3.3. Organizing the management apparatus**

*Building management apparatus and management mechanisms of INGOs in Vietnam*

It is necessary to build the management apparatus system fully and competently. The State must reassess existing management apparatus, review to determine the surpluses, the deficits of the current system. Have to build an apparatus from the central to local levels, ensure synchronization, uniform and efficient operation. The apparatus management must be distributed and decentralized reasonably.

*Strengthening the coordination in operational management of INGOs.*

In terms of apparatus organization, the first requirement is thoroughly grasp of the guiding spirit of the Secretariat set out in Directive 19/CT-TW.

Focusing on building the Central focal point agency which is the Committee for foreign NGOs to be a strong agency to keep pace with its tasks.

### **3.3.4. Management staff**

In order to strengthen the capacity of management agencies, improve the quality of the management of INGOs, it is necessary to pay attention to improving the quality of the management staff and direct operational staff. In order to build staff of keeping pace with its tasks, we need to:



- Identify specific standards for management staffs and staffs directly engaged in INGOs.
- Focus on training and fostering
- Improve the quality of officer affairs

### **3.3.5. Research and Statistics**

Research statistics will create favorable conditions in the synthesis of assessing the situation proposing solutions to suit each stage, each period and consistent with each different localities.

Need to strengthen the survey and statistics. That is the way to master the operation situation of INGOs as well as the management. Review conference of management for national INGOs should be implemented every 5 years.

Need to pay attention to strengthening the dialogue and sharing cooperation experiences with the foreign non-governmental community in Vietnam and around the world.

### **3.3.6. Building coordination regulations of state management for INGOs in Hanoi**

Regularly organizing interbranch handover meetings among the Department of Foreign Affairs, Department of Planning and Investment, City Public Security and related agencies to share information and interbranch collaboration to solve issues arising in the course of managing INGOs; Especially, building operation and organization regulations of the working group for INGOs of Hanoi city on the basis of assignment of specific common tasks of working group and tasks of the members of the working group.

### **3.3.7. Inspection and supervision**

Inspection and supervision are to ensure that INGOs respect for law and Vietnam's regulations, comply with guidelines, charitable purpose for development objectives which they have subscribed, to early detect mistakes and violations of laws of INGOs so that solutions can be timely given to ensure compliance with the law.

Inspection and supervision are mentioned in two major aspects: inspecting and supervising the compliance with laws and regulations of the State; and inspecting and supervising the effectiveness of INGOs aid. On the other hand, inspecting and supervising are

also to ensure that the activities of these organizations are consistent with cultural traditions, habits and customs of Vietnam, avoid mistakes caused by the cultural differences.

### **CONCLUSION OF CHAPTER 3**

#### **GENERAL CONCLUSION**

Through theoretical studies, evaluation of the situation of state management for INGOs in Vietnam and through practices in Hanoi city as well as looking back the reality and the requirements set out, it can be seen that currently, the State management for INGOs and the operation, development of the society still exist many issues that need to be aware of and interested in solving.

The competent authorities and the authorities with state management functions for INGOs need continue researching to make policies and regulations in the management of INGOs in Vietnam, and build a strict management system from the central to the local so that the state management for INGOs is both close and effective to well manage and enlist the aid from these organizations to contribute to the building of our country more growing.

Under the leadership of the Party and the unified management of the State, with the enthusiasm and the mental power of all those working in INGOs, it is believed that Vietnam will continue to achieve success in this sector and succeed in finding the approach and the management regulations of INGOs in consistent with the changes of the new situation in order to achieve higher efficiency, have more positive contribution to the implementation of foreign policies of independence, self-reliance, multilateralization and diversification of the Party and the State set out in the process of socio-economic development, for the goal of “rich people, strong country and a fair, democratic and civilized society”.

## LIST OF RESEARCH PROJECTS OF THE AUTHOR

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