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**Vietnam Economic and Environment Management Program  
(VEEM)**

**FINAL REPORT**

**International Development Research Centre**

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## **Abbreviations and Acronyms**

ACCT	La Francophonie
CA	IDRC-CIDA Contribution Agreement
CAC	Component Advisory Committees
CBNRM	Community-Based Natural Resource Management
CIDA	Canadian International Development Agency
CRES	Centre for Resource Management and Environment Studies, Hanoi National University
DoF	Department of Fisheries
ECAC	Economic Component Advisory Committee
EnCAC	Environment Component Advisory Committee
FDI	Foreign Direct Investment
GOV	Government of Vietnam
HDR	Human Development Report
IDRC	International Development Research Centre
IE	Institute of Economics
MBRP	Management of Biological Resources in Tam Giang Lagoon Project
MOLISA	Ministry of Labour, War Invalids, and Social Affairs
MOSTE	Ministry of Science, Technology, and Environment
MPI	Ministry of Planning and Investment
NEA	National Environment Agency
PMRC	Prime Minister's Research Commission
PSC	Program Steering Committee
PTL	Project Team Leader
RCFL	Research Center for Female Labour
TDP	Trade Database Project
TLCP	Trade Liberalization and Competitiveness Project
TORs	Terms of Reference
UNDP	United Nations Development Program
VEEM	Vietnam Economic and Environment Management Program
VISeD	Vietnam Sustainable Economic Development Project

## **1. Introduction**

This is the final report on the Vietnam Economic and Environment Program (VEEM). The VEEM program is an IDRC program with fifty percent co-funding from CIDA. The program began in October 1997 and was completed by March 31 2002. The structure of the final report is as follows. First we review the main components of the VEEM program, namely, (i) program objectives with expected outputs, outcomes, impact and crosscutting themes, (ii) partners and contribution of each of the partners in the program, (iii) the main activities, and (iv) the proposed budget and time line (section 1). In section 2 the achievements of the program are described, in terms of actual achievements and variation from the expected achievements (in the positive as well as negative sense). Section 3 describes the project design and management, particularly program organization, time management, and risk management. The final section discusses the lessons learned for improved project design in the future.

Before reviewing the main components of VEEM in the remainder of this section, we first briefly describe the history of the VEEM project and its development context.

### **1.1. History of VEEM Program and Development Context**

Between 1993 and 1996, IDRC and CIDA funded the Vietnam Sustainable Economic Development Project (VISED), with the objective of supporting economic and social reform in Vietnam. Through VISED, Vietnam's research and analysis capabilities were strengthened in the areas of economics, environment, science and technology, and institutional and legal reform. VISED has supported more than 15 research projects and more than 30 research activities in the above-mentioned areas.

Performance review of VISED concluded that the project was being implemented effectively, and that the networks established through the project were effective. The Performance Review identified the capacity building of institutes and individual researchers as a key component of the project.

Although the VEEM project was developed to capitalize on the success of VISED, it was clear that Vietnam was still lacking in terms of modern methods of

economic analysis and Environment management and biodiversity. Research skills still needed to be strengthened, the Vietnam research network broadened, and cooperation with international experts expanded.

Demand for stronger research capability was further enhanced by the broader economic and Environment developments in Vietnam. A key aspect of political and economic reform in Vietnam since 1986 has been the opening-up of the Vietnamese economy and its integration into the global economy. Besides offering new opportunities for growth and sustainable development, the opening up has created awareness that there is a lack of in-depth understanding amongst many Vietnamese policy-makers and senior officials of the impact trade liberalization on the Vietnamese economy. The AFTA negotiations and obligations and the US-VN bilateral trade agreement have particularly heightened this awareness and it was clear that VEEM could play an important role in improving the understanding of the costs and benefits of alternative routes to trade liberalization.

Simultaneously, environmental degradation in Vietnam has become increasingly evident, with a natural resource situation characterized by high rural populations, and a degrading resource base. Increasing competition for the scarce and diminishing resources needed for local subsistence, including competition from commercial investments linked to international market demands, has exacerbated resource pressures.

While the Government of Vietnam (GOV) is very concerned about natural resource management in Vietnam, the tools to design and implement improved policy responses are poorly developed. Environmental management relies largely still on centralized policy directives that are often implemented differently in neighbouring districts. These issues were particularly problematic in the case of coastal and wetland resources where tenure is poorly defined, ecological and biophysical data are very limited, and patterns of exploitation are shifting rapidly. The experience with the Tam Giang Lagoon flood in 1999 illustrated the problems and the challenges of coordinating scientific evidence to enable a coherent policy response. Clearly VEEM could play an important role in introducing a local approach to serious environmental management concerns.

The VEEM project was designed to strengthen Vietnam's indigenous research and analytical capacities to utilize new methods of economic analysis and environmental management. It was therefore more focused than its predecessor VISED, and included two components, namely an Economic Component and an Environment Component. The Economic Component was designed to help to develop trade reform and to enable Vietnam to adjust efficiently to an open trade regime and compete effectively in world markets. The Environment Component was designed to help to develop natural resource management policy and to enable Vietnam to increase productivity and stabilize local livelihoods from sustainable exploitation of coastal and wetland resources.

The desirability of combining an Economic and Environment Component within one program was a point of discussion between CIDA and IDRC during the initial phase of the program. In particular IDRC questioned the complementarity of the two programs, and suggested that it would be more efficient to run each as a separate program instead of trying to combine into one administrative unit.

## **1.2. Project Objectives**

VEEM was developed and designed with the following goal and purpose:

### *VEEM Project Goal*

To support Vietnam's reform process by strengthening the capacity of the government to develop and implement sound, equitable, and environmentally-sustainable economic and social policies

### *VEEM Project Purpose*

To strengthen the capacity of Vietnamese researchers and research institutes to conduct policy-relevant research in the areas of economic reform and environmental management.

From the very beginning of the program, the focus of research to be conducted by the Economic Component was identified as the following: trade liberalization policies in Vietnam; the nature of the adjustment and benefits facing Vietnam as it opens its borders

to trade; efficient policies for achieving liberalization; and Vietnam's ability to compete in world markets. This research would be implemented through the undertaking of one major project and a number of smaller projects (see section 1.4.2).

The focus of the Environment Component was identified as the development of strategies for sustainable coastal resource exploitation. The research program would examine existing patterns of exploitation and their impact on natural resources, and identify patterns that increase productivity whilst ensuring the viability and long-term sustainability of resources. Research would be carried out through one major project and a number of smaller projects (see section 1.4.1).

#### *VEEM Project Outputs, Outcomes and Impact*

From the project goal and purpose, we see that the project objectives were two-fold, namely (1) capacity-building of Vietnamese researchers in the areas of economic reform and environmental management, and (2) support of the Vietnamese policy-making community to implement sound, equitable, and environmentally sustainable economic and social policies. Within these two broad objectives, a number of outputs, outcomes, and long-term impacts were envisaged.

In terms of outputs, the project was expected to lead to

- (1) an effective research program addressing economic reform and environmental management issues,
- (2) effective environmental input into economic reform and policy development, and
- (3) networking among Vietnamese researchers and institutions in research initiatives.

The expected medium-term outcomes were fourfold, namely

- (1) the introduction of a new way of organizing and doing research in Vietnam that emphasizes strategic coordination among research bodies and policy-makers,
- (2) strengthened policy analysis capacity of key research and policy institutes, researchers, analysts, decision-makers,
- (3) strengthened network among researchers, policy makers and institutional circles, and



- (4) effective and efficient policy research producing recommendations and proposed action related to economic and environmental reform.

The expected longer run impact of the program was to increase Vietnam's ability to design and implement effective economic and environmental policy.

CIDA also required the program to have two crosscutting themes, namely environmental sustainability and gender. The goal of environmental sustainability would be addressed via the Environment Component of VEEM. Gender was initially thought not to be addressed by a specific project, but taken into account in the program as a whole. First of all, although men dominate most of VEEM's recipient institutions, women were expected to make up a significant share of the research teams. Secondly, in terms of program content, it was thought that gender issues were best addressed in the Environment Component, because of its community-based approach. Access, use, management and processing of natural resources in traditional rural societies are all activities that are socially conditioned at the community level. Gender can play a significant role in determining the potential for individuals to be excluded from one or more of these resource-using activities. Natural resource management researchers in Vietnam were not accustomed to gender analysis in their work, and VEEM would help them to learn new concepts and methods to integrate this into their research projects.

As for the Economic Component, researchers were expected to have little or no familiarity with gender issues. VEEM would therefore engage professional help to assemble and deliver literature and materials from regional and international sources on gender issues for economic reform.

### **1.3 Partners and Contribution of Each Partner**

#### **(a) CIDA and IDRC**

At its initiation in 1997, VEEM had a budget of \$2,300,000, of which \$1,000,000 would be contributed by CIDA, \$1,000,000 by IDRC, and \$300,000 by the ACCT (La

Francophonie') through the Department of Foreign Affairs and International Trade. In December 1997 at the Francophonie Summit in Hanoi ACCT agreed in principle to support VEEM. However, due to many changes of staff at ACCT offices in Ottawa, ACCT was unable to respond to IDRC's requests to extend funds to individual research projects. Also ACCT requires that all funds be spent within two years of the agreement in principle (that is before the end of 1999). Eventually it was concluded that it would no longer be possible to use ACCT funds, and in June 1999 IDRC withdrew from the arrangement. Additional funding was provided by CIDA (\$200,000) and IDRC (\$230,000) to make up for these lost funds as well as to cover additional expenses because of an extension of the program life till 31 December 2001 (see section 3.2).

Initially it was thought that the research program would focus on four thematic areas: trade and policy reform, poverty alleviation, natural resource management, and biodiversity conservation. These four areas were chosen when the expected budget was still \$3,000,000 (before it was lowered to \$2,300,000). Very early in the program it was decided that it would be better to limit the number of programs from four to two, namely trade policy reform and natural resource management. This limitation was necessary in light of the budgetary reduction, and would also allow the program to better influence the direction of policy. The other two areas that would not be covered could be covered by other IDRC initiatives, namely Micro Impacts of Macro and Adjustment Policies (MIMAP) and Sustainable Use of Biodiversity (SUB).

Both IDRC and CIDA would be member of the Project Steering Committee (PSC), which would carry the ultimate responsibility for the program (see section 3.1 on the organizational structure of the program).

A special IDRC program Coordinator would be based in Hanoi together with a Vietnamese Research Officer. The program Coordinator will allocate 60% of his time to VEEM and the remaining 40% to regional and global IDRC programs and activities. With respect to VEEM, the Coordinator would (a) coordinate program activities with MOSTE, recipient institutions and CIDA in Vietnam, (b) liaise with IDRC offices in Ottawa and Singapore, (c) liaise with other donors in Vietnam and the region, and (d) provide technical advice to Advisory Committees and researchers at both project development and implementation stages.

IDRC's Singapore office would administer the program and project funds, assemble and prepare semi-annual, financial and technical reports, and provide technical and administrative support to the Coordinator in Hanoi. In addition, the IDRC Coordinator in Hanoi and IDRC officers in Singapore and Ottawa would help design project proposals and provide general program support and technical advice.

CIDA would monitor and evaluate the program and individual projects as needed. CIDA would monitor and evaluate via IDRC reporting and, where necessary, via field visits with an IDRC representative.

(b) Vietnamese Partners

The Ministry of Science, Technology, and Environment (MOSTE) would be the principal Vietnamese partner in the VEEM project. MOSTE is responsible for the National Research Program, and, as such, approves all research projects in Vietnam. It was expected that MOSTE could ensure national coordination thereby avoiding duplication, facilitating the absorption of foreign aid intended for policy-oriented research and "smoothing out" the project. The principal activities of MOSTE would therefore be: (a) coordinate Vietnamese program activity, (b) liaise with the recipient institutions, (c) liaise with the IDRC Coordinator in Hanoi, and (d) liaise with other donors in Vietnam.

Besides MOSTE, VEEM would select and fund several institutions in Vietnam to build the capacity for policy-oriented research in the areas of economic reform and environmental management. The support would be given to fewer institutions than under the VISED program, but be of a more comprehensive nature. Also, VEEM would provide small research grants to improve research capacity in smaller or regional agencies.

(c) International Consultants

VEEM would appoint external advisors to help monitor the program and its projects, and also through individual project partnerships. Research teams with less experience and technical knowledge would be specifically supported by international

experts on an ongoing basis, from the early stages of proposal development through project completion. This would ensure that results meet international standards.

#### **1.4. Main Activities**

In this report we distinguish between program management activities and program research activities within the VEEM project. The program management activities are discussed in section 3. Here we discuss the substantive program research activities that actually have been developed under the VEEM program. We distinguish among (1) research projects in the Environment Component, (2) research projects in the Economic Component, (3) program research activities supported by small research grants. We also distinguish a fourth type of program research activity, namely those which were designed and developed to attract additional outside donor funding and which were complementary to the fully VEEM-funded program research activities. It should be noted that this latter type of program research activity was not planned for in VEEM, in spite of its pivotal role in the later stage of particularly the Economic Component.

##### **1.4.1. Research Projects in the Environment Component**

Appendix A provides details on each of the research projects in the Environment Component in terms of organizational structure (executing institute and project leader), total funding, and commencement and completion date. Here we provide a short summary of each of the projects in terms of their main research objectives. . It is worth noting that environmental policy, in Viet Nam as elsewhere, is typically implemented locally through specific kinds of resource exploitation sanctioned through various permits and approvals. Policy is often interpreted, and usually enforced at the **provincial** level. Therefore, unlike the Economic Component, in order to engage policy-makers, researchers in the Environment Component were obliged to work at the local level, and institutions were deliberately selected to represent different geographical regions and local conditions. Section 2 discusses the achievements of these research projects, in

terms of capacity building and support of the Vietnamese policy-making community to develop sound and equitable environmentally sustainable economic and social policies

### *Management of Biological Resources in Tam Giang Lagoon*

Within the Environment Component one major and eight smaller projects were designed and executed. The major environmental project was the so-called *Management of Biological Resources in Tam Giang Lagoon Project* (MBRP). The overall objective of the MBRP project was to build the capacity of scientists in Hue to undertake coastal resource management research leading to improved local management of coastal lagoons. The project followed onto an earlier research / capacity-building project executed under the VISED program. In both cases, the research projects brought together two local universities and the Dept of Fisheries of Thua Thien Hue province in a unique collaboration. The design of the project ensured that resource policy-makers and planners from the provincial Dept of Fisheries were closely involved in all aspects of the research project, from planning to training and fieldwork. The specific objectives of the VEEM project were:

(a) Aquatic resources assessment

To continue research on important species and their ecology, distribution, migration and recruitment. Also, the project would further document and evaluate fishing activities in the lagoon system in order to estimate fishing effort, impact of gear types on fish stocks, socio-economic analysis of different fisher groups, allocation and control of access to sites, and resulting conflicts.

(b) Aquaculture

To study the social, economic, ecological and environmental impacts of the recent boom in aquaculture development in the lagoon. The project would also improve the efficiency, production and income from abandoned aquaculture ponds, abandoned rice fields, and rice fields of low productivity with research on aquaculture and alternative feeds.

(c) Community participation in management of lagoon resources

To establish one or more lagoon sites for pilot testing of a resource management strategy based on local community participation.

(d) Crops, livestock and tree production

To improve farm incomes and productivity of poor soils by introducing new crops. The project would also improve the capacity of women in villages around the lagoon to increase animal production using appropriate species, breeds, and local food resources. Furthermore, the capacity of families and villages to plant and care for trees will be increased which will improve the environmental quality, income, and water management in sandy areas around the lagoon.

(e) Marketing and processing

To increase the return from the sale of aquatic products by helping women to improve marketing and processing of fishery products.

Besides this main project within the Environment Component, eight other smaller projects were designed and executed. In keeping with the direction of the Program Steering Committee and the regional emphasis of IDRC programming, the focus of all nine projects was on developing Vietnamese capacity in policy-oriented, participatory research. This approach differed from conventional natural resource management research in Viet Nam in several ways: it engaged local resource users actively in the research program; it engaged local governments as both advisors to the research and as users of research results; and it engaged a wider range of disciplines in collaborative site-based research activities. Because all of these features were new to Vietnamese research institutes, training, experience, and research results were shared and discussed in an active networking mode between the participating research institutes and teams. This was also novel, as the research institutes were drawn from all regions of the country and would not otherwise have had the opportunity to interact. All nine research projects thus shared similar resource management objectives, and undertook similar research methods using comparable tools.

*Participatory Assessment of Integrated Resource Management at Ganh Rai Bay*

The overall objective of this project was to assess the effects industrial development on coastal communities and the ecology of the coastal wetlands of Ganh Rai and to develop with all stakeholders an integrated management plan to promote community development and sustainable use of coastal resources. The specific objectives were fivefold:

- (a) To use available databases and other information to assess and forecast environment pollution and changes in natural resources due to industrial, agricultural, transportation, and aquaculture activities.
- (b) To evaluate socio-economic and environmental activities of communities which adapt successfully to the environment.
- (c) To consider and evaluate government and enterprises' solutions that are already in place to mitigate pollution, protect the environment and resources.
- (d) To improve community awareness and capacity in integrated coastal resources management.
- (e) To recommend solutions to contribute to effective integrated coastal resource management.

*Man-Made Threats to Biodiversity of Tidal Wetlands in Tienlang Coastal Area, Hai Phong City, North Vietnam*

The overall objective of this second smaller project was to make recommendations to local governments and resource users regarding appropriate measures for protection and exploitation of biodiversity resources based on studies of current status and recent trends in resource quality, and the principal ecological and human factors influencing these trends. The following specific objectives were included in the project:

- (a) To investigate the environmental status: meteorological, hydrological, geochemical conditions of the area.
- (b) To survey on biodiversity status: diversity of ecosystem, species levels and status of rare, endemic and endangered species.

- (c) To investigate stress of exploitation of local communities to wetlands area. Resource tenure in wetlands, measures of exploitation, who and how many people (man, woman, children, etc.) take part in exploitation, value and type of products, measurement.
- (d) To study the characteristics of local communities: structure of local population; professional structure; education; health; cultural levels; historical development; economic conditions; infrastructure.
- (e) To recommend management and exploitation measures.
- (f) To train/guide reasonable utilization measures for local authorities and communities.

*Protection of Aquaculture Resources at Hoang Mai River Estuary Through Participatory Management*

This project had as its objectives (a) to undertake inventories of the economically important species and their habitats, (b) to clarify the use of the resources by the community and propose protection measures, and (c) to improve the capacity of communal organizations and strengthen community awareness on resources and environmental protection.

*Solutions to the Problem of Retrogression of Environment and Hydrobiological Resources at Nai Swamp in Ninh Thuan Province*

This project attempted to assess the causes leading to degradation of resources and water quality in this wetlands area used for shrimp production, and to establish a field study site for students of Nha Trang Fisheries University in the domain of protection of the environment and aquaculture.

*Preliminary Assessment of Public Participation in Mangrove Forest Management through Land Allocation and Forest Care Policy at Can Gio District, Ho Chi Minh City*



The overall objective of the project was to conduct a preliminary assessment of the pilot scheme for participation of local people in mangrove resource management in order to shed some light on the problems and potentials about the role of the community in coastal resource management. Two specific objectives were included in the project, namely (a) to survey and assess the trend of mangrove resources (including forest and aquatic resources) under the management of local forest stewards, and (b) to investigate and measure the income of the forest stewards and to assess their attitudes and perception towards natural resource management and conservation.

*Study on Community Based Aquaculture - Mangrove Integrated Farming for Sustainable Uses and Management of Coastal Environmental and Resources in Camau Province*

This study had the following objectives: (a) to identify the current status and changes of the aquaculture-mangrove integrated farming on aspects of technology, products, socio-economic condition, gender, management and problems faced, (b) to understand the current policies and perception as well as acceptance and cooperation of the community with notice on gender in aquaculture-mangrove integrated farming, (c) to develop community based aquaculture-mangrove integrated farming methods models for sustainable uses of coastal resources and management with special attention to gender issues, and (d) to develop environmental indicators for monitoring coastal resources and coastal environmental change.

*Assessment of Environmental Changes and Related Activities on Xuan Thuy RAMSAR Site*

The overall objectives of the project were to evaluate changes in the Xuan Thuy nature reserve and surrounding areas since its establishment as a RAMSAR protected wetlands site 10 years ago, and to establish a solid baseline for future monitoring and evaluation of the nature reserve. The specific objectives were as follows:

- (a) To assess ecological changes in the reserve and surrounding area over the past decade.
- (b) To estimate impacts on biological diversity through the use of selected indicators.
- (c) To evaluate changes in local harvesting and use of resources within the nature reserve (particularly marine products such as shellfish).
- (d) Evaluating management measures taken over this period.
- (e) Establishing detailed data on current conditions and local livelihoods for future management of the reserve.

#### *Environmental Management of Coastal Aquaculture in Xuan Dai Bay and Dong Bo Field*

This project's overall objective was to improve the sustainable management of coastal aquaculture through cooperation among resource users. The specific objectives of the project were (a) to identify factors causing reduced lobster yields and fluctuating shrimp yields in Xuan Dai Bay and Dong Bo ponds respectively, (b) to understand conflicts among users sharing common aquatic resources for shrimp and lobster culture, and (c) to contribute to increasing aquatic production by evaluating means to organize and work with fisher groups and to enhance their awareness of the need for environment and natural resources protection.

#### **1.4.2. Research Projects in the Economic Component**

Appendix A provides details on each of the research projects in the Economic Component in terms of organizational structure (executing institute and project leader), total funding, and commencement and completion date. Here we provide a short summary of each of the projects in terms of their main research objectives. Section 2 discusses the achievements of these research projects, in terms of capacity building and support of the Vietnamese policy-making community to develop sound and equitable economic policies within the context of trade liberalization.

##### *Trade Liberalization and Competitiveness Project (TLCP)*

Within the Economic Component one major and 5 smaller projects were designed and executed. The major economic project was the *Trade Liberalization and Competitiveness Project*. The Trade Liberalization and Competitiveness project had two main components: (1) analyzing Vietnam's overall trade policy and its impact on imports and exports of the country, and (2) analyzing the competitiveness of selected manufacturing industries. The former applied traditional methodology of trade policy analysis including measuring nominal and effective rates of protection on the basis of Vietnam's tariff rates and trade data to analyze Vietnam's trade regime. The latter focused on cost-based and qualitative competitiveness measures of the textile and garment industries.

The major Trade Liberalization and Competitiveness Project was supplemented by the smaller *Trade Database Project* (TDP), which was a companion project to the Trade Liberalization and Competitiveness Project. The Trade Database project would gather, organize and integrate the macroeconomic and sectoral trade and output data needed for the Trade Liberalization and Competitiveness project. It would also make the resulting trade and output database accessible and available for the general public.

Besides this major project (with a companion project) within the Economic Component, five other smaller projects were designed and executed. Each of these smaller projects were designed in line with the overall program objectives of capacity-building of Vietnamese researchers in the areas of economic reform and supporting the Vietnamese policy-making community to implement sound, equitable, and environmentally-sustainable economic and social policies. The smaller projects and the main project were also complementary in the sense that they share a common focus on trade, liberalization, and competitiveness issues. Different institutions and individual researchers executed each of these smaller projects. The activities within the five smaller research projects were coordinated through the creation of a formal research network, directed by a Coordination Board whose members consisted of the leaders of each of the individual projects, the local IDRC Coordinator and research Officer, Mr. Tien of the Institute of Economics, and Mr. Le Thanh Binh from the Ministry of Science, Technology and Environment (MOSTE).

Networking and capacity building synergies followed from the fact that these five smaller economic reform research projects were centered around the design, execution, and analysis of a joint survey among 150 textile and garment firms. Each team was also free to conduct individual surveys, but the design, execution, and analysis of the joint survey formed the core research activity within each smaller research project.

#### *Impact of the Asian Financial & Currency Crisis on the Vietnamese Economy*

The *Impact of the Asian Financial & Currency Crisis on the Vietnamese Economy* project was designed to make a preliminary assessment of the impact of the Asian crisis on the Vietnamese economy. It would review the causes of the Asian crisis, the channels of impact on the Vietnamese economy resulting from linkages between Vietnamese and regional economies (especially trade and foreign investment), and the policy response to the crisis. It would also focus on the impact of the crisis and policy response on trade and foreign direct investment. Finally, it would recommend policies for Vietnam to avoid vulnerability to crises during the course of reform and to counteract the negative economic and social impacts of the recent crisis on Vietnam.

#### *Productivity Analysis for Some Industries in Vietnam*

The *Productivity Analysis for some Industries in Vietnam* project was designed to use productivity analysis to formally and systematically measure efficiency, at both microeconomic (firms) and macroeconomic levels. This project was developed in the light of recent concerns whether Vietnam's growth pattern would be sustainable in light of growing evidence of widespread inefficiency, especially in the state sector. The project would measure both quantitative and qualitative aspects of efficiency, focusing on the textile/garments and cement sectors, and on differences between state and private sectors. In the process, it would provide modern techniques of productivity analysis to Vietnamese researchers.

### *Role of the Private Sector in Trade in Vietnam*

The *Role of the Private Sector in Trade in Vietnam* project was designed to (a) systematically examine the role of and prospects for the private sector in the Vietnamese economy, (b) to identify the role of the private sector in tradable versus non-tradable economic activity, and (3) to identify the prospects for an increased role for private enterprises in international trade, via entry into the tradable sector and improved productivity and competitiveness.

### *Female Workers of Vietnam's Garment and Textile Industry in the Context of Trade Liberalisation*

The *Female Workers of Vietnam's Garment and Textile Industry in the Context of Trade Liberalisation* project had as overall objective to improve the understanding of the operation of the labor market, and, especially, of the nature of women's participation in the labor market, in the garments and textile sectors. The specific objectives of the project were (a) to document the participation of female workers in the labor market in the textile and garments industry in 1997-99, and the impact of the form of ownership and size of the enterprise on their participation, (b) to identify the factors and impact mechanisms of the Asian crisis and trade liberalization on the operation of production and labor in the textile and garments industry and on the participation of women, and (c) to make policy recommendations to improve the efficiency of operation of the labor market in the textile and garments sector and the conditions of women's participation in the labor market.

### *FDI and the Development of Manufacturing Industry in Vietnam*

The overall objective of the *FDI and the Development of Manufacturing Industry in Vietnam* project was to make a first comprehensive research study on FDI and the development of the manufacturing industry in Vietnam. The specific objectives of the project were first to clarify the main actual contributions of FDI to the development of the manufacturing industry, in particular the improvement of its competitive capability in

the context of trade liberalization. Second, the project would draw positive and negative lessons from using FDI in the manufacturing sector over the last 10 years. Third, the project would make policy recommendations to the Vietnamese Government on attracting and using FDI in the manufacturing sector, also within the context of trade liberalization.

#### **1.4.3. Program Research Activities Supported by Small Research Grants**

There were also a number of program research activities that were supported by small research grants, namely a Training Workshop on Trade Policy Analysis in July/August 1998, a Report Writing Workshop in the late 1999, and a MOSTE Study Tour in 1999. [The Training Workshop on Trade Policy Analysis had two parts. First it presented the results of a critical survey of trade policy and impacts in Vietnam. Second, and mostly, it provided training in data analysis for macroeconomic and firm level studies of trade policy impacts. The Report Writing Workshop was an English writing training workshop to improve the quality of the small economic projects proposals and to expose the small project teams to international standards in report writing. The MOSTE Study Tour was a fourteen-day study tour of the Canadian research establishment. Four senior members of MOSTE and Institute of Economics (IE), Dr. Nguyen, Mr. Can, Mr. Binh (Department of International Relations, MOSTE), and Dr. Nam (IE) undertook this tour. The objective of the tour was to study the organization and financing of research in Canada, and to extract there from lessons for the reform of organized research in Vietnam.

#### **1.4.4. Program Research Activities Supported by Non-VEEM Grants**

The VEEM Economic Component was able to attract parallel funding from the Ford Foundation's Vietnam office, amounting to approximately CAD 150,000. The IDRC local Coordinator's office in Hanoi supported the development of the Ford Foundation fund proposal. The Ford Foundation project built on the foundations of VEEM capacity building and strengthened networking within and among teams. It also added confidence

to the Institute of Economics (the recipient of the project) that it could manage a multi-institutional effort. The funding from the Ford Foundation complemented the Economic Component projects in two ways. First it supported the full cost of conducting the joint and individual teams' enterprise surveys. Second, it helped to support training workshops on designing, conducting, and analyzing enterprise surveys in December 2000, March 2001, November 2001, and March 2002. The members of all economic projects supported by VEEM attended these workshops.

### **1.5. Budget and Time Line**

The VEEM program was designed as a three-year program. Hence, at its launch in October 1997, the program was expected to be completed in December 2000. The original budget was \$2,300,000, of which \$1,000,000 would be contributed by CIDA, \$1,000,000 by IDRC, and \$300,000 by the ACCT ('La Francophonie') through the Department of Foreign Affairs and International Trade (DFAIT). After the loss of ACCT funds, additional funding was provided by CIDA (\$200,000) and IDRC (\$230,000) to make up for these lost funds.

The major research projects within each of the Components started almost immediately and were expected to be completed by December 2000. Each of these projects accounted for over half the budget of their respective components.

The smaller research projects within each component were expected to be approved by September 1998, to start immediately, and to be completed by December 2000.

## **2. Program Achievements**

In this chapter we review the VEEM program in terms of its actual achievements with respect to its dual objective of capacity building of Vietnamese researchers in the areas of economic reform and environmental management, and support of the Vietnamese policy-making community to implement sound, equitable, and environmentally-sustainable economic and social policies. Generally speaking, it can be

said that the program has been successful as the Vietnamese research community is now in a much better position to design and execute policy-relevant research, particularly in the areas of economic reform and sustainable environmental management. New ways of organizing research are gaining roots with intensive networking among researchers and research teams and between researchers and policy-makers. Within the environmental component local participatory methods have been introduced engaging local resource users and local governments actively in the research program.

In the following chapter we will review another issue, namely whether the design and management of the VEEM program has been effective and efficient. This latter issue, though not altogether unimportant, should not be confused with the actual achievements of the program in capacity building and in support for policy-making.

## **2.1. Achievements with Respect to Capacity Building**

### **(a) Design of Projects**

One of the major objectives of the VEEM project was to strengthen the capacity of Vietnamese researchers to design an appropriate research program in the Economic and Environment Component of the program. Vietnamese researchers with support of IDRC designed the major projects within the Economic and Environment Component in the period between the submission to MOSTE by IDRC of the Letter of Collaboration (December 1996) and MOSTE's response to that letter (August 1997). The major projects were approved at the first meeting of the Program Steering Committee (PSC) on October 17, 1997. Further details on the contents, the work plan and the budget were developed subsequently. The design of the major research programs was supported by the previous experience in research design of key researchers in VISED.

The subsequent design of the smaller research projects turned out to be much more difficult and time-consuming. This was because research institutions and researchers designed the smaller research projects with very little prior experience in research design and a lack of familiarity of Vietnamese researchers with IDRC's style of designing research projects. Also the small research projects required a more focused



design because of their limited size. Within the Environment Component the design of the smaller projects was further delayed because of healthy debates within the VEEM advisory and steering committees on the details of the direction that was to be taken by the Environment Component.

The design of the smaller projects was supported by the local IDRC Coordinator Dr. Rodney Schmidt (primarily within the Economic Component) and Dr. Stephen Tyler, based in Victoria, Canada, the primary interlocutor for the Environment Component. In the Environment Component, where all research projects shared a similar conceptual and methodological framework but were located in widely disparate sites, project design proceeded in part through the interaction of joint training workshops to familiarize researchers with concepts, frameworks and methods to be used in each of the projects. Each of the smaller projects needed revisions and further development before they were approved. Also, some proposed projects were never approved because they proved to be of insufficient quality. Some projects were given approval in principle by PSC members, although implementation could not be started prior to further development assistance from IDRC.

In summary, the Economic and Environment Component were successful in developing a series of research projects to support policy for economic reform and environmental management. The time-consuming and painful process of designing research projects shows that capacity building within this area is a worthwhile activity, with teams with relatively little experience in research design benefiting the most. Still, VEEM researchers as well as international consultants have noted that the research proposals could have been developed further, with more emphasis on the precise methods and techniques to be used within the project. Because of this lack it was not always clear as to exactly what research and analysis were being proposed.

Besides the expected design of research projects within the Economic and Environment Components, the VEEM project went beyond expectations in designing an add-on project and securing additional funding of CAD\$ 125k for it. With the help of the IDRC local Coordinator, the Vietnamese researchers within the Economic Component developed an additional project, namely "Capacity-Building for Vietnamese Researchers in Conducting Enterprise Survey", funded by the Ford Foundation. This project was

designed to complement the Economic Components Projects, and developed by the research institution and researchers which have been involved in VISED and VEEM. This shows the value of a long-term commitment to capacity building within the Vietnamese research context. The starting point of the complementary project was that all projects in the Economic Component focus on examining impacts of trade liberalization from a sectoral standpoint and that they have a common interest in looking for closely related data sources at sectoral and enterprise level. Unfortunately, available data sources were both insufficient and inconsistent. Moreover, most of them consist of highly synthesized indicators that hardly serve as useful inputs for specific research purposes in each project. Without a reliable and systematic database, it was argued that a sound analysis couldn't be guaranteed, despite strong institutional support from IDRC, capable research teams and appropriate research approaches. Therefore, there was a real need for all projects to build an independent, reliable enterprise-level database. Such a database could both support the specific purposes of each project and also provide useful information for other relevant sectoral research. There is more than one way to gather enterprise information, either directly by conducting enterprise survey or indirectly by extracting or calculating from current secondary data sources. Due to poor bookkeeping and statistical record system in Vietnam, the latter is unlikely to be good way to establish a reliable database. Thus, the objective of this project was development of an enterprise-level database by Vietnamese researchers through direct surveys. In the process, the project also aimed at strengthening networking, capacity building and support to policy-making.

(b) Use of Cross-Institutional and Multidisciplinary Approach and Techniques that Meet World Standards

VEEM was designed to introduce new ways of doing research at two levels: to organize research strategically and cooperatively across institutions and to use systematic modern methodologies within institutions. A cross-institutional approach was therefore built into the program from the start, and has been the hallmark of the program throughout. Within the Vietnamese context, such cross-institutional collaboration has

been unique, as government departments and research institutes are not accustomed to work together to coordinate research and to try new techniques. Also more often than not departments and research institutes are not willing to share information and research results.

The cross-institutional collaboration within VEEM took place within program research activities and program management activities. Although the latter was not a direct objective of the program, it facilitated the successful cooperation across institutions within research activities. Cross-institutional collaboration in research activities among different research teams was enhanced by the fact that all research projects within each component undertook similar research methods using comparable tools. In practice this meant coordination of research activities, information sharing with respect to research methodologies and results, membership of researchers of different institutions within the same research project teams, the design and execution of a joint enterprise level survey within the Economic Component, and joint participation in numerous workshops. Within the Environment Component, the variety of sites and skills of the participants, and the local adaptations required by each, enriched the learning opportunities for all of the teams through networking and mutual exchange. Workshops were structured and/or encouraged interaction and sharing between different research groups. Interaction within teams and between teams became more easy and informal over time. Also intensive collaboration between Vietnamese researchers and their common international experts has contributed to the cross-institutional character of the research. Within the Environment Component, research institutes were drawn from all regions of the country and would not otherwise have had the opportunity to interact. New cross-institutional links were initiated which were not thought of from the outset, such as the inclusion of MA students from the "Vietnam-Dutch Master in Economics of Development Programme" within research activities, and the design and execution of a fully joint enterprise survey.

The value of these cross-institutional collaborations is now clearly recognized, and VEEM researchers find it now hard to think of other ways of doing research. Also the success of the Economic Component small projects is generally viewed as being the result of such intense cross-institutional approach. It has also been suggested to further strengthen the research collaboration among the different research teams by creating a

local technical support team, which can provide cross-institutional technical support on an on-going basis.

From the outset it was recognized that generally Vietnamese researchers were lacking in terms of modern methods of economic analysis that could inform policy decision-making from empirical evidence. On the environmental side, natural science issues such as biophysical inventory, resource protection and conservation drove policy and research. The critical aspects of resource user behaviour, rights, access and exploitation techniques, and the impacts on poor subsistence communities of changing resource access and tenure rules, had been neglected. Early on in the program researchers had a general difficulty in organizing research, and understanding how to ask precise research questions. There was an almost insurmountable desire to leap to conclusions, rather than ask questions. The appreciation of the importance of research methods in shaping results and determining validity of conclusions was weak. Researchers were weak in terms of methods and data handling, and analysis of both quantitative and qualitative data. Within the Environment Component most of the participants were natural scientists and therefore their sensibility to social science issues and participatory research methods was haphazard and inconsistent.

There was a clear need to develop skills in literature review and to increase exposure to the international literature relevant to key policy research tasks. Hence, all research teams were provided with international literature and literature review was an integral part of each of the research designs.

New approaches to environmental management were introduced in the form of policy-oriented, participatory and multi-disciplinary research. This approach differs from conventional natural resource management research in Vietnam by engaging local resource users, local governments actively in the research program, using a wider range of disciplines in collaborative site-based research activities. This makes it challenging to successfully introduce these methods, as the entire system of government and public administration in Vietnam is being designed to deliver decisions from the top, rather than to solicit or adjudicate or broker initiative from the bottom. So while the Vietnamese were quite keen to learn the "techniques" of participatory research and rapidly gained appreciation of how to apply them in their own research work, they were sometimes

bewildered with the underlying assumptions and implications (people hold valuable knowledge about their own situation which researchers need to know before pronouncing solutions; local problems can only be understood through the perspective of local people; actions to address problems need to be based on local initiative; the views and experiences of poor local people are as valuable in diagnosing problems as are those of the decision-making elites).

All the research teams were able to complete satisfactory final reports but obvious weaknesses remain. Some teams had trouble reaching conclusions based on the evidence they collected or conversely conclusions were sometimes unsupported by the empirical data collected. There were few practical suggestions to respond to local needs and there were problems with the data collected or the data were not always well presented. On the other hand, the period covered by the research was quite short, and the intent was only to get them introduced to the materials and methods, so rigorous applications and high quality data were never expected. All of the research teams have made a credible attempt to engage in challenging new research methods (participatory, interdisciplinary). Some have been relatively successful and a few showed real insights emerging from their work. In general, the experience suggests the merits of continued iterations of research work on field sites, shared training/methodology workshops, continuing emphasis on fundamentals of research methods (empiricism, data analysis, using models and frameworks to help guide methods and analysis towards conclusions). In summary, the research capacity of all teams has improved but there is still much room for improvement.

In terms of capacity-building it should be noted that during the initial stages of the VEEM program, methodological and research leadership for the environment component researchers was provided by the more experienced MBRP / Tam Giang Lagoon project team, whose work commenced under the earlier VISED program. This shows the value of long-term capacity building, with eventually more experienced local researchers building local capacity locally. Also one of the key researchers initially involved in the major Environment Component project continued working on a PhD thesis at the University of the Philippines at Los Banos. Although this research was not funded by VEEM, IDRC funded the thesis research in part to ensure that while he was working on

his PhD at UPLB, he would still contribute to the lagoon project. His PhD can therefore be viewed as part of continuing capacity development and accomplishment i.e. as a "related outcome" of the VEEM program. The departure of several key members within the Environment Component for studies abroad can also be seen as an indicator of success in VEEM capacity-building (even if their loss weakened their teams and product!).

Within the Economic Component, modern techniques of trade policy and competitiveness analysis were introduced during various workshops and applied in the various research reports (primarily in the Trade Liberalization and Competitiveness project and the Productivity Analysis for Some Industries in Vietnam project). Proper sampling and stratification techniques were discussed and applied in the joint enterprise survey. The capacity to use these techniques for proper inference was under-developed among Vietnamese researchers, and the VEEM program has significantly strengthened this capacity. Survey analysis capability has been developed, as almost all VEEM researchers within the Economic Component are now able to use STATA statistical software to analyze the survey data.

With the exception of the 'Productivity Analysis for Some Industries in Vietnam' project (which benefited from work done within TLCP), each of the smaller projects was limited to descriptive analyses of the survey data in the end. This limitation was due to time limitations, and lack of capability to analyze primary survey data. Because of this lack, capacity building with respect to descriptive analysis of primary data was viewed as a priority. Future capacity building can and probably should be focused on the introduction and application of more sophisticated multivariate regression techniques.

The value of the descriptive analyses within VEEM should not be undervalued, however. First, they are based on data that has been collected by the researchers themselves, in cooperation with local enumerators and the international consultants. Each of the teams has been involved in the design and implementation of the survey. The survey has been designed during a two-half week workshop in March 2001, where researchers of each of the five smaller research projects discussed and drafted a pilot questionnaire. At the end and after the workshop the pilot questionnaire has been tested on 9 firms. Also after the pilot-testing stage, researchers, with the help of enumerators,

have been involved in the actual interviewing process. Because of this in-depth involvement in the actual survey design and implementation, researchers have gained a much deeper understanding of proper survey methodology, particularly sampling procedures, stratification and post-stratification, non-response and replacement, ensuring cooperation of firms, and interview techniques. This understanding of the actual data production process, also helps the researchers to be better data consumers, for instance when using sampling weights to correct for over sampling and non-response bias, and the use of multiple questions to derive alternative measures of the same economic concept.

Second, the research teams have learnt that any sophisticated empirical analysis should be preceded by a careful descriptive analysis of the underlying empirical material. This simple fact is often forgotten in a research context where technical skills are valued above basic empirical work. The descriptive analysis as undertaken by the research teams has taught the researchers that even within one survey there are often different ways to measure the same economic concept, and that important policy-relevant empirical regularities can already be found and brought to the attention of policy-makers (such as differences in partial productivity across firms of different ownership types).

Overall, the research capacity of the Economic Component teams has been much improved, especially in terms of literature review, survey methodology, and the analysis of primary data. Further capacity building will be necessary to further strengthen these skills and to develop more advanced data analysis skills.

(c) Demonstration that Researchers are Familiar with Recognized Methodologies and Techniques, in Workshops, Conferences, Publications and Other Channels of Dissemination

*Workshops and conferences*

In May 2001 the final workshop for the MBRP was held. In October 2001 the final workshop for the smaller environmental projects was held. The Environment Component held a final conference for all Environment Component projects in November 2001. All the research teams were able to present their final reports and most

of them had good presentations, being brief and to the point. Unfortunately attendance of external invitees was very low, with few central government agencies and no donors represented (except for brief appearances by Claude Goulet of CIDA and by Andreas Villadsen of SUMA/DANIDA). Of the EnCAC members, only Dr. Nguyen Chu Hoi attended (for part of the workshop). Neither were any senior MOSTE officials able to attend substantive portions of the program. This greatly diminished the value of the workshop as a dissemination tool. One possible reason for the low attendance was that November is the height of the "workshop season" although the VEEM Economics workshop was better attended (see next) and attracted some high-profile donor partners and some prominent Vietnamese counterparts. The other important dissemination consideration is that the implications of the environment component projects were most relevant to local government implementation of resource planning and policy, and ALL of the Environment Component projects had separate meetings and/or workshops with local governments and resource users to share research results and lessons. In total, these various meetings and workshops at widely separated areas of the country reached dozens of local officials and provincial resource management agencies.

Trade Liberalization and Competitiveness and Trade Database projects held their final conferences in November 2001. The conference lasted half a day and was attended by more than 70 people representing the research and business communities, relevant policy making bodies including the Ministry of Trade, the Ministry of Planning and Investment, the Ministry of Finance, donors and international organisations including CIDA, IDRC, The Ford Foundation, The World Bank, and JBIC. Participants have found the conference very impressive. Participants have found most of the findings very useful, while some other findings further stimulated the policy debate and helped to identify promising areas for further research in Vietnam. The Economic Component within the VEEM program planned to have a final workshop for the five smaller economic projects in March 2002. In the end this was no longer feasible within the VEEM time framework as all but one of the research teams had very limited experience with analyzing primary survey data, and capacity building first needed to be focused on descriptive analyses of the data collected within the joint survey. These descriptive analyses, albeit very useful and a first necessary step towards more sophisticated analyses, were deemed not to be



sufficient to hold a public final workshop. Instead, it was decided that a prior internal workshop would be more appropriate (in August 2002), after which the most promising descriptive analyses will be further developed and presented at a public conference (September 2002).

In summary, all projects within the Environment Component and the major project in the Economic Component presented their results in public VEEM conferences and received positive responses. The smaller projects within the Economic Component failed to deliver the final workshop within the VEEM framework, but this was because of very low initial capacity for analyzing primary survey data.

Besides dissemination within VEEM workshops and conferences, the research outcomes of the Environment Component were also presented at several national and international workshops. Some of the MBRP research results were presented at the national workshops on “Sustainable Aquaculture and Poverty Alleviation”, May 23-24, 2000; and “Co-Management of Aquatic Resources in Viet Nam”, November 28-30 2001, both sponsored by the Ministry of Fisheries in Hanoi. In addition, VEEM researchers presented results at the *Communities in Southeast Asia Forum*, held as part of the Joint Northwest Regional Consortium for Southeast Asian Studies and the Canadian Council for Southeast Asian Studies Conference, October 26-27, 2001, Victoria, B.C, and the 2<sup>nd</sup> *International Workshop: Community-Based Natural Resource Management (CBNRM) in Asia*, Guiyang, China, October 2-6, 2000.

The Trade Liberalization project team made a presentation of findings to the Prime Minister’s Research Group, which has since indicated it would like to establish a more formal working relationship with the economic research network established by VEEM. VEEM researchers also made a presentation to the Australia/Vietnam Public Policy workshop organized by the Ho Chi Minh Academy and National Centre for Development Studies, Australia National University in 1998. VEEM findings were also regularly presented to the Development Seminar Series organized by the Vietnam/Netherlands Master’s in Development Economics program at the National Economics University. VEEM researchers used VEEM work in presenting a paper, “Trends and issues in East Asia 2001 — Knowledge-based economic growth and socio-political implications”, to a regional conference in Tokyo, Oct 2000; finally, VEEM

researchers were invited to give a seminar at University of Oxford to present the findings on the Vietnam enterprise survey.

### *Publications*

The VEEM project has led to numerous publications in Vietnamese as well as English (see appendix B). These publications are in the form of VEEM research reports (publicly available upon request), articles in academic journals, books, newspaper articles and CD-ROMs. It is interesting to note that research teams are now much more aware of the issue of targeting: research results need to be disseminated in a format or through a channel appropriate to the aimed audience. The variety of publication channels used in VEEM reflects this increased awareness.

### *Other channels of dissemination*

VEEM research outcomes have also found their way to the public and policy-makers through other dissemination channels. Work done for VEEM led directly to the introduction and use by the Institute of Economics of an annual economic report, submitted to government and Party, on the state of the economy. The report is formally submitted to the Prime Minister's Research Group, and is generally used as a background paper for government policymaking. An Asian Development Bank (ADB) consultant report on how to pursue enterprise reform used VEEM results on enterprise competitiveness in Vietnam. VEEM research results were used in a report to the government of Vietnam in 2000 by the Ministry of Planning and Investment on Vietnam's international economic integration process and progress. VEEM trade policy paper formed the basis for the ADB Institute working paper no. 5 (December 1999), "Institutional aspects of privatization: Vietnam", and for the Oxfam paper (June 2000), "Vietnam: New challenges for growth, equity, and poverty reduction". VEEM findings are presented and cited in the first IE/UNDP Vietnam 'National Human Development Report 2001', which was prepared by key VEEM members.

In terms of *ad hoc* dissemination of information, the findings of TLCP and TDP have been made available to policy-makers throughout the life of the program, a process encouraged by ECAC members and the international experts. The dissemination of information to policy-makers has resulted in, amongst others, the following:

- the utilization of TLCP results in the designing of strategies for Vietnam's integration into AFTA and OPEC
- the utilization of TLCP results in the development of GOV's ten-year development strategy
- the utilization of TLCP results in strategies for the reform of state-owned enterprises in Vietnam
- application of findings from Environment component research by other donors and government officials in the design of Ministry of Fisheries policies and programs (e.g. Sustainable Aquaculture and Poverty Alleviation initiative, August 2000; Approaches to co-management in aquatic resources, 2001-2001)

Personal interventions and meetings with policy-makers have proven the most immediate and effective, given the influence within GOV and the Communist Party of so many key members of VEEM. Exposure and sharing of research results with other donors has also been a productive way to introduce and build support for empirically driven policy innovations. In comparison, the value of policy workshops as a means of presenting policy recommendations to policy-makers is questionable – an opinion held by a number of VEEM members. Although some policy-makers did attend the workshops, many others, including key decision-makers, did not. Furthermore, the structure of those workshops, in which attendees came not only from government but also from research institutes and international organizations, was not conducive to a focused debate on policy issues.

The potential of a VEEM website has been discussed on several occasions throughout the program but did not materialize. The follow-up project to VEEM, the Vietnam Economic Research Network (VERN), explicitly plans for the creation of such a website as another method of dissemination.

(d) Strengthening of Research Networks among Vietnamese Researchers and Institutions

The VEEM project has clearly contributed to the strengthening of research networks among Vietnamese researchers and institutions because of the use of a cross-institutional approach to research (point b).

(e) Strengthening of Policy Analysis Capacity of Key Research and Policy Institutes, Researchers, Analysts and Decision-Makers

The numerous presentations at Vietnamese and international workshops and conferences and publications on issues relevant for Vietnamese economic policy reform and environmental management reflect the increased capacity of the VEEM research institutes and researchers to undertake policy analysis. The fact that VEEM research outcomes have found their way into numerous other reports and policy papers shows the appreciation for this increased capacity by other researchers.

(f) Adoption and Replication by Vietnamese Institutions of New Methodologies and Institutional Approaches Introduced by VEEM for other Research Activities

VEEM has introduced new methodologies and institutional approaches which are being replicated and extended beyond what was imagined from the outset. VEEM researchers designed a new research proposal and attracted parallel funding for a cross-institutional capacity building project in enterprise surveying techniques. Multiple MA students are being trained with new VEEM research technologies and have been contributing to the VEEM research efforts in turn. Through cross-institutional cooperation VEEM researchers are now planning to institutionalize a 'local technical assistance team' in future research projects to substitute for international expert assistance on a more timely and cost-effective basis. Work done for VEEM led directly to the introduction and use of the Institute of Economics of an annual economic report, submitted to government and Party, on the state of the economy. Other institutions and

government agencies have directly incorporated VEEM economic and environment research results in their publications or program development (see 'other channels of dissemination' above). The local World Bank office has indicated that it would be willing to fund an additional survey. Much of the successful methodological and institutional innovations of VEEM's Economics component will be adopted in a follow-up project to VEEM, the Vietnam Economic Research Network (VERN), which will be funded by IDRC and which is in the final stage of development. Similarly, IDRC is working with partners to finalize a proposal for continued effort at research capacity-building in coastal resource management which will build on VEEM experience and involve several key institutional partners.

## **2.2. Support of Vietnamese Policy-Making Community to Implement Policies**

Besides strengthening the capacity of Vietnamese researchers and research institutes to conduct policy-relevant research, the VEEM program also aims at supporting Vietnam's reform process by strengthening the capacity of the government to develop and implement sound, equitable, and environmentally-sustainable economic and social policies. In this section we discuss the achievements of the VEEM program with respect to this latter aim.

### **(a) Effective and Efficient Policy Research**

The Environment Component has been successful in engaging *local* governments actively in the research program. This in itself is a success, because natural resource policy tends to be highly centralized within Vietnam, even though good aquaculture and coastal zone management is only possible at the local level. Dozens of local officials from the 9 different project sites) have participated in numerous workshops or attended presentations of the research groups. This interaction has greatly increased local understanding of coastal resource management issues and alternatives, and also raised the profile of applied research as a mechanism for helping local officials address these issues

more effectively (examples are documented mostly in English and Vietnamese language final reports on the CD-Rom, cf Appendix B)

The capacity of local governments to plan and manage aquatic resources in the two research site districts around the Tam Giang Lagoon has been demonstrably improved. Quang Thai commune villagers have improved aquaculture and agriculture production based on new local resource allocation and technology extension programs introduced by the projects. In Phu Tan commune, local government introduced a novel participatory planning process to address problems arising from the privatization of the lagoon water surface. At the same time increasingly provincial Department of Fisheries staff recognize the dangers to the Lagoon and to livelihoods from not taking on board the issues, approaches, and findings from the VEEM research teams. Participatory aquaculture planning procedures have been introduced at the provincial level, and working relationships with Hue University scientists have been enhanced and maintained. Staff from the Thua Thien Hue DoF has played an active part in other national workshops at which they have shared these lessons.

Within the Economic Component, policy makers and influential officials make active use of the formal links established with VEEM researchers. There has been a strategic coordination between VEEM and GOV, with researchers and policy-makers working together in the identification and undertaking of key research activities. The working relationship between VEEM researchers and GOV has been developed especially between the Institute of Economics (IE) and GOV. An especially valuable relationship has been established with the Prime Minister's Research Commission (PMRC), which on numerous occasions requested that IE undertake analyses based upon the findings of TLCP/TDP research. Through that research, IE/VEEM has come to be recognized, not only by GOV, but also by other researchers, state-owned enterprise management, and even the private sector, as a focal point for the discussion of trade liberalization and competitiveness issues.

The effectiveness of the VEEM research was further enhanced by the participation of a number of senior policy-makers in VEEM's conferences and workshops at which research findings were presented.

VEEM research outcomes have been used in publications specifically aimed at the policy-making community, namely the Institute of Economics Annual Economic Report, a report to the government of Vietnam in 2000 by the Ministry of Planning and Investment on Vietnam's international economic integration process and progress, an ADB Institute working paper no. 5 (December 1999), "Institutional aspects of privatization: Vietnam", an Oxfam paper (June 2000), "Vietnam: New challenges for growth, equity, and poverty reduction", and last, but not least, the first IE/UNDP Vietnam 'National Human Development Report 2001'.

With respect to the study tour of Canada, the Mission Report submitted afterwards indicates that the four participants considered the objectives of the study tour to have been achieved. The degree of application of lessons learned during the study tour, and the longer-term benefits of the four participants' exposure to the Canadian research establishment, are difficult to quantify, although one very clear result of the study tour was the establishment of a GOV fund for supporting basic research activities in the social sciences, the proposal for which was developed by Dr. Nam following his return from the study tour. IDRC members have also reported that, in informal discussions with participants in the study tour, a broadening of their perspectives as a result of that participation is apparent.

Although it is hard if not impossible to measure the ultimate impact of these efforts on policy-making, it is clear that VEEM research has been instrumental in supporting the Vietnamese policy-making community in achieving efficient adjustment to open trade, competitiveness. The environment component research has also introduced participatory methods to help local governments become more responsive to public inputs, and increased productivity from sustainable exploitation of coastal resources.

#### (b) Effective Environmental Input into Economic Reform and Policy Development

As one of the expected outputs, the VEEM program was expected to lead to effective environmental input into economic reform and policy development. This output has not materialized, however, because the Economic and Environment Components of

the VEEM program have basically functioned as two separated programs. The Economic Component has focused on trade liberalization policies in Vietnam; the nature of the adjustment and benefits facing Vietnam as it opens its borders to trade; efficient policies for achieving liberalization; and Vietnam's ability to compete in world markets.

The focus of the Environment Component was the development of strategies for sustainable coastal resource exploitation. No effort was made to integrate these components, either by defining joint project(s) on an overlapping issue (for instance the impact of trade on coastal resource management) or by including VEEM researchers of the Economic Component in one or more of the Environment Component teams or vice versa.

It should be noted that the VEEM inception report mentioned environmental sustainability as a goal to be addressed by the program's Environment Component only. The relevance of this crosscutting theme to the Economic Component was thus regarded, from the very beginning of the program, as weak. This lack of relevance followed from the different approaches between the Economic and Environmental components. The focus of the Economic Component was on national level trade policy concerns about the impact of trade liberalization, while the Environment Component focused on the development of local tools and approaches to build flexible capacity to respond to coastal zone management issues at the local and community level. In principle it would be possible to look at the impact of national policies of trade liberalization on coastal management, but this would not bridge the gap between the two components. Environmental sustainability was addressed solely by the Environment Component. The Economic Component concentrated on national level trade liberalization issues.

### **2.3. Crosscutting Themes**

Besides environmental sustainability, gender was viewed as the other crosscutting theme within the VEEM program. Gender was incorporated within the program in a number of ways, namely (1) women made up a significant share of the research teams in the Economic Component (and were represented on all of the Environment Component research teams), (2) relevant literature was provided to Economic Component project



team members, and to Environment component teams (latter included translations of key references), (3) a focus on gender issues (including training on gender-differentiated research) was included in training workshops, (4) a specific gender project was approved and executed within the Economic Component, (5) a large number of gender-differentiated questions were included in the Economic Component's joint manufacturing survey, (6) issues of social and gender differentiation were central to every Environment component project, and (7) gender received significant mention in the Environment Component's Final Workshop and in project reports.

A 3-day VEEM Gender and Environment workshop was organized within the Environment Component, which successfully introduced the concepts and rationale for specifically considering gender in natural resources management research. It provided practical approaches to gender-sensitive research methods, allowed researchers to discuss and test the methods, and begin to sort out how these methods can be applied in their own research methods. Within the Economic Component no such specific gender workshop was organized, but a total of 1.5 days was dedicated to a discussion of gender-sensitive research methods over the course of 4 workshops (by the international gender specialist).

In contrast to the Environment Component, gender-related efforts within the Economic Component have been less effective than expected. Gender literature was provided to Economic Component project team members, but little was done to assist the Economic Component teams (except for the gender-specific project) to incorporate the gender issue within their own specific project. Hence, general awareness of gender issues was raised among all team members within the Economic Component, without working through the implications for research activities outside the gender-specific project. This has occurred in spite of the fact that a gender expert was contracted to provide VEEM with specific ideas on incorporating gender issues systematically into all projects. Also the gender-specific project within the Economic Component suffered from the fact that IDRC and the gender specialist encountered difficulties in drawing other Vietnamese gender researchers into the project (although the paucity of researchers in economics and gender fields in Vietnam makes this perhaps not surprising).

### **3. Program Design and Operation**

In this section we discuss the management performance of the VEEM program. First we discuss the management organization of the program in section 3.1. Next we address two specific issues of program management, namely time management (section 3.2) and risk management (section 3.3). Generally it can be said that program management has been relatively efficient except for time management. Capacity building is a time-costly process, and as such delays may sometimes be inevitable and even desirable. Excessive delays should be avoided however, if they reflect inactivity rather than capacity building, and are as such counterproductive. Excessive delays were encountered in the VEEM program, particularly in TLCP/TDP and at the project design stage of the smaller economics component projects.<sup>4</sup> After that, time management improved markedly leading to a successful completion of the program.

#### **3.1. Program Organization**

The VEEM organizational structure included a Program Steering Committee (PSC) as the ultimate authority. The PSC comprised of representatives of IDRC, MOSTE, CIDA, The Ministry of Planning and Investment (MPI), the Institute of Economics (IE), and the National Environment Agency (NEA). Each of the two components had a Component Advisory Committee (CAC), to help develop research projects, monitor implementation, and evaluate and disseminate project results and policy recommendations. A Team Leader, reporting to IDRC and PSC, led individual research projects. IDRC would monitor the overall progress of the program and evaluate it when it was completed, with CIDA's active participation. International consultants provided technical assistance throughout the program.

##### **(a) Program Steering Committee**

PSC, operating by consensus, has had ultimate authority over VEEM, providing strategic direction, approving work plans and individual project proposals, linking

researchers to policy-makers, disseminating program results, and coordinating VEEM with other projects and programs in Vietnam. PSC has been composed of the following members:

Dr. Pham Khoi Nguyen (Chairman)	MOSTE
Mr. Thach Can	MOSTE
Mr. Pham Hung Vinh	MPI
Dr. Do Hoai Nam	IE
Mr. Nguyen Khac Kinh	NEA
Dr. Rodney Schmidt	IDRC VEEM Coordinator
IDRC Officer	IDRC
CIDA Officer	CIDA

According to the VEEM Evaluation Report, PSC is generally regarded by its own members, as well as by other VEEM actors, as having carried out its responsibilities. Vice-Minister Nguyen was widely commended in interviews for having played a strong and enthusiastic leadership role, guiding VEEM towards the achievement of its objectives while ably addressing sometimes very difficult and sensitive issues.

Originally planned to meet annually, or more often if required, PSC met very regularly at the beginning of the project, with three formal meetings and one “informal” meeting in the program’s first twelve months. At the third PSC meeting (September 1998), it was decided to reduce the frequency of PSC meetings to two per year. This was done during 1998-1999, after which the regularity of meetings dropped to one per year.

This last reduction appears to have occurred primarily because of difficulties in agreeing upon and fixing PSC meeting dates. Meeting dates would be set, only to be delayed, and re-delayed, with the result that PSC meetings almost by default became annual events. Some of these requests for rescheduling were made by IDRC, including on one occasion because IDRC considered that insufficient progress had been made in the program – a development that might have been considered a good reason for actually *holding* a PSC meeting. MOSTE, however, appears to have been the instigator of most delay requests, a situation that resulted in the generation of doubts amongst other PSC

members about MOSTE's preparedness to discuss substantive program issues and concerns within the PSC forum. A number of senior VEEM members were, in fact, of the opinion that much of the program's substantive decision-making was being done outside of PSC, with PSC simply being asked thereafter to provide its formal approval of those decisions.

This perspective may simply be a reflection of a divergence in perceptions (cultural and/or socio-political) of the role of PSC meetings, with either a forum for debating and providing direction on important program issues or a forum for formally approving direction already discussed in detail in other program management structures. It may also have been influenced by the fact that PSC was limited – of necessity, given the small number of experts from each sector that it could include while still functioning effectively – in its debating and decision-making capacities. In any event, such opinions proved a negative influence upon the functioning of PSC, a situation compounded by the fact that meeting agendas and key documents were often not distributed to PSC members until very shortly before the meetings – a practice not conducive to the holding of substantive debate. Greater clarification at the beginning of the program about forums and procedures for key VEEM decision-making, and increased discipline in abiding by accepted procedures, would have benefited this situation.

In summary, PSC has generally fulfilled its responsibilities as identified, providing positive direction and guidance to the program, albeit sometimes less promptly and effectively than it might have. Differences of opinion on the role, functioning, and influence of PSC and of its individual members have served to make it less effective than it might have been, but, given the socio-political context of Vietnam, and the fact that MOSTE, as the ministry responsible for all research activities in Vietnam, *de facto* has veto powers over all such programs, such differences have perhaps been unavoidable.

#### (b) Component Advisory Committees

Specific responsibilities of the CACs were laid out in TORs developed during 1998-1999. The development of these TORs took longer than had been anticipated, due largely to time-consuming differences of opinion within PSC on what CAC

responsibilities should include. CAC TORs were finally approved at the fourth PSC meeting (March 1999). Specific CAC responsibilities included the selection of appropriate research topics, the following of guidelines established by the PSC, the identification of appropriate researchers and institutes, the inviting of those researchers/institutes to develop and submit proposals, the reviewing of project proposals to ensure that they met the standards defined by the PSC, and the recommending of project proposals to PSC. CACs were to be advisory bodies only, with no management responsibilities.

#### *Economic Component Advisory Committee*

The establishment of an Economic Component Advisory Committee (ECAC) was approved at the second PSC meeting in February 1998. ECAC began functioning almost immediately (without TORs), as its three members were the same three as those from a VISED project's Advisory Group. Membership of ECAC has been:

Dr. Do Hoai Nam (Chairman) Institute of Economics

Dr. Le Dang Doanh                      Central Institute for Economic Management

Dr. Vo Dai Luoc                      Institute of World Economy

There is widespread agreement that ECAC has played a positive role in the Economic Component, with ECAC members monitoring project implementation, giving the project teams feedback and advice on their research, and providing results and policy recommendations to policy-makers on an ongoing basis. PSC meeting minutes refer to the very concrete work being done by ECAC, particularly with respect to its effectiveness in influencing high-level policy makers.

Other PSC minutes, however, cast a shadow over this initial assessment, referring to a lack of effective cooperation between ECAC and the projects. A number of VEEM members are also of the opinion that ECAC, particularly early in the program, was not as effective as it might have been, particularly in identifying researchers and institutes and in developing research projects. This perspective appears to have some credence, given

the lengthy period of time required to develop the full complement of Economic Component projects.

This situation changed later in the program, however, when the increasingly strong and influential role played by Dr. Nam led to increased ECAC effectiveness. Dr. Nam, Director of the Economic Component's host institution, a member of PSC, and an individual of great standing within the Communist Party, was well-placed to play such a role. It has been remarked by VEEM members that, over the life of the program, Dr. Nam has developed a sense of "ownership" of the component, a development that has fostered his increased engagement with the program and contributed significantly to the successes subsequently achieved.

Influential roles have also been played Dr. Doanh and Dr. Luoc. Dr. Doanh, the Advisor to the Minister of Planning and Investment, was the most influential member of ECAC early in the program, ensuring strong links with key policy-makers, and providing guidance to the project teams both on macro-economic issues and on research design and implementation. Dr. Luoc, a member of PMRC, has also provided a direct link to senior policy-makers in GOV, and guided the VEEM project teams on macro-economic issues.

In summary, ECAC has generally fulfilled its responsibilities, albeit more successfully later in the program than earlier. Its membership of three highly-respected researchers, from three separate research institutes, has provided the VEEM project teams with a broad base of expertise upon which to develop, implement, and evaluate research activities. The high standing of the three members has also been key to ECAC's ability to provide policy-makers with policy recommendations.

#### *Environment Component Advisory Committee*

Significant difficulties were encountered in the starting-up of the Environment Component Advisory Committee (EnCAC). Although approved in principle at the second PSC meeting, ongoing disagreements on the function of the CACs, as well as on the specific membership of EnCAC itself, resulted in the EnCAC TORs not being approved until March 1999. Only thereafter was EnCAC membership finalized – 18 months after program start-up. The three members of EnCAC eventually identified were:

Le Dien Duc (Chairman)	Centre for Resource Management and Environmental Studies, Vietnam National University (CRES)
Nguyen Khac Kinh	National Environmental Agency
Nguyen Chu Hoi	Haiphong Institute of Oceanography

Overall, the EnCAC contributed little to the effectiveness of the Environment Component research due to the conflicts of opinion and personality between its members and regular lack of participation in component activities. This became especially obvious by the end of the program with the involvement of the EnCAC chairman in a CIDA-UPCD Tier 1 coastal resources management project (with St. Mary's University) which kept him from fully participating in preparations or attendance of several VEEM workshops. In spite of obvious coordination needs and potential synergies, no effort was made to invite some of the Canadians from the St. Mary's project to the final workshop. In fact, just the opposite, the chairman of EnCAC used his connections with the St. Mary's project to ensure that the entire CRES-VEEM research team could go to Canada for additional training, thereby effectively removing them from the VEEM program. Other EnCAC team members have been more supportive and engaged in the program.

It is also worth noting the opinion of a number of VEEM members that the CACs should have been comprised exclusively of researchers. This argument has its merits, particularly given that the one CAC task not specifically research-oriented – the dissemination of VEEM project results and policy recommendations – was already secured to a significant extent through the individuals selected for membership in PSC, as well as through the influence enjoyed by researcher members of the CACs with policy-makers.

### (c) Project Teams

#### *Economic Component*

Each project team was led by a team leader. The five smaller economic component projects were also managed and coordinated through a Coordination Board, as these projects were centered around the design, execution, and analysis of a joint survey.

Execution of Trade and Liberalization and Competitiveness Project began quickly, with the rapid establishment of the project team, management structures, work plans, and individual work assignments supported by the establishment of ECAC. Problems were encountered early in the project, however, as a result of differences of opinion between PSC and Dr. Huy, the Team Leader, on the direction in which the project should proceed. This led to CIDA concerns as early as May 1998 that VEEM's Economic Component was "in trouble" – a perception shared by some at IDRC, as well as by a number of Vietnamese counterparts. This perception was reinforced by the fact that, already at this very early stage of the project, Dr. Huy was working full-time for the United Nations Development Program (UNDP), leaving him little time to focus on his VEEM responsibilities.

TLCP progressed well, nonetheless, with a literature survey on the trade regime and competitiveness, trade data collection, training workshops, a workshop introducing the project's objectives and approaches to the Vietnamese research community, and the drafting of a number of reports on trade, trade policy, and competitiveness. Already by mid-1998 these reports were gaining significant GOV attention, and the September 1998 and March 1999 PSC meetings generally considered the project "on schedule".

Soon thereafter, however, progress diminished, with repeated commitments from Dr. Huy to produce project work plans and reports coming to naught, and the project effectively stagnating. Most of the PSC/ECAC/VEEM teams spent much of 1999-2000 researching and writing the UN Human Development Report (HDR) and the Ten-Year Strategic Plan. The TLMC and TDP project results were integral to the UN HDR with



Dr. Huy and Dr. Nam being primary authors. Others, notably Dr. Doanh, were involved with the US-VN Bilateral Agreement discussions. In December 2000, IDRC indicated to IE its intention to terminate the project unless high-quality reports were rapidly forthcoming. After division of work among team members was restructured in the early 2001, the project began moving forward again, with project deliverables being produced on (or even ahead of) schedule, younger researchers being brought into the projects' work, and increased coordination being pursued with the other Economic Component projects.

The original completion date for TLCP was February 2000. At the sixth PSC meeting (November 2000), concerns were expressed about the progress of all economic projects, and December 2000 was established as the deadline for TLCP completion, with a Final Report to be issued by March 2001. Work on TLCP continued into 2001, however, with the Final Report not being issued until November 2001.

The Trade Database Project began implementation in 1998, and by late-1999 had produced what the PSC was already referring to as "the best available trade database". The original completion date for this project was September 1999 but, as with TLCP, with which TDP shared its Team Leader, the project effectively stagnated. The sixth PSC meeting (November 2000) considered the project's aims to have effectively been achieved, with research outputs and data already disseminated to many government offices and institutes, but with no Final Report or publicly-available database yet produced. A target date of December 2000 was set for the completion of these activities. This did not occur, however, resulting in IDRC stating its intention (December 2000) to close the project. The project was not closed, however, and a Final Report and database CD were finalized and distributed at the November 2001 workshop.

The five smaller economic component projects were each managed by a team leader and coordinated through a Coordination Board. This coordination among teams was necessary as these projects were centered around the design, execution, and analysis of a joint survey. In general, the Coordination Board has functioned efficiently as a mechanism to negotiate the sometimes opposing interests of the different teams.

Although not plagued by the same difficulties encountered by TLCP and TDP, the five smaller projects have also, however, suffered from delays. These delays have

resulted partly from the requirement to adjust the pace and timelines of all projects to ensure their coordination in the conducting of the survey, and in the subsequent processing and analysis of data. Others delays, however, have been caused by factors related to team management and to the individual researchers themselves. These factors have included:

- the lack of work carried out by the researchers between workshops. Work that *was* completed was often submitted to the experts too late for proper evaluation (e.g. the evening before the workshop);
- the senior researchers' assuming responsibility for all sophisticated quantitative analysis. Given the time constraints of many researchers (often due to their commitment to other projects), this led to delays in the undertaking of that analysis;
- a lack of experience with empirical research and/or policy analysis of researchers and program managers alike;
- a lack of experience with reporting standards to IDRC, especially financial reports; and
- a shortage of English-speaking researchers and team leaders.

Many of these delays might have been avoided had more effective team leadership and management been exercised. Delays because of a lack of experience with IDRC reporting standards could have been addressed with better and timely training in reporting practices to international donors. Other of the delays, however, seem to have been less avoidable, linked as they were either to shortcomings in the human resource base utilized by the program, or to local professional cultures that traditionally have emphasized seniority rather than independent thinking and problem-solving.

Because of these delays, the execution of the five smaller projects has taken somewhat longer than was originally anticipated. Originally scheduled to be completed in late-2001, the final reports of the smaller economic projects were finished by March 2002. The date for the final workshop for the smaller projects has been moved from March 2002 to September 2002.

### *Environment Component*

As was noted above, MBRP was hosted and implemented by the Hue University of Agriculture and Forestry, in cooperation with two other organizations: the Hue University of Science and the Provincial Department of Fisheries. As the most ambitious project in the VEEM Environment component, both in terms of the diversity of the partnership and the scope and duration of research activity, this project's organization was in some ways a test of the effort to engage inter-disciplinary researchers and government policy-makers from several institutions on the ground in environmental management. IDRC project monitoring reports indicate the on-going challenges in managing this particular project:

- typical inter-institutional jealousies in resource allocation within a single collaborative project;
- differences in research methods and priorities between social scientists and natural scientists trying to work together;
- difficulty of providing unitary leadership and coordination across organizational boundaries;
- difficulty of providing intellectual leadership when all researchers are struggling with new methods and concepts;
- lack of motivation of researchers, particularly for data analysis and writing, when they are busy with other responsibilities (teaching, administration, consulting on other projects)
- underestimating the time commitment needed for team collaboration (planning, joint fieldwork, analysis and workshopping draft results)

The international advisor, Dr Gary Newkirk, devoted most of his time to this project as a result, providing much of the intellectual support and careful oversight and review of interim results and analysis. This role proved to be crucial in shaping the quality and quantity of research results (English translations of reports summarized in Lessons in Resource Management from the Tam Giang Lagoon (Brzeski and Newkirk, eds) – see Appendix B). All of the challenges listed above are typical, however, of obstacles that

have to be overcome to demonstrate effective, interdisciplinary, policy-oriented environmental management research. The success of the project is testimony to the learning and commitment of the Vietnamese institutional partners.

The Environment component research projects were not unduly delayed, either in their development or implementation, once the membership and engagement of the CAC were finalized. The single most significant delay occurred as a result of the “century flood” in Thua Thien Hue province in November 1999, which severely damaged the offices, computers and files of the Tam Giang lagoon project team at Hue University of Agriculture and Forestry, setting back their work by many months. Some of the problems encountered in the Economics component also applied here, however. Lack of English language skills sharply limited access and application of literature reviews, and hampered proposal and report writing. Many research teams were not familiar with the standards and formats required for credible research reporting. Team members and leaders were pre-occupied with a wide range of other tasks which distracted them from the commitment needed to this challenging work.

To help counter these problems, the progress of all projects in the Environment component was monitored and supported regularly by international advisors and peer review through a series of 6 different workshops. The workshop series stretched over the life of the program, providing initial training in concepts and proposal writing, then methods and tools, then sharing interim and eventually, final draft results. Budget constraints limited participation in these workshops to only 2 or 3 members of each research team, so typically the project leader attended all of them, and other participants rotated depending on the topic. As the series progressed, the participating research institutes found the workshops to be of sufficient value that several of them used their own funds to support the participation of a larger number of team members. The project participants became much more familiar with each others’ work, institutions and field sites as a result of this exchange, which contributed substantially to their learning.

(d) IDRC

A VEEM Coordinator, Dr. Rodney Schmidt, was based in Hanoi from January 1998 to December 2001. Dr. Schmidt acted as IDRC's "man on the ground" in Vietnam, as well as the principal interlocutor for VEEM's Economic Component. Dr. Stephen Tyler, based in Victoria, Canada, was the principal interlocutor for the Environment Component. Dr. Schmidt and Dr. Tyler reported to the IDRC office in Singapore, which retained IDRC responsibility for VEEM. The Regional Director at IDRC Singapore was first Dr. Randall Spence, and later Dr. Stephen McGurk.

According to the VEEM Evaluation Report, IDRC has carried out the program management responsibilities identified for it in the CA and other VEEM documentation. IDRC's management of VEEM, and the commitment of its staff to the program, was spoken of very highly by all Vietnamese interviewed. IDRC's focus on capacity-building, its insistence on high standards, and its efforts to ensure good working relationships with its Vietnamese partners were particularly appreciated. IDRC was mentioned by a number of the senior Vietnamese interviewed as being the best international agency with which they had ever worked, and one with which they hoped to continue working in the future.

Some may argue that it may have been more appropriate to have no IDRC Hanoi office at all, with IDRC Singapore/Ottawa dealing directly with VEEM researchers and program interlocutors. One of the major management challenges of the VEEM program, namely time delays, have repeatedly occurred in spite of the presence of a local Hanoi office. Time management improved markedly with a restructuring of the division of labor within the major Economic Component project (see section 3.2).

(e) CIDA

CIDA responsibility for VEEM resided in the Project Team Leader (PTL), based in Hull, Canada. From 1998 to 2001, the PTL was Claude Goulet. Since mid-2001, the PTL has been Anne-Marie Ready. CIDA representation in Vietnam has been the responsibility of the Canadian Embassy.

According to the VEEM Evaluation Report, CIDA's responsibilities as identified in the CA and other program documentation have all been generally carried out. Those responsibilities have not, however, been carried out as effectively as they might have been. The principal cause of this situation can be found in the challenges encountered in the IDRC-CIDA relationship.

To mention just one of those challenges, there has been ongoing disagreement between IDRC and CIDA on the content of IDRC's formal reporting to CIDA. Whereas CIDA has considered IDRC's semi-annual progress reports and annual workplans to be of limited utility, given their lack of detail and inadequate focus on results, IDRC has considered that, given the limited extent of its control over VEEM activities, it has not been in a position to produce the types of reports and workplans demanded by CIDA. In this respect the relatively weak capacity of Vietnamese institutions to produce such reports even with IDRC assistance and training should be taken into account.

This situation has arisen despite the fact that the CA was signed by both agencies in order to avoid exactly such disagreements. Differing corporate perspectives on management structures and processes have clearly played a role in this situation. Difficulties such as this could, nonetheless, have been avoided had the two agencies engaged in more-focused management discussions during the planning stages of the program, and then stuck to the terms of the agreement reached. This has not been the case, however, resulting in a disruptive dynamic between the two agencies – a dynamic not atypical, it should be mentioned, of IDRC-CIDA co-funded projects.

Unfortunately CIDA decided early on to retain an arms-length distance from the program. This distance has served to minimize disagreements between the two agencies, but at the same time has left CIDA removed from important program details. This has resulted in CIDA playing a somewhat peripheral role in the program, unable to make as significant a contribution to program decision-making as it should. This lack of a strong CIDA role has been remarked upon by numerous VEEM members interviewed.

#### (f) International Consultants

#### *Economic Component*

A number of international experts were engaged to provide ongoing technical support to the project teams. Principal amongst the experts were Bernard Decaluwé and John Cockburn (Université Laval, Canada). Other experts engaged included Remco Oostendorp (Free University, The Netherlands), Patricia Alexander (University of Manchester, The United Kingdom), and Lynn Salinger (Associates for International Research and Development).

The principal training activity carried out has been the holding of training workshops. Organized and managed by the international experts, the workshops have aimed to provide training in international research methodologies, to build individual research capacities, and to develop commonly-shared research languages. Training focused principally on data analysis for macroeconomic and firm level studies of trade policy impacts, enterprise survey design, and data collection, organization, cleaning, and primary data description. Gender issues in economic survey design and analysis were covered by the gender expert Patricia Alexander. Less focus was given to proposal preparation and report-writing (the IDRC local Coordinator has played an important role in proposal preparation).

A second component of the training was a fourteen-day study tour of the Canadian research establishment. This tour was undertaken by four senior members of MOSTE and IE (Dr. Nguyen, Mr. Can, Mr. Binh (Department of International Relations, MOSTE), and Dr. Nam). The objective of the tour was to study the organization and financing of research in Canada, and to extract there from lessons for the reform of organized research in Vietnam.

The technical assistance and training provided by the international experts has been key to the successes achieved in the Economic Component. The training workshops, the hands-on technical assistance, the long-distance technical assistance (via e-mail), and the experts' insistence on excellence have all contributed significantly to the development of researcher capacities in research design, implementation, coordination, and reporting. Indeed, the experts have noted that, whereas the first firm survey (1998) took six to seven months to complete, only eight to ten *weeks* were required by the second survey (2000) to carry out about the same amount of work with additional training

and experience. The experts have also remarked upon the newly-developed intellectual ease of researchers – particularly those from TLCP – with important research issues. VEEM researchers themselves, when interviewed, were universally effusive about what they had learned from the experts, with one senior VEEM member describing the training provided as “the essence of the program.”

Challenges in the training program have, nonetheless, been encountered. Some researchers are, for example, still resistant even to use survey data, for reasons such as a perceived lack of ownership (the data was gathered by someone else), a lack of understanding of the concept of random sampling analysis, or the incapacity simply to do the analysis. General awareness about gender issues has clearly been increased, but practical implications of gender-differentiated research for individual projects have not been worked out (except for the specific gender project). It is clear, nonetheless, that impressive progress has been made, even if further progress is, in many cases, still required.

Finally a comment is merited on the structure of the training workshops. The first training workshop (March 1997) included not only researchers, but also many GOV representatives, the presence of whom diminished the value of the workshop to the researchers by necessitating workshop discussions of a less technical nature. Subsequent training workshops did not, however, include GOV representatives, and took on a more technical focus, a development favorably remarked upon by participating researchers.

### *Environment Component*

Dr. Gary Newkirk, of Dalhousie University, provided training and technical support to the Environment Component projects, along with several other regional and international consultants who were engaged for specific training tasks. His work, originally intended to be largely responsive, was, in the end, significantly more planned. Dr. Newkirk’s efforts focused primarily on MBRP.

The teams received periodic group training in community-based natural resource management (CBNRM) research methods, and in report-writing skills in four different workshops (January 1999, October 1999, May 2000, November 2000). Results of the



training included improved understanding of fundamental concepts and methods, capacities in analysis and report-writing, increased comfort levels with group discussions, improved liaison capacities with government officials, and a new awareness of the value to research efforts of e-mail/Internet. Dr. Newkirk's participation was key to the success of the training activities, and is considered by many to have been a critical factor in the successes achieved by the Environment Component.

Other consultants were employed to provide specific training content in Gender (1 Vietnamese, 2 Canadian); Participatory Research Methods and Tools (1 Filipina, 1 Canadian); and as editorial assistant to MBRP researchers (Canadian). The latter, who worked closely with Dr Newkirk from Nova Scotia by email, contributed almost entirely by email and correspondence with the research teams. This experience has greatly increased capability and application of email. All of these other consultants were highly qualified female experts in these fields.

### **3.2. Time Management**

The VEEM program was designed as a three-year program, expected to be completed in December 2000. Because of the above-mentioned delays, the program was finally closed on March 31 2002. This raises questions about time management performance within VEEM, particularly why the program encountered such serious delays and whether these delays could have been avoided under better time management.

In terms of reporting, progress reports were submitted by Team Leaders to IDRC, MOSTE, PSC, and the CACs. These reports were, however, received so irregularly, and often containing so little information, that IDRC, MOSTE, PSC, and the CACs were not always aware of what was going on at the project level. A requirement for more regular and effective progress reporting was therefore introduced, with Team Leaders tasked to submit at least semi-annual reports to the CACs (for forwarding to MOSTE and IDRC). This new requirement did not, however, have the desired effect, as progress reports – when received – were still generally regarded as lacking enough detail to be useful. Team Leaders, when interviewed, themselves agreed that project reporting had been inadequate.

Time management has not been as much of a problem with the Environment Component as it has with the Economic Component. Unlike in the one-by-one Economics Component small research projects, all the Environment Component projects were approved within about 6-months, in two sessions of PSC. Good management by the teams themselves, with very few exceptions, as much as Dr. Tyler and Dr. Newkirk's interventions, was responsible for the timely completion of all projects within the new program deadlines (i.e. one-year extension to Dec 2001).

The delays in project completion in the case of TLCP and TDP may have been shortened significantly if stronger action both by the PSC and IE would have been taken earlier. Identified as a problem as early as May 1998, Dr. Hay's full-time engagement with UNDP work, resulting in a lack of productivity. It was not until early-2001, however, that the internal division of labor among team members was restructured. It is interesting to note that, at its November 2000 meeting, PSC recognized its own need to improve program management, through strengthened monitoring and review of project activities, although this was already too late to address effectively some of the project management problems that had already arisen. In the end, nonetheless, TLCP and TDP both produced results in accordance with their objectives, albeit much later than was planned. Although conclusions and policy recommendations from both projects were being provided to policy-makers as early as 1998, delays in the final completion of the projects cannot be considered insignificant, given that they resulted in the final findings and conclusions, and the trade database itself, not being publicly released until two years after the original target dates. An immediate implication of this delay was that the analyses presented in the Final Reports, based upon what were by end-2001 relatively dated data, were of limited utility – an issue identified at the Final Workshop itself in November 2001.

Preparations of the smaller Economic Component project proposals have also taken much longer than expected. Reasons for this include the low levels of research experience/capacities amongst Vietnamese researchers, a lack of familiarity of Vietnamese researchers with the iterative IDRC's work style in research design, the newness to Vietnamese researchers of concepts in multidisciplinary and participatory research methods, and the first-time experience for many of the Vietnamese researchers

of working with an international donor. As a result, the Economic Component research funds originally scheduled to be allocated by September 1998 were not finally allocated until December 1999 when all small projects were approved.

Capacity building is a time-costly process, and as such delays may sometimes be inevitable and even desirable. Excessive delays should be avoided however, if they reflect inactivity rather than capacity building, and are as such counterproductive. More strict time management is needed, with a limit to the project design and approval period of, say, six months.

Time management remained an issue throughout the program, and a second extension of the VEEM termination date was granted in November 2001 to March 2002 (the first extension of the VEEM termination date was granted in February 2000 to December 2001). This second extension was needed to have the smaller Economic Component projects finish their final reports and to hold a final conference.

The joint VEEM/Ford enterprise survey was held in the Fall of 2001 and executed with notable efficiency and speed - whereas the TLCP survey among 96 textile and garments firms took six to seven *months* to complete in 1998, the VEEM/Ford enterprise survey was executed under 150 textile and garments firms in eight to ten *weeks*! Also the subsequent and time-consuming data cleaning process was done quickly with survey data ready for analysis by December 2001. Still this meant that there was little time left for the teams to analyze the data and to write final reports. Because of the very limited experience within teams to analyzing primary survey data, capacity building was subsequently focused on descriptive analyses of the data collected within the joint survey.

The second extension of the VEEM program allowed VEEM researchers within the Economic Component to execute a major additional research activity (namely the joint VEEM/Ford survey) that was not expected from the outset of the program. The speed and efficiency of survey execution and subsequent analysis shows a stark improvement in time management throughout the VEEM program. This improvement in time management occurred with changes in management, with Dr. Nam playing an increasingly strong and influential role within ECAC and Dr. Thang as a key member of TLCP/TDP and Team Leader of the smaller Productivity Project. Time management

challenges remained till the end, however, with small project teams being pressed to finish their final reports in time.

In summary, PSC time management was weak at the beginning in the Economic Component, but improved markedly in the course of the program. Time management remained an issue till the end of the program, with small Economic Component project teams being pressed to finish their final reports in time. The role of the local IDRC office has been quite limited at reducing time delays within the VEEM program, although it made great efforts.

### **3.3. Risk Management**

From the beginning a number of risk factors have been identified within the VEEM program. In this section we discuss these risk factors, the strategies that were used to mitigate these risks, and the success of each of these strategies within the VEEM program.

It was acknowledged from the beginning that researchers might not have the support of their organizations to participate in projects that are not fully owned by the organization. This risk factor may be especially important within the Vietnamese research context where institutional boundaries exert a strong limit on individual activities. Also individual researchers may be chosen on the basis of seniority rather than expertise.

These risks were managed within VEEM by including key national researchers with credibility in the Party and policy community in the Program Steering Committee and Component Advisory Committees reviewing all project components and findings. No dissemination effort was organized without the direct participation of these advisors. National advisors chose participating researchers jointly with standing in the research community and international mentors with experience in relevant fields in Vietnam. All researchers participated in a series of training and research mentoring activities with a view to strengthening skills and targeting training and mentoring to those researchers best able to make use of it.

By and large these risk mitigation strategies have been successful. VEEM researchers have received the support necessary to fully participate within the VEEM

projects. Many junior researchers have also participated within the research teams, and during the course of the program it has been acknowledged by some project team leaders that they should be allowed to play an even larger role. During the final year of VEEM MA students were included in a number of research teams, allowing them to work closely with experienced VEEM researchers and contributing much to the painstaking work of analyzing primary survey data. Still seniority has remained a risk issue in some of the project teams, with some junior researchers complaining that senior team members did not provide enough research support or even held them back from promising research avenues.

Another potential risk factor within VEEM was that government departments and research institutes are not willing to work together to coordinate research and try new techniques and that departments and research institutes are not willing to share information and research results. Also policy-making bodies do not always properly appreciate and adequately use research results to develop policy.

The Advisory Committees for each of the VEEM components composed of national figures with standing in both Party and policy communities, increasing the chances of cooperation and sharing between institutes. Project team members were drawn from different institutes, and the small economic project teams collaborated in the design, execution and analysis of a joint enterprise survey. The participation of most of the economic project leaders in the team drafted to prepare the Vietnam Human Development Report increased respect and sharing between researchers. Key national advisors with standing in the Party and in policy communities coordinated the VEEM program through the Program Steering Committee and the Component Advisory Committees, and were highly instrumental in bringing research results closer to the policy-makers. Personal interventions with policy-makers have been made on an on-going basis from the very beginning of the program. Policy-makers regularly consulted have included the Prime Minister's Office and the Ministries of Trade, Finance, and Planning and Investment. Intervention has also been made, albeit less regularly, with senior Party and Government leaders.

Dr. Nam has been particularly active in presenting VEEM-generated policy recommendations to policy-makers, organizing meetings with government ministries,

becoming directly involved in the Prime Minister's policy-making, and preparing GOV economic policy documents. The findings of VEEM have thus, through Dr. Nam, had a direct conduit to some of the most influential policy-makers in Vietnam.

Dr. Doanh (Advisor to the Minister of Planning and Investment) and Dr. Luoc (a member of PMRC) have also played important roles in presenting VEEM research findings and policy recommendations to senior policy-makers. Dr. Doanh was particularly influential early in the program, when he was the most active and influential member of ECAC.

Policy recommendations have also had a conduit to policy-makers through the members of PSC. Indeed, so many persons influential in the realm of policy-making in Vietnam have been participants in VEEM that, in retrospect, the presentation of VEEM policy recommendations to policy-makers appears almost to have been a given. This was not, of course, coincidental – the membership of PSC, the CACs, and the project teams was selected specifically for that reason.

Meetings have also been held regularly between VEEM teams and senior policy-makers, including the Prime Minister's Office and the Ministries of Trade, Finance, and Planning and Investment. Many of these meetings have been requested expressly by the policy-makers themselves, and have proven effective fora for the presentation of policy recommendations based upon VEEM research.

In summary, the VEEM strategies to reduce risks in the areas of cross-institutional cooperation and linking the research and policy-making communities have been highly successful. In effect, further thinking on cross-institutional cooperation has led to the idea of creating a local technical assistance team in the follow-up phase of VEEM, giving assistance to local researchers on a cross-institutional basis. This will further strengthen the links between researchers across different institutions and departments.

A final risk factor in the VEEM program is that Vietnam would not accelerate economic liberalization and environmental sustainability. VEEM strategy here was to focus on issues of competitiveness and productivity in key industries that are central to policy makers and to Vietnam's economic growth. Although it is hard if not impossible to measure the ultimate impact of these efforts on policy-making, it is clear that VEEM

research has been instrumental in supporting the Vietnamese policy-making community in achieving efficient adjustment to open trade, competitiveness, and increased productivity from sustainable exploitation of coastal resources.

#### **4. Lessons learned**

##### **4.1. Capacity-Building in Research**

- (1) VEEM has benefited from more focus and technical assistance than its predecessor, VISED, because of the more deliberate introduction by VEEM of new ways of organizing research. Specifically, VEEM supports networks of researchers operating from different institutions and disciplines. This was initially greeted with skepticism. However, the Vietnamese counterparts responded readily when shown how a network of coordinated projects could be structured, and are now committed to the concept.
- (2) Preparation of project proposals has taken longer than expected and project proposals often lacked detail. Project leaders are unfamiliar with international standards of organizing and managing projects, while researchers are unfamiliar with international norms of writing proposals and research reports and with modern research methodologies. It is hard to get adequate and informative proposals without a great deal of assistance in writing, design, and methodology. Effective capacity building for policy research takes time, and more assistance is needed to avoid overly long periods of project design.
- (3) The joint VEEM/Ford enterprise survey project was highly beneficial in terms of networking and a cross-institutional collaboration. It also is highly cost-effective, as all VEEM researchers within the Economic Component could benefit from common training workshops and international technical assistance.
- (4) Capacity building in multi-disciplinary and participatory approaches requires significant and frequent training and mentoring. This is expensive and many international consultants are not willing to take on this work where it is not in line with professional peer reviewed publishing incentives or too time-consuming. Engaging good mentors is therefore a key program activity.

- (5) Technical assistance and training provided by committed international experts was key to the successes achieved by the program. Future research programs should include a significant capacity-building component, including technical assistance and training activities provided by international experts. Special attention should be paid to assistance and capacity building at the project design stage.
- (6) Capacity for technical assistance should also be developed at the local level, substituting for international assistance in a more timely and cost-effective manner.

#### **4.2. Support of Policy-Making Community to Implement Policies**

- (1) Key national sponsorship in the Party and in policy communities is critical to take up of research findings and policy recommendations at the national level. Where research findings have more relevance to local level policy implementation and planning, the same general conclusion applies: relationships with local officials, and early engagement with government agencies, is essential for research impact.
- (2) The dissemination strategy focusing on the dissemination of final results was less useful as a means of peer consultation/review and influencing of policy-makers than ongoing dissemination activities utilizing local workshops, interim reports and results. Personal interventions by key program members were the most important conduit for the presentation of policy recommendations to policy-makers, more effective than final workshops where often few high-level policy-makers are able to attend.

#### **4.3. Program Management and Operation**

- (1) Inclusion of two components in one program is more effective if both components share at least one common research project. Crosscutting themes can be more effectively incorporated if at least one of the research projects is crosscutting. Also a lack of detail in planning documents, and a subsequent lack of management commitment in pursuing those themes should be avoided.



- (2) Delays were encountered due to too many key research responsibilities being localized in too few individuals. Also senior researchers sometimes held junior researchers back. Greater delegation of responsibilities may be more effective with junior researchers sharing more research responsibilities.
- (3) Shortcomings in monitoring and reporting have led to unnecessary delays in the program. The more pro-active approach taken in the last phase of the program by key Vietnamese leadership led to a marked increase in time efficiency.
- (4) The presence of a local IDRC office in Hanoi has clearly been beneficial at the project design phase and to build trust between IDRC and the Vietnamese counterpart institutions, but less obviously so with respect to project management and technical assistance.

## Appendix A. Research projects within VEEM

Component No.	Title	Institute	Project Leader	Funding Amount (CAD)	Commencement Date	Completion Date
96-0211-01 (Eco)	MOSTE Study Tour	Ministry of Science & Technology & Environment	Thach Can	25,534	29 Aug 1997	14 Jun 2000
96-0211-02 (Eco)	Training Workshop on Trade Policy Analysis	Vietnam Institute of Trade	Hoang Tho Xuan	53,013	29 Aug 1997	12 Jun 1997
96-0211-03 (Env)	Management of Biological Resources in Tam Giang (Ph II)	Hue University of Agriculture	Vo Hung	358,603	1 Jan 1998	29 Mar 2002
96-0211-04 (Eco)	Trade Liberalisation & Competitiveness in Vietnam	Institute of Economics	Do Hoai Nam	342,211	29 Aug 1997	21 Jan 2002
96-0211-05 (Eco)	Building the Trade Database in Vietnam	Institute of Economics	Do Hoai Nam	61,181	29 Aug 1997	21 Jan 2002
96-0211-11 (Env)	Translation & Printing - Participatory Methods Handbook	Centre for Natural Resources Management & Envmt Studies	Prof Le Dien Duc	10,093	4 Jun 1999	30 Sep 2000
96-0211-12 (Eco)	Report Writing Workshop & Editorial	Asian Institute of Technology	Michelle Noullet	7,306	1 Sep 1999	25 Feb 2002
96-0211-13 (Env)	Participatory Assessment of Integrated Resource Management at Ganh Rai Bay	Institute of Tropical Biology	Doan Canh	32,000	5 Oct 1999	29 Mar 2002
96-0211-14 (Env)	Env'tl Mgmt of Coastal Aquaculture in Xuan Dai Bay & Dong Bo	Research Institute for Aquaculture No.3	Nguyen Thi Bich Thuy	29,265	20 Sep 1999	12 Mar 2002
96-0211-15 (Env)	Gender RSP / Workshop	Centre for Natural Resources Management & Envmt Studies	Le Dien Duc	24,485	1 Oct 1999	31 Mar 2000
96-0211-16 (Env)	Assessment of Env'tl Changes & Related Activities on Xuan Thuy Ramsar	Centre for Natural Res Mgmt & Environment Studies	Le Hai Quang	28,557	23 Nov 1999	19 Oct 2001
96-0211-17 (Env)	Study on Comm. Based Aquaculture - Mangrove Integrated Camau Province	Institute for Aquaculture & Fisheries, Cantho University	Nguyen Thanh Phuong	37,982	24 Nov 2000	25 Mar 2002

Component No.	Title	Institute	Project Leader	Funding Amount (CAD)	Commencement Date	Completion Date
96-0211-18 (Env)	Preliminary Assessment of Public Participation Mangrove Forest Mgmt	University of Agriculture & Forestry	Tran Van Phat	13,289	20 Jan 2000	3 Dec 2001
96-0211-19 (Env)	Solutions to the Problem of Retrogression of Envmt & Hydrobiological Res at Nai Swamp in Ninh Thuan Province	University of Fisheries	Ta Khac Thuong	14,663	12 Jan 2000	5 Mar 2002
96-0211-20 (Env)	Protection of Aquatic Resources at Hoang Mai River Estuary Through Participation Mgmt	Research Institute of Aquaculture No. 1	Nguyen Viet Nam	19,504	10 Jan 2000	3 Jan 2002
96-0211-21 (Env)	Man-Made Threats to Biodiversity of Tidal Wetlands in Tienlang-Hai Phong	Hai Phong Institute of Oceanology	Pham Dinh Trong	31,238	31 Dec 1999	23 Nov 2001
96-0211-22 (Eco)	Impact of the Asian Financial & Currency Crisis on the Vietnamese Economy	Institute of Economics	Tran Dinh Thien	49,203	10 May 2000	29 Mar 2002
96-0211-23 (Eco)	Foreign Direct Investment & the Devt of Manufacturing Industry in Vietnam	Institute of World Economy	Le Bo Linh	52,826	11 May 2002	29 Mar 2002
96-0211-24 (Eco)	Productivity Analysis for Some Industries in Vietnam	Institute for Market & Price Research	Nguyen Thang	27,291	10 May 2000	29 Mar 2002
96-0211-25 (Eco)	The Role of the Private Sector in Trade of Vietnam	Central Institute of Economic Management	Le Dang Doanh	49,725	20 May 2000	29 Mar 2002
96-0211-26 (Eco)	Female Workers of Vietnam's Garment & Textile Industry in the Context of Trade Liberalisation	Ministry of Labour, Research Centre for Female Labour	Phan Thi Thanh	52,849	5 May 2000	29 Mar 2002
96-0211-27 (Env)	VEEM Workshop to Improve Participants Research Skill	University of Agriculture & Forestry	Several consultants	18,918	2 May 2000	28 June 2000
96-0211-28 (Env)	Environmental Workshop on Interim Research Results	Hai Phong Institute for Oceanology	Lang Van Ken	12,195	24 Nov 2000	11 Jan 2001

Component No.	Title	Institute	Project Leader	Funding Amount (CAD)	Commencement Date	Completion Date
96-0211-30 (Env)	Workshop on Environmental Research Results & Outputs	University of Fisheries	Dr Lai Van Hung	17,606	5 Sep 2001	5 Nov 2001
96-0211-32 (Env)	Dissemination Programme	Ministry of Science & Technology & Environment	Le Thanh Binh	15,010	27 Feb 200	29 Mar 2002

NB: Components numbers 6-10, 29 and 31 created for IDRC financial accounting control purposes and not for project per se.

Economics (Subtotal)	\$ 721,139 CAD
Environment (Subtotal)	\$ 663,408 CAD
TOTAL	<u>\$1,384,547 CAD</u>

## **Appendix B. Publications**

### **Books and Final Reports:**

#### *Environment Component*

1. *Lessons from the Lagoon. Research towards Community-Based Coastal Resources Management in Tam Giang Lagoon Viet Nam.* Edited by Veronika J. Brzeski and Gary Newkirk, 2000, ISBN 0-7703-9494-9, 225 pp.
2. *Lessons in Resource Management from the Tam Giang Lagoon.* Edited by Veronika J. Brzeski and Gary Newkirk. Published by the Coastal Resources Research Network (CoRR), Lester Pearson International Institute, Dalhousie University, Halifax, NS. Canada, 2002, ISBN 0-7703-9500-7, 237 pp.
3. "Participatory Assessment of Integrated Resources Management at Ganh Rai Bay", Institute of Tropical Biology, HCMC October 2001, 68 pp.
4. "Environmental Management of Coastal Aquaculture in Xuan Dai Bay through the best co-operation among Resource Users", Research Institute for Aquaculture No. 3, Nha Trang City, October 2001, 42 pp.
5. "Study on Community-Based Aquaculture - Mangrove Integrated Farming for Sustainable Uses and Management of Coastal Environment and Resources in Ca Mau Province, Vietnam", Cantho University, Aquaculture and Fisheries Science Institute, October 2001, 44 pp.
6. "Preliminary Assessment of the Participation of People in Mangrove Forest Management through the Land Allocation and Forest Keeping Policy at Can Gio District, Ho Chi Minh City", University of Agriculture and Forestry, HCMC, November 2001, 18 pp.
7. "Solutions to the Problem of Retrogression of Environment and Aquatic Resources at Nai Lagoon in Ninh Thuan Province", Nha Trang University of Fisheries. October 2001, 44 pp.
8. "Environmental Issues and Natural Resources in Relation to Activities of Community in Hoang Mai River Estuary", Ministry of Fisheries Research Institute for Aquaculture No. 1, Bac Ninh, October 2001. 71 pp.
9. "Man-Made Threats to Biodiversity of Tidal Wetlands in Tien Lang Coastal Area, Hai Phong City, Vietnam", Haiphong Institute of Oceanology. October 2001, 40 pp.

### *Economic Component*

1. "Volume 1. An Overview of Vietnam's Trade Policy in the 1990s: the Changes and Impacts", Institute of Economics, November 2001, 36 pp.
2. "Volume 2. The Nominal and Effective rates of protection by Industry in Vietnam: A Tariff-Based Assessment", Institute of Economics, November 2001, 38 pp.
3. "Volume 3. Textile and Garment Industry in Vietnam: An Overview", Institute of Economics, November 2001, 59 pp.
4. "Volume 4. Analysis of Qualitative Factors Affecting Competitiveness of Textile and Garment Firms in Vietnam", Institute of Economics, November 2001, 48 pp.
5. "Volume 5. Analysis of Competitiveness of Textile and Garment Firms in Vietnam: A Cost-Based Approach", Institute of Economics, November 2001, 99 pp.
6. "Productivity Analysis for Vietnam's Textile and Garment Industry", Institute for Market & Price Research, April 2002.
7. "Report on Female Workers of Vietnam's Garment and Textile Industry in the Context of Trade Liberalization", Ministry of Labour, Research Centre for Female Labour, March 2002.
8. "FDI and Development of Manufacturing Industries in Vietnam", Institute of World Economy, May 2002.
9. "Impacts of Asian financial and currency crisis on Vietnamese economy", Institute of Economics, April 2001.
10. "The Role of the Private Sector in Trade in Vietnam", Central Institute of Economic Management, May 2002

### **Journal and Newspaper Articles:**

#### *Environment Component*

1. *Journal on Marine Science and Technology, Special Edition* (in Vietnamese), comprising 18 articles prepared by VEEM projects. Rough English translation of titles:
  - a. Introduction by Stephen Tyler (6 pages)
  - b. Regulation on protection of environmental estuary in Hoang Mai by Nguyen Viet Nam, Chu Chi Thiet, Pham Thi Yen (12 pages)
  - c. Some environmental issues relating to community-based activities of fishermen in Hoang Mai estuary by Nguyen Viet Nam, Chu Chi Thiet, Pham Thi Yen (22 pages)

- d. Marine resource relating to community-based activities of fishermen in Hoang Mai estuary by Nguyen Viet Nam, Chu Chi Thiet, Pham Thi Yen (15 pages)
  - e. Some gender aspects in coastal area in Tien Lang District by Nguyen Thi Thu (11 pages)
  - f. Some environmental impact on the health of marine resource on the basis of community-based participatory approach by Le Thi Nam Thuan (14 pages)
  - g. Status of fish production in Ngoc Hien and Dam Doi-Ca Mau Districts by Truong Quoc Phu, Nguyen Thanh Toan, Mai Viet Van, Nguyen Thanh Luong (12 pages)
  - h. Participation of resource users in management of marine resource - Xuan Dai case by Nguyen Thi Bich, Le Van Chi (7 pages)
  - i. Diversification of production of communities in Quang Thai, Quang Dien, Thu Thien Hue by Duong Viet Tinh (7 pages)
  - j. Instruction of environmental management based on participatory approach in Phu Tan in Tam Giang Lagoon by Ton That Phap (10 pages)
  - k. About fish production in the form of pond fence (?) By Le Van Mien (17 pages)
  - l. About aquaculture in Tam Giang by Ton That Phap, Le Van Mien, Le Thi Nam Thuan (10 pages)
  - m. Assessment of environmental degradation in resources by using participatory research assessment (PRA) by Ta Khac Truong, Nguyen Dinh Mao, Nguyen Trong Nho, Lai Van Hung (6 pages)
  - n. Protection of health of fish in cages with the participation of the people in Quang Thai by Ton That Chat, Ca Cong Tac Vien (9 pages)
  - o. Coral reef in Truong Sa island by Thai Doan Hoa, Tran Nghi, Ta Hoa Phuong (5 pages)
  - p. Coastal people and their production and exploitation in Tien Lang - Nguyen Thi Minh Huyen (9 pages)
  - q. Some results of protection of bio-diversification in wetland in Tien Lang, Hai Phong with participation of the people by Pham Dinh Trong (7 pages)
  - r. The role of gender issue in the life of the people in Tan Duong commune, Thuanh Anh town Phu Van District, Thua Thien Hue district by Nguyen Thi Thanh (11 pages)
2. *Development and Science Newspaper*, 9 articles written by professional journalist who visited each project, MOSTE, expected August 2002.

(I think this is the same thing)

#### *Economic Component*

- 1. "The Nominal and Effective Rates of Vietnam's Trade Protection (A Tariff-Based Assessment)", *Vietnam's Socio-Economic Studies, Quarterly Review*, No. 19, August 1999 (In English)
- 2. "An Overview of Vietnam Trade Policies", *Vietnam's Socio-Economic Studies, Quarterly Review*, No. 19, August 1999 (In English)



**CD-Rom:**

*Environment Component*

1 Full-text Vietnamese language reports, maps and pictures from 9 projects funded under the Environment Component, with English summaries and a program overview in English / Vietnamese. .

*Economic Component*

1. Vietnam Trade Database 1994-1998 (in both Vietnamese and English)