



# **IMPROVING, ENHANCING MARKET ENTRY INDEX AND UNOFFICIAL COSTS INDEX, COLLECTING FDI CAPITAL FOR THE NORTHERN MOUNTAINOUS PROVINCES OF VIETNAM**

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## **Abstract**

*Provincial Competitiveness Index (PCI) used as an important tool to measure and evaluate the management and economic management of local governments in 63 provinces and cities of Vietnam has more than 10 indicators that have a great impact on economic development. There are many different approaches to PCI, in this article, the authors using the annual PCI index approach of the Vietnam Chamber Of Commerce And Industry and offering solutions to improve competitiveness for Northern mountainous provinces of Vietnam. The economy of 14 provinces in the Northern Mountains region is not yet commensurate with the potential and strength through the annual ranking index of the Vietnam Chamber of Commerce and Industry (VCCI). This article contributes to analysing, assessing and drawing lessons learned from the provincial competitiveness index (PCI) in the Northern Mountainous provinces to attract FDI capital to the northern mountainous provinces of Vietnam.*

*Keywords: Competitiveness index, FDI attraction, Market entry, Vietnam*

## INTRODUCTION

Provincial Competitiveness Index (PCI) is an index to assess and provincial and city governments rating in building a favorable business environment for private enterprises, increasing the value of the index and increasing rankings mean that the management agency's policies have contributed to a positive impact on the private enterprises of local survey.

The Provincial Competitiveness Index has a close relationship with the policy of improving the investment environment of a locality, which can be viewed as a provincial competitiveness as a measure of provincial economic health and policy improve the investment environment as a means of forming and protecting that health.

In the period from 2006 to 2018, the provincial competitiveness index of the Northern mountainous provinces had a positive change in positive way, however, with the conditions, potentials and strengths of the region is not really adequate, some indicators are still low compared to other provinces in the country, the cause of that situation may be due to the coordination between state management agencies and the lack of enforcement of civil servants' duties; supporting and receiving information processing as well as supporting enterprises and entrepreneurs in the area to remove difficulties, speeding up administrative procedures for production and business development is still limited ...

This study was conducted to analyze the market entry index and the unofficial cost index of the northern mountainous provinces, consider the enterprise's assessment of market entry index and unofficial cost indexes from which to determine the achievements and drawbacks in these indicators. Since then, the authors propose some solutions to improve market entry and unofficial cost index in the study area.

## OVERVIEW OF RESEARCH

Provincial competitiveness in general and market entry index; The unofficial cost index in particular has received attention not only from policy makers but also researchers, there are many articles, publications related to provincial competitiveness and ranking of the provincial competitiveness index was announced.

Representatives of typical Classical school such as Adam Smith and David Ricardo to Modern schools like Michael Porter, Li Tan, W. Chan Kim studied the issues related to competition and competitiveness in different levels. In 2002, Bach Thu Cuong (2002) has summarized relatively specific and full competition theories and mention to the global competition in his research.

About provincial competitiveness, One of the first studies conducted in Vietnam was the study by Vu Thanh Hung (2005), The study has outlined a number of issues related to provincial

competitiveness in Vietnam, through ranking of provincial competitiveness index (PCI) analyzing the status of provincial competitiveness of localities in the country, on that basis, a number of recommendations were proposed to improve provincial competitiveness in Vietnam. Also select research on provincial competitiveness, however, Phan Nhat Thanh (2011) focused on analyzing the provincial competitiveness index in Hai Duong province, Vietnam in the period 2006 - 2010, compare this index of Hai Duong province with some other localities in the country to have a more multidimensional perspective on the status of the provincial competitiveness. At the same time, the research has confirmed efforts and pointed out the shortcomings of Hai Duong provincial government in improving the business environment, simultaneously, clearly defined focus active innovation of the provincial government in the coming years. The focus of recommendations is on low-ranking component indicators such as transparency and access to information; Legal institutions; Labor training; The dynamism and pioneering of provincial leaders and component indicators tend to decrease, including land access and stability in land use; Market entry costs. The research method used in this study is descriptive statistics and interpretation of research results based on statistics of VCCI and survey data of authors from enterprises and representatives of local government.

Summary, the studies in Vietnam in current related to the market entry index and the unofficial index are focusing a lot on analyzing the analysis of the situation of general competitiveness of the whole country or the nation or provincial competitiveness of provinces through the published competitiveness index, and understanding the factors affecting that competitiveness, but not much research has focused on understanding intrinsic reasons why the market entry index; unofficial cost index of regions have different assessments. This study was conducted to understand the intrinsic problem, enterprises - units directly involved in the assessment of the competitiveness index are towards the direct object of the survey, from that, the author has a view from the enterprises themselves about the evaluation of enterprises on each research index towards during the analysis process.

## **SCOPE OF RESEARCH**

The research was conducted in the provinces in the region with different geographical locations: BacGiang, Thai Nguyen, Lang Son, Lao Cai, Cao Bang Vietnam.

The research focused on studying three groups of criteria in the low point provincial competitiveness index group and decrease point of Bac Giang province according to the statistics of VCCI in 2016 which are two index with low point (Market entry index; unofficial cost index).

## RESEARCH METHODOLOGY

Study adopted a descriptive research design.

### Secondary data collection method

Secondary data is collected from the annual summary report of the General Statistics Office, according to the annual report of VCCI and the summary report of the Department of Planning and Investment of 14 Northern mountainous provinces, Scientific reports of previous studies about 14 provinces. Besides, the data collected from document published in the journal, publications are also used in research.

### Sampling

There are many different ways to determine the sample size, according to Nguyen Van Thang (2014), to gain the reliability of these analyzes, the number of observations is often large in size  $n \geq 100$ , so authors surveyed 250 enterprises (convenience sampling's method) in the area of the northern mountainous province that meet the minimum number of observations required to perform statistical operations.

### Primary Data Collection Method

The questionnaire was designed based on the survey form of VCCI when examining provincial competitiveness. Specifically, the content of the survey has the inheritance and adjust accordingly to the author's survey and research subjects, the content of the questionnaire is divided into 2 parts:

Part 1: General information about enterprises

Part 2: Assessment of enterprises about criteria

The 5-step Likert scale used for this study with increasing evaluation from very unhappy to very satisfied. After the survey, all data is cleaned and entered on the Excel software to perform the analysis.

### Data analysis methods

The comparison method used to compare the volatility of the market entry index, the unofficial cost index of 14 northern mountainous provinces and correlate with other localities in the region and the whole country. Statistical method used to analyze and calculate the evaluation of enterprises on market entry index, unofficial cost index of enterprises, the average value and standard deviation calculated by the author for analysis in this article.

## FINDINGS

### The reality of time cost index, unofficial costs of northern mountainous provinces

On March 28, 2018, Vietnam Chamber of Commerce and Industry (VCCI) and United States Agency for International Development (USAID) published Annual Report of Provincial Competitiveness Index (PCI) 2018. PCI index was co-built by VCCI and USAID since 2005 to assess the business environment, the quality of economic governance and efforts of administrative reform Vietnam's provincial and municipal governments of Vietnam, thereby promoting the development of private enterprises. Up to now, It has been done for 14 consecutive years, however, only 42 provinces participated in the first year 14 provinces of northern mountainous have not yet participated and until 2006, 63 provinces in the country formally joined. "Vietnam's national competitiveness is largely determined by the quality of governance and the advantages of the provincial business environment. Therefore, the dynamism and pioneering of local leaders, the diligent professionalism of the provincial civil servants is deciding the speed and development direction of Vietnam in the future. "The PCI index serves as a source of encouragement from the business community for a strong transition from the local level in Vietnam." Dr. Vu Tien Loc - Chairman of Vietnam Chamber of Commerce and Industry, 2015.

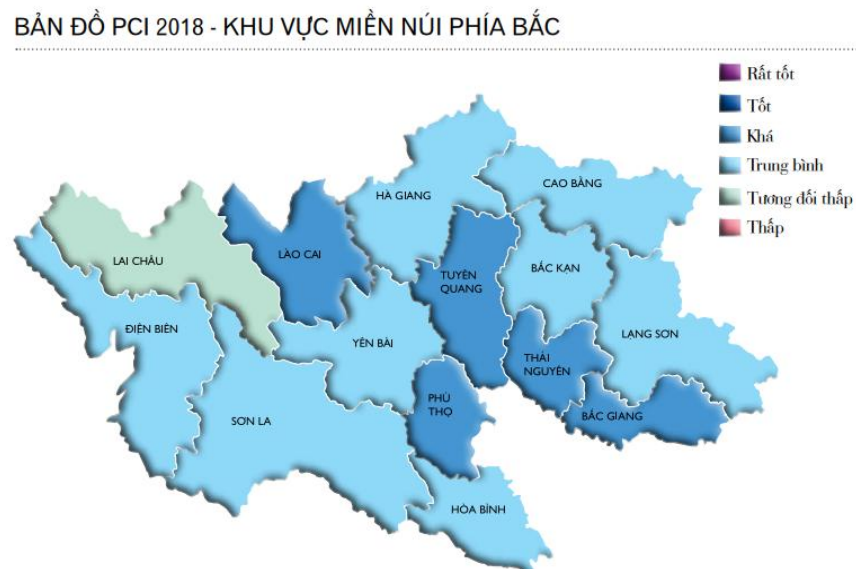
In general, the 10 component indicators over the years have markedly improved, but the Index of Market Entry and the Unofficial Cost Index always one of the indicators have the lowest score, especially in 63 provinces and cities of Vietnam, there are 14 provinces of Northern Mountain region always have the lowest score. The weakest points in the evaluation factors in the Market Entry Index and the Unofficial Cost Index are:

**For market entry index:** Registration period, the time to change the registration content is still high, waiting time to be granted the certificates of land use rights is very long. The averages of the whole country is 30 days but in fact there are some provinces still high, in 2010 in TuyenQuang province is 97 days; Thai Nguyen; Ha Giang; Cao Bang is (60 days). The proportion of procedures of registering a business enterprise through the Procedures of Registering a Business Enterprise is still high compared to the national average is 84% in 2017, in fact TuyenQuang province: 97.22%; Thai Nguyen: 91.11%; Lao Cai 90.48%. Officials at the One-stop department have received training and educational training, but still underestimated the national average. Administrative procedures continue to be a major barrier for investors to penetrate into the mountainous markets of the Northern provinces.

**For Unofficial cost index:** Unofficial costs are also very common and these expenses account for a high proportion in specific administrative procedures or when resolving disputes in court. On average, enterprise in the same industry often have to pay additional unofficial cost of

the whole country is 69%, till 2017, down to 59%, but in fact, some provinces are still high, in 2006 in Son La province and Lai Chau province were 75%; in Thai Nguyen, Bac Giang, Bac Can and Cao Bang were 70%. The proportion of Jobs achieving the expected results after paying unofficial costs is underestimated by enterprises, the average level of the whole country is 61%, in fact, Lang Son province 50.82%; Hoa Binh 51.02%; Bac Giang 57.69% and Cao Bang province 58.93%. The status of harassment when handling administrative procedures for enterprise is still common. Officials at the One-stop department have received training and educational training, but but still underestimated median of the whole country. Administrative procedures continue to be a major barrier for investors to invest into the mountainous markets in the Northern provinces, specifically as follows:

Table 1: PCI map of 2018 - Northern mountainous region of 2018



According to the Statistical Yearbook reports published the population of the Northern mountainous provinces of Vietnam has of the end of 2015 reached about 11,803.7 thousand people, density occupies 124, people / km<sup>2</sup> and annual average GDP in the period 2011-2015 is 7.5%, per capita income reached an average of \$ 1,300 / year. This number is considered a big step in recent years when helping Vietnam reach the threshold of middle income. Thus, we can see the competitiveness in general and Market Entry Index, Unofficial costs in particular in the period 2014-2018 hardly improved much, even some provinces in the Northern Mountain region also relegated like Bac Kan, Cao Bang, Ha Giang and Lai Chau provinces in 2010, 2011, 2012 and 2014, even ranked 63/63 provinces for many years. In the region, only two provinces

with this improvement index are Lao Cai and Thai Nguyen provinces has improved competitive position of the province in the ranking according to the same assessment method.

Regarding the evaluation criteria Market entry index and unofficial cost index: Northern mountainous provinces have characteristics are most successful international industries have advantages based on the basic factors of production such as natural resources, favorable conditions for agricultural and forestry cultivation of some crops such as rice, tea, fruit trees abundant labor resources have a basic level of education but the educational level is not high. Enterprises in competitive area only based on prices in industries that require less technology (textiles, wood processing, ...) or assembly industries with low localization rates (electronics). Technology is imported mainly from outside and cannot be manufactured. The economy is sensitive to regional and world economic cycles. The economy in the Northern mountainous provinces are in a very vulnerable period with the loss of the advantage of manufacturing factors before the area (Red River Delta, Central Coast, Central Highlands, Southeast, Mekong Delta).

Table 1: Market Entry Index and of Unofficial Costs Index of  
Northern Mountainous Provinces in Vietnam

Years	2010	2011	2012	2013	2014	2015	2016	2017	2018
Provinces	Score / ranking								
MARKET ENTRY COSTS									
Bac Giang	6,44/32	8,53/23	8,95/31	6,21/49	8,72/41	8,0/40	8,51/33	7,82/30	7,34/36
Bac Kan	6,28/58	7,82/60	9,15/60	7,95/57	8,1/59	8,18/60	8,11/60	6,25/59	7,01/60
Cao Bang	8,53/63	8,52/63	8,94/61	7,09/61	7,75/61	8,47/58	8,27/63	7,28/58	7,71/57
Dien Bien	6,43/47	9,37/29	9,4/63	8,09/43	8,08/63	8,74/53	8,73/53	7,74/48	7,62/47
Ha Giang	7,04/49	8,67/41	9,12/53	6,98/48	8,14/60	8,08/62	8,72/59	7,91/55	7,58/52
HoaBinh	5,33/60	7,81/47	8,45/41	6,83/62	7,17/44	8,55/46	8,68/52	7,60/52	7,20/48
Lao Cai	7,71/2	9,41/1	8,95/3	7,8/17	8,41/3	8,64/5	8,65/5	7,37/11	7,33/12
Lang Son	6,22/59	8,81/53	9,09/34	7,01/59	7,71/54	8,12/57	8,88/55	6,92/53	7,39/50
Lai Chau	6,88/57	9,06/26	9,22/55	7,81/47	7,71/62	8,53/61	8,84/62	8,04/60	8,01/62
PhuTho	6,54/53	8,43/27	9,05/40	7,28/54	8,26/39	8,51/35	8,66/29	8,03/27	7,26/24
Thai Nguyen	5,98/42	9,16/57	8,76/17	7,44/25	8,48/8	8,84/7	8,62/7	7,27/15	6,91/18
TuyenQuang	5,22/34	7,37/56	7,58/62	6,7/63	7,36/50	7,94/48	7,85/45	8,29/39	7,99/34
Son La	5,67/62	7,97/52	8,55/22	6,1/55	8,29/49	8,34/44	8,53/58	7,41/57	7,98/56
Yen Bai	6,47/21	8,6/14	8,56/42	7,42/60	9,01/55	8,82/51	8,44/47	7,65/46	7,56/42
UNOFFICIAL COSTS									
Bac Giang	6,43/37	4,43/32	5,65/23	5,65/31	5,9/49	4,51/41	4,51/40	5,16/55	6,16/36
Bac Kan	4,86/61	4,28/58	4,97/60	5,27/60	3,76/57	4,93/59	4,60/60	4,28/60	5,78/60

Cao Bang	5,83/63	5,53/63	4,52/63	5,06/61	3,24/61	4,23/61	3,34/58	4,10/63	4.83/57
Dien Bien	5,65/27	3,43/47	6,20/29	9,96/63	2,81/43	3,88/63	4,17/53	4,47/53	5,19/47
Ha Giang	5,19/34	4,04/49	5,80/41	5,68//53	4,03/48	3,53/60	5,06/62	4,49/59	5,14/52
HoaBinh	4,57/60	5,33/60	5,68/47	5,08//41	4,10/62	4,66/44	5,02/46	4,14/52	5,35/48
Lao Cai	7,16/57	6,71/2	6,49/1	6,67/3	5,20/17	4,51/3	5,35/5	5,57/5	6,27/12
Lang Son	5,99/57	5,22/59	6,20/53	4,85/34	3,95/59	4,63/54	5,08/57	4,48/55	5,55/50
Lai Chau	6,47/45	4,88/57	5,62/26	7,57/55	3,55/47	3,65/62	4,54/61	4,12/62	4,71/62
PhuTho	6,64/53	5,54/53	5,93/27	6,58/40	5,15/54	5,33/39	5,21/35	5,22/29	5,95/24
ThaiNguyen	6,65/31	5,98/42	7,24/57	6,13/17	5,54/25	5,33/8	5,76/7	5,66/7	5,93/18
Tuyen Quang	6,04/35	4,22/34	5,38/56	4,33/62	4,54/63	5,40/50	5,26/48	4,58/45	5,39/34
Son La	5,71/52	4,67/62	6,58/52	5,71/22	5,01/55	5,00/49	4,92/44	5,40/58	5,23/56
Yen Bai	6,53/23	5,47/21	6,13/14	5,89/42	4,53/60	4,41/55	5,22/51	4,31/47	5,58/42

Table 1...

*Source: Author synthesized from PCI in the period of 2010-2018*

The table 1 shows ranking the Northern Mountain provinces with 14 provinces, only 2 provinces are Thai Nguyen and Lao Cai in for three consecutive years recently rise to the top 10 of PCI. Most of the remaining provinces are in the group 10 provinces with the lowest competition index rank 50 even a province that ranks at the bottom of the ranking like Dien Bien province in the fourth quarter of 2014 and Cao Bang Province in 2016, Lai Chau Province ranked 62th. Scores of unofficial cost always stand below the median.

Table 2: Indicators constituting Market entry index and Unofficial Cost index

Indicators	The evaluation indicators and ranking the market entry index
Time of business registration and Time of changing content of registration	The statistical results showed that, by the end of 2018, the registration and establishment of enterprises have achieved positive results. If in 2010 an average median enterprise takes 15 days to register for establishment, now it only takes 6 days, the lowest level in the last 8 years. This is the time to measure the actual word, including the number of modified travel times, the addition of pre-existing paper. This is the actual measurement time, including commuting times to amend and supplement, before obtaining a complete set of documents and be validly accepted. However, the time to change the contents of business registration takes 30.5 days. According to the survey, although in the Northern Mountainous provinces have reduced by 4 times from 90 days in 2010 to 32.1 days, but the median is still higher than the whole country.
Waiting time to be granted land use right certificate.	The weakest point of the market entry index of the Northern mountainous provinces is the result of the waiting that enterprises have been suffered



Procedures at the One-stop department are publicly posted	to be certificated. Although compared to 2010, until now, the registration and establishment procedures have quickly and greatly reduced. But with the average level of the country, the area of the Northern mountainous provinces is still very high. Typically, Bac Kan province is the highest in the country with 22% followed by TuyenQuang and Thai Nguyen provinces over 19%. While the national average is 13.24%.
Application of information technology in the one-stop department.	Survey results of PCI show, still over 40% of enterprises in the Northern mountainous provinces said the listing procedures were slow, incomplete and unclear lack of guiding process. This leads to the situation that enterprises face difficulties in making specific administrative procedures like Yen Bai province (42%) TuyenQuang (47%). Although it has been applied in recent years, but the effect is not high, showing that some provinces have score below the national average (29%) as: TuyenQuang, Lai Chau, VinhPhuc (25%), Lang Son (23%), Cao Bang (17.44%), The main reason is that officials in the at the one-stop department update the state administrative documents slowly, there are no specific instructors leading to difficulties in accessing information will reduce the attractiveness for enterprises, especially foreign invested enterprises. This is an important indicator that the provincial authorities should pay much attention to in the coming period.

<b>Indicators</b>	<b>The evaluation indicators and ranking the unofficial cost index</b>
Enterprises in the same industry often have to pay additional CKK (% Agree)	This is a very sensitive issue in the research process. A province doing well on this indicator will bring effective have nothing comparable. In the same area, the Northern Mountain provinces some provinces have very high index like Lao Cai and Thai Nguyen, and neighboring provinces with the study area is QuangNinh, Bac Ninh. In the process of new construction and solving many problems, enterprises do not have to pay more unreasonable expenses will increase the efficiency of investment to create confidence for businesses. Especially eliminates harassment phenomena in solving work.
Jobs achieve expected results after paying CPKCT (% always / most)	Results of 2017/2016 the unofficial cost index decreased by 0.5 points, in 2016/2015 increased by 0.52 points and compared to 2016 with 2 years 2013, 2012 was a decrease of 0.44 points only to achieve points 5.16. The bright spot is that in 2017, this index increased by 0.35 points. Specifically, the indicators that constitute the Unofficial costs index are better evaluated, only one of the indicators that are underestimated are:
Harassment when resolving administrative	Many enterprises have to spend more than 9.8% of revenue for all types of expenses for Unofficial costs. However, comparing Unofficial Costs of

complaints for enterprises is common (% Agree) CPKCT at an acceptable level (% Agree)	Bac Giang in 2017 and compared with the general assessment of Unofficial Costs across the country, some indicators of Bac Giang province are still underestimated, specifically in 2017 to: + 8% of enterprises agreed to spend more than 10% of revenue on unofficial costs. 69% of enterprises agree to pay unofficial costs is required to ensure winning bids. 57% of enterprises agree that harassment when handling procedures is common [VCCI, 2017].	Table 2...
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## RECOMMENDATIONS

### Solutions to improve the market entry costs index and unofficial cost index

Thus, the foundation of improving provincial competitiveness index of Northern Mountainous provinces is necessary to focus on improving the Market entry costs index and unofficial costs despite the hilly geographical location, customs and habits, high proportion of ethnic groups, but the Northern Mountain provinces should also focus on the following issues:

**Firstly: The competitive environment is not transparent will create many opportunities for harassment and corruption.** According to PCI survey results over the years confirmed this. Also coinciding with the evaluation results of enterprises in the Northern Mountain provinces regardless all activities is all pay for this unofficial costs. The rate of unofficial cost of all kinds on revenue, unofficial costs that enterprises spend when disputes in the total assets that enterprises pay account for between 10% and 20% (about 15.9% on average). Enterprises also pointed out that government officials at all three levels are "unfriendly, harassing". Especially for foreign invested enterprises due to changes and market entry regulations, it is no longer a great pressure for foreign investors. This result is due to the change of the 2014 Investment Law, is a new step in administrative procedure reform to consolidate these two types of licenses and thereby facilitating enterprises to enter the market by implementing the one-stop-shop mechanism.

**Secondly:** Simplifying administrative procedures to shorten the time, business registration time and time to change the content of registration. In Resolution 35/2016 / NQ-CP, "Assessing corruption issues that foreign enterprises are facing, specifically in the process of surveying enterprises facing corruption including questions about lubrication payments when applying for an investment license, when participating in signing contracts to supply goods and services to state agencies, or when doing customs clearance, implementing administrative procedures and when resolving disputes in court".

Non-state enterprises also said that: "While the corruption situation tends to decrease, the results of job settlement also become more unpredictable. Less than half of the enterprises that pay for lubrication believe that work is resolved as desired. Also during the survey, the author explored more deeply about the status of "proactively gifts giving" or this unofficial costs for officials and inspectors. Although, for a small number of enterprises, inspections can create troubles and harassment from regulatory agencies. Enterprises sometimes find that putting an "envelope" is a way to reduce the burden of inspection as well as reduce the probability of being punished. Enterprises also said that it is rare for inspectors to ask for these items, but "Unwritten law" proactively gifts giving though not demanding gifts (accounting for 59%) The popularity of this activity indicates level of serious of corruption in our country". Without urgent and long-term measures, it is possible that we are easily overlooked by foreign partners to choose other countries to invest because of these unnecessary barriers. So what is the solution to this problem to improve the legal institutional index to improve the provincial level of Competitive capability for BacGiang province?

**Thirdly:** For Departments, People's Committees of districts and cities, it is necessary to limit inspections of enterprises, investors, inspections that inspectors need to built registration from the beginning of the year with the Chairman of the Provincial People's Committee (through the Provincial Inspectorate).

Only surprise inspections when there are signs of violation, if after the inspection fails to detect violations, the inspecting units must state clearly the causes and take responsibility to the Chairman of the provincial People's Committee.

Local steering is absolutely forbidden to require investors to provide financial support or to invest in construction items in addition to the contents of investment registration, plans for compensation for ground Clearance and other contents as prescribed by law.

Northern mountainous provinces focusing on promoting investment in place through maintaining foreign channel with investors to promptly solve difficulties and problems for investors. In order to create favorable conditions, the provinces also actively built a database for investment promotion: planning information of the Management Boards in the province, projects calling investment from the province, calling for investment policies, legal provisions on investment, investment promotion methods of countries.

**Fourthly:** Information disclosure and transparency. All administrative procedures for business registration have been submitted to the City People's Committee for issuance of a decision to announce and is fully disclosed at the department of receiving and returning results of the Business Registration Office. At the same time, accompanying and supporting enterprises to

enterprises favorable in the implementation of administrative procedures to shorten time, such as:

Encouraging enterprises to business registration procedures by implement online is considered a top priority and prioritized through many ways: reduce the time to respond to enterprises registration documents online within 24 hours for enterprises business registration on the website of the Department of Planning and Investment; reduce processing time, Business Registration Office solving issuing a business registration certificate to submit a paper copy approved by the Business Registration Office for 1 to 2 days. On the other hand, as a focal point to guide enterprises in business registration through the National Portal on business registration and weekly training on a certain day of the week for enterprises and people in need.

If promoted well service of filing and returning results by post, if the enterprises can combine with the form of online business registration and the service of receiving results by post, they you can complete the business registration procedure without going to any business registration agency, this result will be equivalent to public administration service to level 3.

Through this filing service, enterprise founders, enterprises only need to arrive on time for appointments to receive applications without spending time waiting as the traditional administrative procedure is waiting for the order number at the agency implementing administrative procedures.

Trying not to get enterprises come to agencies to supplement documents many times making waste of time of enterprises as well as civil servants. Business Registration Office - Department of Planning and Investment issued a decision to grant business registration at the one stop office. The one stop office receives and returns business registration; Thereby, the specialist at the one-stop office will give enthusiastic guidance to enterprises and people, in case the files prepared by the enterprise still has contents that are not in compliance with regulations or if the enterprises have not yet prepared the contents, the officials and public servants shall support the enterprises to supply them.

Citizen and enterprises reception to contact and work must always be paid attention and direction, guidance, monitoring inspection. Department officials and employees receive and return results. The attitude of civil servants must always be enthusiastic to guide the procedures and solve difficult problems. The happy and positive attitude helps enterprises feel more friendly to the business registration office

Northern mountainous provinces focus on promoting investment on the spot through maintaining foreign channel with investors to promptly solve difficulties and problems for investors, planning information of the Management Boards in the province, projects calling for

investment of the province, policies to calling for investment, regulations on laws of investment, investment promotion methods of other countries.

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