



## Nghe An RALG Project - Final report

Implementing Period Oct 2017 – Jun 2019



Tại trấn Con Cỏ/ Con Cỏ town

Belgian development agency

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## Intervention form

Intervention name	Support for Responsive Accountable Local Governance in Nghe An province, Vietnam
Intervention Code	NN 3017553
Location	Nghe An, Vietnam
Budget	1,150,000 EURO
Partner Institution	Nghe An province People's Committee
Date intervention start /Opening steering committee	20th October 2017
End date Specific Agreement	30th June 2019
Target groups	<ul style="list-style-type: none"> <li>- People's Committees and People's Councils at the provincial, district and commune levels</li> <li>- Participating line agencies: Departments of Home Affairs, Planning and Investment, Justice, Finance, Information and Communications, etc.</li> <li>- The Vietnamese Fatherland Front members and members of mass organizations at the provincial, district and commune levels</li> <li>- The citizens of selected communes of 3 targeted districts Quy Chau (12 communes), Quy Hop (10 communes), and Cua Lo (7 wards)</li> </ul>
Impact <sup>1</sup>	Accelerated social and economic development in Nghe An Province through more responsive, transparent and accountable local governance.
Outcome	Improved citizen-government interaction leading to improved service delivery and increased citizen satisfaction.
Outputs	<ol style="list-style-type: none"> <li>1. Improved capacity of local government at all levels to disseminate information in a citizen-friendly manner.</li> <li>2. Improved capacity of People's Councils and Mass Organizations, and specifically PIBs and CISBs to facilitate and promote improved two-way communication between citizens and government at all levels</li> </ol>

<sup>1</sup> impact is a synonym for global objective, Outcome is a synonym for specific objective, output is a synonym for result

	3. Improved capacity of local government at all levels to collect, analyse and utilize citizens' feedback in a transparent and deliberative fashion for more responsive and accountable local governance and improved service delivery
	4. Improved capacity for local government at all levels to identify, plan, coordinate and oversee public administrative reforms in response to engagement with citizens and socio-political organizations
	5. The exchange and effective utilization of innovations, lessons learned and good practices with regard to citizen-government interactions; is promoted at provincial and national level
Total budget of the intervention	610,628 EURO/718,200 EURO
Period covered by the report	20th October 2017 - 30th June 2019

## Global appreciation

<b>Describe</b> your global appreciation of the intervention (max 200 words):	<b>Describe</b> your global appreciation of the intervention (max 200 words):
<p>Overall, the project has been designed and implemented in context that there was a high political demand for improved transparency, accountability and responsiveness in the public sector and a significant reduction in corruption and wastefulness. The project also took advantages of a Enabel's previous ODA project (PORIS) in Nghe An province. As the results of the project interventions, information was effectively disseminated to citizens in a citizen-friendly manner, mass organizations' role in facilitation of two-way dialogue between government and citizens is enhanced, and new mechanisms to facilitate citizen feedback are established. A model of standardised OSS at commune was also developed as a part of part of a broader and comprehensive public administration reform program of the province.</p> <p>While responsive and accountable local governance requires a lot more time and efforts, it is evident that RALG project has created a positive momentum for further improvements in public administrative reform in Nghe An.</p>	
<b>Score</b> your global appreciation of the intervention <sup>2</sup> :	<b>Score</b> your global appreciation of the intervention <sup>3</sup> :
Satisfactory	<i>Satisfactory</i>
National execution official <sup>4</sup>	Enabel execution official <sup>5</sup>
<p><b>Director of RALG Project Management Unit in Nghe An province</b></p>  <p><b>Nguyen Xuan Duc</b></p>	<p><b>Resident Representative in Vietnam Belgian Development Agency</b></p>  <p><b>Krista Verstraelen</b></p>

<sup>2</sup> Very satisfactory - Satisfactory - Non satisfactory, in spite of some positive elements - Non satisfactory

<sup>3</sup> Very satisfactory - Satisfactory - Non satisfactory, in spite of some positive elements - Non satisfactory

<sup>4</sup> Name and Signature

<sup>5</sup> Name and Signature



## PART 1 : Results achieved and lessons learned

### 1 Assessing the intervention strategy

#### 1.1 Context

*In this chapter, the Final Report should describe contextual elements/evolutions that had a **crucial** influence on the intervention, and it's attainment of results (general context, Institutional Context, execution Modalities contexts, Harmonodynamics context). Only mention the most noteworthy elements.*

- There was an increasingly political demand for improved transparency, accountability and responsiveness in the public sector and a significant reduction in corruption and wastefulness.
- As a result of economic growth, there is a demand for an improvement in public administrative services for better serving individuals and businesses requirements.
- Citizens have now a better access to information that enables them to monitor the government operations better. This, in return, makes government more transparent and accountable.

#### 1.2 Important changes in intervention strategy

The project's Workplan was initiatively developed by district and province working groups. There were actually few activities planned for village and commune levels where citizens interact with government most frequently. With insight advice from the Enabel's International Advisor and governance advisor, bottom-up a approach has been adopted for developing workplans by commune and respective communication plans. To some extent, the participation level of local people has been enhanced in making decisions about what and how activities should be done, which priorities there are for issues to be communicated and which are of the most relevance to citizens.



*Painting murals, that were initiated by Youth Union, Women Union and local people. It is an example of the participatory practice. A mural is a different from apart from the traditional propaganda paintings which were inherently familiar to the people.*

*Murals have been implemented in all three project districts and being used as a communication channel. Local people took part in making the implementation plan, planting flowers and landscaping in areas of murals, and maintaining them. They are thinking of how to turn the murals into two-way communication tools, for example by bringing high school students or Youth Union members to see and talk about contents of the murals.*



## 2 Results achieved

### 2.1 Monitoring matrix

Results / indicators	Baseline Value	End Target	End Value obtained	Comments
IMPACT:				
Poverty rate (provincial level data)	9.55%	Shift in indicators above national average	5.54%	
Employment rate (provincial level data)	Unemployment rate: 3.09% (urban area) and 0.87% (rural area)		2.3% (urban area)	
Mother and child mortality rate (provincial level data)	Infant mortality rate: 18.5			
Monthly average income per capita at current prices by income source and by province	105.7		140.74	
OUTCOME:				
Participation at local levels	5.88	Increase of scores with at least 10%	5.98	
Transparency	5.34		5.67	
Vertical accountability	4.98		5.48	
Public administrative procedures	5.50		6.53	
Control of corruption	7.25		7.53	
Public services delivery	6.61		7.20	
OUTPUT 1:				
# of measures taken to customize information to be disseminated to ethnic;	0	At least 1/year	2	
# of innovations tested concerning different media for communicating government policies and programs to citizens.	0	At least 2/year	4	
# Number of documented revisions of information leaflets / web based / mobile based content.	0	At least 3/year	9	
OUTPUT 2:				
# of innovations for improved citizen-government	0	At least	10	

engagement tested with support from mass organizations.		2/year		
% of recommendations given by PCs/Mass organizations, implemented by government agencies	60%	75-80%	80%	
% of members of PIBs and CISBs, receiving the training on the updated guidelines on community oversight.	0	100%	100%	
<b>OUTPUT 3:</b>				
# of government agencies among the agencies, participating in the RALG project, using improved mechanism for collecting citizen feedback;	Little citizen feedback collected at all levels	At least 3	31	
# of government agencies using IT for analyzing citizen feedback.	None	At least 3	29	
# of communes in the pilot districts equipped with bulletin boards including suggestion box at village and commune levels	None	At least 25	17	
# of government agencies among the agencies, participating in the RALG project disclosing that the comments/complains from citizen and the feedbacks to those comments, given by government agencies.	None	At least 4	29	
<b>OUTPUT 4:</b>				
# of OSSs provided with necessary IT and office equipment for its daily operation	None	32	32	
# of government agencies among the agencies, participating in the RALG project disclosing their draft PAR for getting comments/recommendations from citizen	None	All	All	
# of innovations, applied by government agencies in identifying, planning, coordinating and overseeing public administrative reforms	None	At least 2	2	
<b>OUTPUT 5:</b>				
The lesson learned and best practices are summarized and shared among provinces	None	At least 4/year	10	
A number of best practices of other provinces are applied in Nghe An	None	At least 2/year	5	

## 2.2 Analysis of results

*Describe the attainment of results by the intervention*

### **2.2.1 To what extent will the intervention contribute to the impact<sup>6</sup> (potential impact)?**

In its intervention scale, the project has made contributions to the social and economic conditions of the province. During the project duration, the poverty rate of the province has reduced from 9.55% to 5.54%, while monthly average income per capita has increased from 105.7 USD to 140.74 USD.

### **2.2.2 To what extent has the outcome been achieved? Explain**

There has been a significant improvement in the PAPI score of Nghe An where the province was ranked 4th in 2018 compared to the position 25 out of 63 provinces and cities in 2016. There was a considerable leap in particular PAPI indicators such as citizen participation at local levels, public administrative procedures, public service delivery, and public administrative procedures. It is hard to say that the result is brought about by the project owing to its short duration and the relatively small targeted geographical area. However, it is reasonable to claim that the project contributed to the gained results.

### **2.2.3 To what extent have outputs been achieved? Explain**

Output 1 has been well achieved. Capacity of local government at all levels improved to disseminate information in a citizen-friendly manner. Measures taken to customize information to be disseminated to ethnic groups including group discussion on how to make information understandable to citizens especially ethnic minorities and what information are most relevance to local citizens and government. Innovations have been tested concerning different media for communicating government policies and programs to citizens in order to disseminate information in a citizen-friendly manner. The project has supported local stakeholders to deploy analogue (wireless FM broadcasting, television) and digital means (website, social media) for communication. There were 9 completely new communication products made available province-wide, such as leaflets, handbooks, and websites.

Output 2 has been achieved. Capacity of People's Councils and Mass Organizations, and specifically PIBs and CISBs improved to facilitate and promote improved two-way communication between citizens and government at all levels.

The Project has contributed to enhance capacity of PCs and Mass Organizations to facilitate two-way communication between government and citizens. There were about 1,300 members (770 women) of Youth Unions groups, Women's Unions groups, VFF, at district and commune levels, and 100% members of PIBs and CISBs who have been trained on citizens' engagement, organising policy dialogue, supervision and social criticism, and utilizing citizens' feedback. 10 initiatives were taken, as follow-up actions after the trainings, to address existing issues facing local communities as well as to improve the quality of two-way communication such as the development of the Community oversight column on the PCc's website or dialogue between government and villagers. Apart from trainings, the project also conducted study visits to good practice of collecting, analysing and utilizing citizens' feedback and also supervisory and oversight functions of PIBs and CISBs for 27 members of VFFs, DPI, PIBs and CISBs. With knowledge and skills in place, PCcs and mass

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<sup>6</sup> Terminology : Impact = General Objective ; Outcome = Specific Objective; Outputs = Expected Result

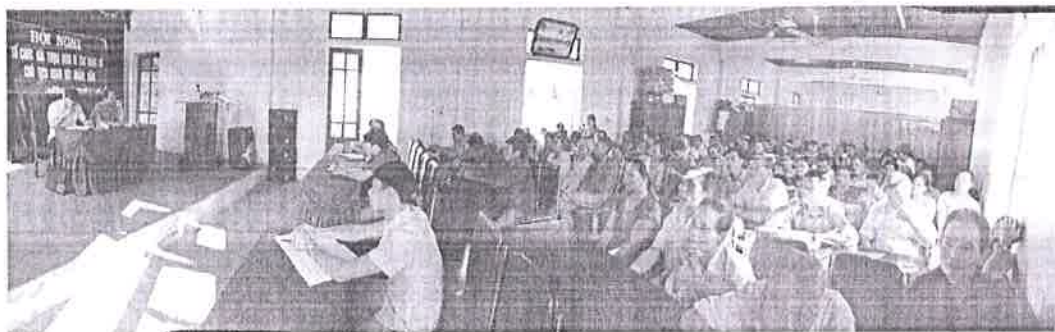


organizations have demonstrated their roles and functions in promoting two-way communication that resulted in more complaints and feedback received from citizen at project communes.

Improving feedback mechanisms for citizens is at heart of the project works and indeed, all of activities under this result. Thus, the project developed a Community Oversight Column on the PCc's website, which involves receiving citizens' feedback and providing information on how their feedback is being responded to. With the project's support for the development of a specialized website integrated into the provincial Web Portal - <http://duthaovanban.nghean.gov.vn>, citizens and enterprises in Nghe An now can comment on draft legal documents before promulgation. This promotes the mastery of citizens and mobilizes knowledge of citizens in order to create consensus and to express people's aspirations. This kind of activity is also expected to raise awareness of the people and create sense of responsibility of the PC and PCc at all levels, organizations and individuals for the promulgation of legal documents in Nghe An province via the Internet

### ***Increased citizen dialogue in Quy Chau, Nghe An***

*On November 18, 2018 the Vietnam Fatherland Front (VFF) in Chau Hoan commune (a mountainous and most difficult commune of Quy Chau district) organized an extra dialogue with citizens on some emerging problems the local minority groups face in their daily life. Like other communes in the project area, VFF and mass organizations took lead in processes of preparing for, facilitating dialogues and monitoring follow-up actions.*



*A well-prepared plan with a clear purpose and clear boundaries for the dialogue was developed by the commune VFF in which it identified involving authorities and their responsibilities, what topics to be discussed and addressed, how citizens' feedback and questions from the previous dialogue had been taken into account. Citizens were well-informed about the dialogue through loudspeaker system and mass organizations that resulted in a crowd of 70 people participating in the event. A short but complete report on progress of addressing the people questions from last dialogue was made available for all participants.*

*Citizens addressed the People's Committee, the Party secretary and representatives of administrative units of the commune with their concerns and received immediate proposals for solving the problems. There were more than 35 questions raised and answered and that some more complicated requests had been transferred to relevant units for further follow-up actions, with a set deadline. The moderator from VFF, with hands-on skills of dialogue facilitation, not only conducted the dialogue in a manner that promotes interaction, he also chased up citizens' queries and made sure they were addressed properly. Local people were also given the opportunity to give their opinions on how the dialogue was carried out, and its results. The conversation only ended at 1 pm after all the citizens were satisfied with the government's answers. This problem-*

*based and participatory approach to two-way dialogue between citizens and local authorities has been the RALG project efforts to create forms of citizens' engagement and choice, and to integrate citizen dialogue into governing processes.*

Output 3 has been achieved. The project focused on building an online system collecting citizens' and organizations' feedback about their satisfaction with public service delivery by administrative agencies. IT application in collection of feedback and enhanced automation, saved time and costs and reduced the influence of subjective factors in collecting feedback from citizens on the quality of public administrative services. In return, administrative agencies, thanks to the collection of feedback, had an overall understanding about citizens' and organizations' satisfaction with their public service delivery, through which they can find solutions to improve service delivery quality and enhance officials' responsibility and behavior towards citizens and organizations. There were 31 government agencies among the agencies, participating in the RALG project from province to commune, used improved mechanism for collecting citizens' feedback. Citizens' feedback has been analyzed using IT by 29 government agencies including 8 from the province, 4 from district/city and another 17 agencies from communes.

The project provided 17 communes/wards in with bulletin boards including suggestion boxes. There are now 29 government agencies disclosing the comments and/or complains from citizen and the feedbacks to those comments.

Output 4 has been achieved. In order to help the OSSs overcome existing difficulties as well as to improve capacities of providing information and public online services, the Project supplied IT equipment to OSSs of 29 communes and those at district level of 3 targeted districts. The supply of IT equipment has contributed to an efficient and easy-to-access portal to administrative services, enhanced the implementation of more online public services at commune and district levels and saved time and expenditures of public administrative procedures. The project has provided trainings for more than 200 leaders, receptionists, and inspectorate of government agencies on receiving, processing and responding to citizens' denouncement, complaints and inquiries.

All government agencies among the agencies, participating in the RALG project disclosing their draft PAR for getting comments/recommendations from citizen. There two innovations applied by government agencies in planning and coordinating the model of standardized OSS at commune level.

Output 5 has been well achieved. Lesson learned and best practices are summarized and shared among 10 provinces ranging from PAR and OSS operation, function of VFF and mass organizations, to participatory C-SED planning and application of ICT. A number of best practices of other provinces have been applied in Nghe An that were brought up by from learning trips to other provinces as well as learning network between RALG projects.

#### **2.2.4 To what extent did outputs contribute to the achievement of the outcome**

Nghe An RALG project is contributing to the improvement of local administrative service delivery and increasing two-way dialogue between citizens and government by increasing citizens' engagement on local government performance, and also increasing local government capacity to analyse and utilize citizens' feedback. The project's most recent information shows that local governments are really taking into account citizens' suggestions and aspirations that have been reflected in dialogues between local people and government at all of the 29 communes in the project area. The first dialogue between leaders of PC, Women's Union, and the Department of Education and Training with representatives of school management boards, students and Parent-Teacher Associations of 12 schools in Cua Lo town has also been supported by the project, where urgent actions were identified to deal with emerging issues of child protection, children rights and prevention of child sexual abuse.

The project had a strong yearly-performance designing and realizing communication measures appropriate to promote understanding and dialogue between citizens and government at all levels. Measures and innovations have been taken to customize information to be disseminated to ethnic minority communities. Moreover, priority is given to issues to be communicated that are the most relevant to citizens and government such as land use plans, budget disclosure and citizens' rights to participate in the development of legal documents. The project and related stakeholders are now working on printing revisions of information leaflets and on web-based content available province-wide and disseminating information on relevant issues of environment and the implementation of administrative services online in the web portal in more citizen-friendly ways.

Thanks to capacity building activities of the project, capacities of PCs and Mass Organizations have been increased for facilitating dialogue between government and citizens. There have been 100% members of Youth Union groups at district and commune levels in the project pilot areas participating in seminars on youth work, building strong grassroots governance, and processing citizens' feedback that resulted in not only their knowledge but also skills of the Youth Union members in the area of community facilitation. 100% of the members of PIBs and CISBs in the 29 targeted communes were trained on their monitoring function. Citizens are now using new online feedback mechanisms as a result of innovations that have been tested for improved citizen-government engagement, such as the development of a community oversight column on the PC's website, and a specialized website integrated into the provincial web portal to collect feedback on draft legal documents.

The project has also employed efforts to strengthen organizational and technical capacities of government departments to collect, analyze and utilize citizens' feedback concerning local governance and public administrative reform. As a result, while there will be about 10 government agencies among the agencies using improved mechanism for collecting citizens' feedback (website, social media, meeting/campaigns, survey, questionnaires), at least 7 government agencies will be using IT for analyzing citizens' feedback from February 2019 on, after a launching event.

With regards to public administrative services, the project made a slow but steady progress towards effective planning, coordinating and monitoring public administrative reform. The project has provided related technical trainings to OSSs' staff and has also supported the OSSs from commune to district levels with necessary



IT equipment for their daily operation. Communication on PAR related-topics has been integrated in community events at village and commune levels.

Local community action plans have been developed through community consultation meetings at all targeted communes. Representatives of the local people and government departments identified issues and problems facing local communities and took the lead in designing follow-up plans of actions. High priority of resources had been be given to implement activities at the grassroots level in the final quarter of project operations.

**2.2.5 Assess the most important influencing factors. What were major issues encountered? How were they addressed by the intervention?<sup>7</sup>**

There were some important factors that influence project progress:

- A shortened duration of project intervention was as a result of challenges faced by the project in the preparation phase relating to procedures for receiving and managing ODA resource at national level.
- A change in the PSC's Co-Chair position of Nghe An resulted from a personnel change of the province leaders. It took months for the province to appoint new personnel, however, this has led to some delays in implementation of activities and has created some pressure in the later stage for the project.

**2.2.6 Assess the unexpected results, both negative and positive ones**

N/A

**2.2.7 Assess the Integration of Transversal Themes in the intervention strategy**

- The project increased its effectiveness in putting women's rights and gender equality at the centre of all campaigns and dialogues. Gender-related themes were integrated into communication/campaign events at communities. By supporting citizens' engagement in SEDP and public service delivery, the project contributed to promote mechanisms and chances for women to voice their concerns on these topics in particular and overall local government performance in general.
- Environmental perspectives have been integrated into communication activities at villages. Communication materials on climate change, water and management for sustainable development were developed and made available at project communes

**2.2.8 To what extent have M&E, backstopping activities and/or audits contributed to the attainment of results? How were recommendations dealt with?**

M&E and technical support from Enabel's ITA played a crucial role in ensuring that the project is on track and receives adequate and clear advice. In some circumstances, adjustments in the implementation and monitoring of activities happened as a follow-up action.

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<sup>7</sup> Only mention elements that aren't included 1.1 (Context), if any.

### 3 Sustainability

*In this chapter, by answering the questions underneath, interventions need to describe how results achieved will be sustained and whether a specific exit-strategy has been developed in order to guarantee this.*

#### **3.1.1 What is the economic and financial viability of the results of the intervention? What are potential risks? What measures were taken?**

The project has practically contributed to the policy orientation on PAR and encouraged people's participation. Citizen's participation and PAR planning are a condition to reinforce the model of participatory socio-economic development planning and implementation at commune level. Although it requires time for a throughout appraisal to determinate the economic and financial viability of the results of the intervention, the convenience and simplicity of the project's one-stop shop model at commune level saved people from having to go to many locations as in the past and enables the poor and those who do not speak the Kinh language to access administrative services without having to pay for others to help.

#### **3.1.2 What is the level of ownership of the intervention by target groups and will it continue after the end of external support? What are potential risks? What measures were taken?**

While political will and commitment of local authorities are the necessary condition for the sustainability of the project results, active engagement of local people will increase the sense of local ownership of the intervention. Scaling up sustainable results requires close vertical collaboration between state and provincial government agencies. As a changing plan, public administration reform will inevitably require the involvement of all governmental sides. This means there is a need for a collaboration mechanism for a solid vertical coordination between local government agencies, while citizen participation remains very important element in any reform efforts

#### **3.1.3 What was the level of policy support provided and the degree of interaction between intervention and policy level? What are potential risks? What measures were taken?**

Policies and local institutions have been highly supportive of intervention of the project and will continue to be so.

#### **3.1.4 How well has the intervention contributed to institutional and management capacity? What are potential risks? What measures were taken?**

Project activities have been supported and integrated into the master plan of the province. For example, the piloting of a system for assessing satisfaction of citizens on public administrative services, that was jointly planned and implemented by the project, DoHA and PPC Office, is the first step towards a broader plan of the province in improving quality of public administrative services. By doing so, government

agencies committed to contributing not only human resource but also finance for taking over the project results and making them sustainable.

## 4 Learning

### 4.1 Lessons Learned

*Capture important Lessons Learned from the intervention's experience. Lessons Learned are new insights that must remain in the institutional memory of BTC and partners. The Lessons learned can be drawn from activities, outputs, outcome, risk management, cross-cutting themes, sector policies, etc. (or a combination of levels or any other aspect of the intervention and its environment).*

We realised that we have not always done enough to put people first, and the lessons that we had learned from this were reflected in our activities in the latter phase of the project. Bottom-up approach applied in making Plan of action by communes and districts, participatory communication strategy.

For future non-investment projects, it might be worth considering, to put the one contentioally-responsible PPC department in charge, which can drive the projects, instead of just letting DPI run the the show.

### 4.2 Recommendations

*A recommendation is a decision to be taken, to the attention of a user of the final report. Recommendations should be as specific as possible. Operationalise recommendations by adding 'Source' and 'Target Audience'.*

- Recommendations can be relevant for:
- Country strategy
- Sector strategy
- A next intervention
- The exit-strategy

Recommendation	Source	Target audience
Description of the decision to be taken.	The source to which the recommendation refers	
Not only orientation trainings but also administrative manuals including financial and bidding procedures of should be adequately provided at the start of the project.		

## PART 2: Synthesis of (operational) monitoring

### 1 Follow-up of decisions by the JLCB

*Report on the follow-up of decisions. Provide an overview of the important strategic decisions taken by the JLCB during the intervention (do not include minor decisions). Next, describe how the intervention followed up on those decisions. These decisions may also emanate from recommendations withheld by the JLCB pursuant to Results Reports, the MTR, backstoppings, audits and ETR. This should normally be a copy-paste from the intervention's updated operational monitoring.*

- Decision No.1996/QĐ-Ttg dated 10/18/2015 on Approval of the Specific Agreement between Vietnam and Belgian governments for 03 "Support for Responsive Accountable Local Governance" in 03 provinces Nghe An, Ha Tinh, Kon Tum
- Decision 3431/QĐ-UBND dated 7/15/2016 on Approval of Investment in "Support for Responsive Accountable Local Governance in Nghe An Province"
- Decision No. 474/QĐ-UBND dated 2/3/2017 on Establishment of Project Steering Committee of "Support for Responsive Accountable Local Governance in Nghe An Province"
- Decision No. 27/QĐ-SKHĐT dated 3/3/2017 on Establishment of Project Management Unit of "Support for Responsive Accountable Local Governance in Nghe An Province"
- Decision No.05/QĐ-RALG dated 9<sup>th</sup> April 2018 approving ToR and Cost Estimate of activities P1/2018;
- Decision No.21/QĐ-RALG dated 18/6/2018 approving ToR and Cost Estimate of activities P2/2018;
- Decision No.33/QĐ-RALG dated 10/9/2018 approving ToR and Cost Estimate of activities P3/2018;
- Decision No.54/QĐ-RALG dated 6/11/2018 approving ToR and Cost Estimate of activities P4/2018;
- Decision No.05/QĐ-RALG dated 28/01/2019 approving ToR and Cost Estimate of activities Part 5;

## 2. Expenses

*Export an overview of expenses from FIT*

Discription	FIN MODE	BUDGET	TOTAL EXPENSES OF 2017	TOTAL EXPENSES OF 2018	TOTAL EXPENSES OF 2019	Accumulate expense	Disbursemen t rate (%)
<b>A Specific Objective (SO) :</b>		<b>610.000</b>	<b>3.606</b>	<b>88.966</b>	<b>434.757</b>	<b>527.328</b>	<b>86%</b>
01 Improved capacity of LG to disseminate information	NEX	112.000	-	14.340	92.364	106.704	95%
01 Improved capacity of LG to disseminate information	NEX	112.000	-	14.340	92.364	106.704	95%
02 Improved capacity of PCc mass organisations to facilitate 2 way communication	NEX	131.000	-	44.506	82.232	126.738	97%
01 Improved capacity of PCc mass organisations to facilitate 2 way communication	NEX	131.000	-	44.506	82.232	126.738	97%
03 Improved capacity of LG to collect , analyse and utilize citizen feed back	NEX	180.500	-	174	172.016	172.190	95%
01 Improved capacity of LG to collect , analyse and utilize citizen feed back	NEX	180.500	-	174	172.016	172.190	95%
04 Improved capacity for LG to plan coordinated PAR reforms	NEX	163.000	1.542	25.294	82.640	109.476	67%
01 Improved capacity for LG to plan coordinated PAR reforms	NEX	163.000	1.542	25.294	82.640	109.476	67%
05 exchange utilization of lessons learned with other provinces	NEX	23.500	2.064	4.652	5.504	12.220	52%
01 workshops, capitalization exercises	NEX	22.500	2.064	4.652	5.504	12.220	54%
02 studies and consultancies through framework contracts	NEX	1.000	-	-			
<b>X CONTINGENCIES</b>							
01 CONTINGENCIES							
01 Contingencies (NEX)							
02 Contingencies (BTC-managed)							

<b>Z GENERAL MEANS</b>			<b>390.000</b>	<b>5.320</b>	<b>62.891</b>	<b>15.089</b>	<b>83.300</b>	<b>77%</b>
01 Human Resources			274.202	4.223	17.011	12.080	33.314	77%
01 International Technical Assistance - Technical advisor	REGIE		180.000					
02 National Technical Assistant	REGIE		50.852					
03 Translator cum Administrative Assistant	NEX		16.800	2.043	8.206	5.469	15.717	94%
04 Driver (18m@350)	NEX		7.350		104	763	867	12%
05 Financial Officer (22m@800)	NEX		19.200	2.180	8.701	5.849	16.730	87%
02 Investments			46.350	281	43.067	280	43.627	94%
01 IT equipment	NEX		8.000	281	5.688	280	6.248	78%
02 vehicle	NEX		38.350		37.379		37.379	97%
03 Operational Expenditures			36.448	816	2.814	2.729	6.359	34%
01 operational costs technical assistance modalities	REGIE		17.948					
02 Other Operating Expenditures	NEX		18.500	816	2.814	2.729	6.359	34%
04 Monitoring, Evaluation and Auditing			33.000	-				
01 backstopping	REGIE		9.000					
02 Evaluation (baseline, evaluation,...)	REGIE		15.000					
03 Auditing	REGIE		9.000					
99 Conversion rate adjustment								
VAT refund							(10.240)	
<b>TOTAL BUDGET FOR PROEJCT</b>			<b>1.000.000</b>	<b>8.926</b>	<b>151.857</b>	<b>449.846</b>	<b>610.628</b>	
	REGIE		281.800	-				
	NEX		718.200	8.926	151.857	449.846	610.628	85%



### 3 Disbursement rate of the intervention: Sept 2017 – June 2019

Source of financing	Cumulated budget	Real cumulated expenses	Cumulated disbursement rate	Comments and remarks
Direct Belgian Contribution	718.200 EUR	610.628 EUR	85%	
Contribution of the Partner Country	8.800 EUR	8.800 EUR	6%	

### 4 Personnel of the intervention

No.	Personnel	Male	Female	Task assigned	Trainer vs. Consultant		No. of contracted days
					Trainer	Consultant	
I	Contracted PMU staff						
1	Le Quang Luong	1		NTA			
2	Nguyen Loc Quy Duong		1	Admin cum Translator			
3	Phan Thi Viet Ha		1	Finance Officer			
	<b>TOTAL</b>	<b>1</b>	<b>2</b>				



[illegible]

20	Administrative Procedure Control Agency (APCA) – Office of the Government of Vietnam	1		Trainers on checking and evaluating administrative procedures and responsibilities of organizations and individuals in settling administrative procedures	1		2-5
21	Administrative Procedure Control Agency (APCA) – Office of the Government of Vietnam	1			1		2-5
22	Nguyen Quang Dong	1		Consultants for development of a handbook for PCc's delegate at all levels	1		39
23	Nguyen Duc Lam	1			1		
24	Trainers from MPI	1		Trainers on Information System of Public Investment, the Information System of monitoring and evaluation of investment programs and projects using state capital	1		3
25	Trainers from MPI	1			1		3
26	Planning Management Department of MPI	1		Trainer on Planning Law	1		2
27	Planning Management Department of MPI	1			1		2
28	National Government inspector	1		Trainers on receiving, processing and responding to citizens' denouncement, complaints and inquiries	1		2
29	Central Citizen reception Committee	1			1		2
	<b>TOTAL</b>	<b>22</b>	<b>7</b>				

## 5 Public procurement

Insert public procurement table.

<i>No.</i>	<i>Procurement</i>
1	Car Procurement
2	Design and print Leaflets, Handbooks and Project Information Covers
3	Hall Lease and other relevant services for Workshop “Improved 2 way dialogue between government and citizens on administrative reform towards improvement of business environment and investment attraction in Nghe An province
4	Consulting Service for Workshop “Improved 2 way dialogue between government and citizens on administrative reform towards improvement of business environment and investment attraction in Nghe An province
5	Development of a Community Oversight Column on the PCC’s Website
6	Provision of 2-way tickets (Vinh – Ho Chi Minh City)
7	Service of 35-seat bus rental for 2 tour-trip to Northern and Southern provinces
8	Lecturers for provide Technical System Administration Officials of the Provincial Web Portal with a technical training on technical solutions of Liferay Portal technology platform
9	Service of designing and developing a specialized website integrated into Provincial Web Portal to collect feedback on draft legal documents
10	Hall Rental and other services for a training workshop on the Planning Law and its guiding documents
11	Service of development of quarterly print and digital/online articles on RALG activities
12	Lecturers for provide Technical System Administration Officials of the Provincial Web Portal with a

	technical training on technical solutions of Liferay Portal technology platform
13	Hall Rental and other services for a training workshop on the Planning Law and its guiding documents
14	Service of development of quarterly print and digital/online articles on RALG activities
15	Hall Lease and other relevant services for training on launching the Information System of Public Investment, the Information System of monitoring and evaluation of investment programs and projects using state capital
16	Wifi transmitter rental
17	Consultant for fulfilment of action plan by district and communes of RALG Nghe An Project
18	Travel service (shuttle bus rental, meals, accommodation) for a study-tour for learning experience in the fields of PAR in planning and investment, participatory C-SEDP, and application of ICT in PAR management and E-government.
19	Flight tickets for 03 lecturers training on launching the Information System of Public Investment, the Information System of monitoring and evaluation of investment programs and projects using state capital
20	Provide wireless FM communication systems for 04 communes (Chau Quang and Tho Hop in Quy Hop district, Chau Binh and Chau Hoi in Quy Chau District) and sets of speakers for Women Union in Quy Hop, Quy Chau, and Cua Lo
21	Hall Lease and other relevant services for 01 Training workshop on skills of policy dialogue organization, supervision, social criticism and consultation, participation in policy development, instruction to establish and organize group activities in Cua Lo town
22	Hall Lease and other relevant services for 02 Training workshops on skills of policy dialogue organization, supervision, social criticism and consultation, participation in policy development,

	instruction to establish and organize group activities in Quy Hop
23	Hall Lease and other relevant services for 01 Training workshop on skills of policy dialogue organization, supervision, social criticism and consultation, participation in policy development, instruction to establish and organize group activities in Quy Chau
24	Hall Lease and other relevant services for 01 training workshop strengthening the organization and monitoring function for PIBs and CISBs in Quy Chau District
25	Hall Lease and other relevant services for 01 training workshop strengthening the organization and monitoring function for PIBs and CISBs in Quy Hop District
26	Hall Lease and other relevant services for 01 training workshop strengthening the organization and monitoring function for PIBs and CISBs in Cua Lo Town
27	Hall lease and other relevant services for the seminar on youth work, building strong grassroots governance, and processing citizens' feedback in Quy Hop
28	Hall lease and other relevant services for the seminar on youth work, building strong grassroots governance, and processing citizens' feedback in Quy Chau
29	Hall lease and other relevant services for the seminar on youth work, building strong grassroots governance, and processing citizens' feedback in Cua Lo town
30	IT equipment provided to OSSs
31	Hall Lease and other relevant services for 2 training workshops on receiving , processing and responding to citizens' denouncement, complaints and inquiries
32	Hall Lease and other relevant services for 2 training workshops on checking and evaluating administrative procedures and responsibilities of organizations and individuals in settling administrative procedures
33	Design and print the Handbook on evaluating impacts of administrative procedure regulations, chacking and evaluating administrative procedures
34	Hall Lease and other relevant services for facilitation skills of C-SEDP for planning officers of pilot

	communes
35	Provide IT equipment for Department of Planning and Investment
36	Hall Lease and other relevant services for 3 training workshops on media communication skills for spokespersons at different levels
37	Bookshelves provided to communes
38	Books provided to communes
39	Handbooks for PCc's delegates at all levels, RALG Nghe An Notebooks
40	Hall Lease and other relevant services for 01 Training workshop on using computers, the Internet and social networks for PCc's delegates and governmental officials and mass organizations at communes in Quy Hop District
41	Hall Lease and other relevant services for 01 Training workshop on using computers, the Internet and social networks for PCc's delegates and governmental officials and mass organizations at communes in Quy Chau District
42	Hall Lease and other relevant services for Training workshops in Cua Lo town
43	Paints and palettes used for propaganda paintings
44	Services for organizing a job fair
45	Produce documentaries and Video clips for RALG Nghe An
46	Broadcast documentaries and Video clips for RALG Nghe An
47	Bulletin boards and suggestion boxes provided to villages and communes
48	Hall Lease and other services for a training on collecting, analysing and utilizing citizens' feedback at communes in Quy Hop
49	Hall Lease and other services for a training on collecting, analysing and utilizing citizens' feedback at communes in Quy Chau
50	Design and print standee on online public services

51	USB sticks to contain 3 video clips
52	Furniture provided to piloted OSSs
53	IT equipment provided to piloted OSSs
54	Air-conditioners and water purifiers provided to piloted OSSs
55	Developing level-4 administrative services
56	Camera systems provided to piloted OSSs
57	Devices and tools to display administrative procedures and examples at piloted OSSs
58	Consultancy service for documentation of results and lessons learned of RALG project
59	Hall Lease and other relevant services for 2 training classes on legal dissemination and education for reporters at provincial level

## 6. Public agreements

*Insert public agreement table.*

Description	Partner	Duration
Responsibility Agreement on conducting workshops for spokesmen	Department of Information and Communication	27/12/2017-30/01/2018
Liability contract on developing handbooks	Department of Information and Communication	25/06/2018-31/01/2019
Liability contract on survey on public service delivery	Department of Home Affairs	06/12/2017-25/01/2018



Service Level Agreement on online system to evaluate the satisfaction of citizens and organizations	Department of Home Affairs	06/11/2018-21/06/2019
Liability contract on developing content for video clips	Department of Home Affairs	01/03/2019-30/04/2019
Liability contract on developing content for video clips	Department of Information and Communication	01/02/2019-30/04-2019
Liability contract on developing content for video clips	Youth Support Center	22/02/2019-30/04/2019

## 7 Equipment

List equipment acquired during the intervention

Currency: Euro

Equipment type	Cost		delivery date		Remarks
	budget	real	budget	real	
<b>I – Equipment used for the operation of PMU Office</b>	<b>4882.26</b>	<b>4882.26</b>			
- Laptop Dell	450.13	450.13	Q2/2017	12/29/2017	
- Laptop Dell	450.13	450.13	Q2/2017	12/29/2017	
- Desktop Dell	380.88	380.88	Q2/2017	12/29/2017	
- Desktop Dell	380.88	380.88	Q2/2017	12/29/2017	
- Photocopier Fuji Xerox	1592.77	1,592.77	Q2/2017	12/29/2017	
- Projector Sony	754.83	754.83	Q2/2017	12/29/2017	

- Printer HP	242.38	242.38	Q2/2017	12/29/2017	
- Printer HP	249.38	249.38	Q1/2019	3/13/2019	
- Camera Sony	242.38	242.38	Q2/2017	12/29/2017	
- Scanner Canon	138.50	138.50	Q2/2017	12/29/2017	
<b>II – Equipment provided to beneficiaries</b>	<b>123623</b>	<b>119612</b>			
- Desktop Dell Vostro Quantity: 32	17509	17431	Q1/2019	3/7/2019	Beneficiaries are OSS at 30 project district/communal PCs
- Photocopier Sharp Quantity: 24	51414	51392	Q1/2019	3/7/2019	Beneficiaries are OSS at 24 project district/communal PCs
- Printer HP Quantity: 7	2356	2340	Q1/2019	3/7/2019	Beneficiaries are OSS at 24 project district/communal PCs
- Scanner Canon Quantity: 9	845	845	Q1/2019	3/7/2019	Beneficiaries are OSS at 24 project district/communal PCs
- Wifi transmitter TP-Link Quantity: 32	421	360	Q1/2019	3/7/2019	Beneficiaries are OSS at 30 project district/communal PCs
- FM wireless system Quantity: 03	38339	34586	Q1/2019	Q1/2019	Beneficiaries are Tho Hop, Chau Quang communes (Quy Hop district), Chau Binh, Chau Hoi (Quy Chau district)
- Speaker set Quantity: 03	1507	1512	Q1/2019	Q1/2019	Beneficiaries are Women Union of Quy Hop, Quy Chau
- Desktop Dell Quantity: 18	5960	5914	Q1/2019	3/29/2019	Beneficiaries are OSSs in Tho Hop Commune, Tan Lac town

					and Nghi Thu ward
- Printer Canon Quantity: 06	1490	1490	Q1/2019	3/29/2019	Beneficiaries are OSSs in Tho Hop Commune, Tan Lac town and Nghi Thu ward
- Screen LG Quantity: 03	1719	1719	Q1/2019	3/29/2019	Beneficiaries are OSSs in Tho Hop Commune, Tan Lac town and Nghi Thu ward
- Camera Samsung Set (including 03 cameras, 01 recorder, 01 harddrive, 01 electric source) Quantity: 03	2063	2023	Q1/2019	3/21/2019	Beneficiaries are OSSs in Tho Hop Commune, Tan Lac town and Nghi Thu ward
<b>TOTAL</b>	<b>128505.26</b>	<b>124494.26</b>			

## 8 Original Logical Framework from TFF :

*Include the original logical framework as presented in the TFF*



Original  
VIE1505011

## 9 Complete Monitoring Matrix

*Include the last (full) version of the monitoring matrix*



Updated Logframe  
- VIE 1505011.xlsx

## 10 Tools and products

*In this annex, mention any material on the effects of the intervention or any experiences gained with the application of specific methods or tools.*

- (Scientific)Publications
- Capitalisation reports

Report on documentation of the project results

- Audio-visual material

TV report, video clips on two-way interaction between citizens and government, PAR, environmental issues

Posters, standee, murals

- Other resources
- M&E approach/system
- Methods

ON BEHALF OF NGHE AN RALG PMU

PMU DIRECTOR



Nguyen Xuan Duc



## LOG-FRAME

Project name: Support for responsive accountable local governance in Nghe An province, Vietnam  
 DGD Code: NN 3017553  
 Navision Code: VIE 1505011  
 Prepared by: Project Management Unit  
 Reviewed by: BTC's International Technical Advisor  
 Approved by: Project Steering Committee

Country: VIET NAM  
 Funding source: BELGIUM

Hierarchy	Objective	Indicator	Baseline Value	Target	Source
<b>Project General Objective</b>	Accelerated social and economic development in Nghe An Province through more responsive, transparent and accountable local	Increase economic output Expanded economic and social infrastructure		Shift in indicators above national average	"Provincial statistics on economic productivity  Provincial statistics on access to basic social services  PCI Sources"
<b>Project Specific Objective</b>	Improved citizen-government interaction leading to improved service delivery and increased citizen satisfaction	Increased levels of citizen engagement with government at all levels  Greater mutual understanding between citizens and government of priority areas for PAR  Improved citizen participation in public programs and policies  Increased citizen contributions to the oversight of public policy and program implementation	Current PAPI scores: (/10)  - participation at local levels: 5.29 - transparency: 5.9 - vertical accountability: 6.05 - public administrative procedures: 6.91 - control of corruption: 5.51 - public services delivery: 6.69	Increase of scores with at least 10%	PAPI report
<b>Result 1</b>	Improved capacity of local government at all levels to disseminate information in a citizen-friendly manner.	# official publications which are effectively translated into a form which can be understood by citizen-government engagement  # of measures taken to customize information to be disseminated to ethnic;  # of innovations tested concerning different media for communicating government policies and programs to citizens;  The extent to which different levels of government actively contribute to and participate in innovative approaches to generating and disseminating citizen-friendly information	DOJ and CEMA  No measures taken to disseminate to ethnic minorities  No innovations tested  Little participation	All agencies involved with RALG have  At least 1 innovative measure taken per year  At least 1 innovation tested per year  Regular participation (in 30% of more of the cases)	

<b>Result 2</b>	Improved capacity of People's Councils and Mass Organizations, and specifically PIBs and CISBs to facilitate and promote improved two-way communication between citizens and government at all levels	<p># of innovations for improved citizen-government engagement tested</p> <p>The number of levels o local government system at which innovations are tested and refined</p> <p>Increased the number of of issues on which there is citizen-government engagement</p> <p>The generation of tools, manuals, guideline to enable PIB and CISB to better perform their core mandate</p> <p>The scope of utilization of new tools by PIBs and CISBs</p> <p>Improved scope and quality of PIB and CISB contribution to the overal supervision and oversight of public investment and public policy implementation</p>	<p>No innovations</p> <p>No levels are tested</p> <p>Little citizen-government engagement</p> <p>No tools, manuals and guidelines</p> <p>No Utilizationof new tools by PIBs and CISBs</p> <p>Limited scope and quality of PIB and CISB contributions to the overall supervision and oversight of public implementation</p>	<p>At least 2 innovations tested per year</p> <p>At least one level tested per year</p> <p>Regular participation (in30% of more of the cases)</p> <p>At least two tools, manuals and guidelines are generated annually</p> <p>Utilization of new tools by PIBs and CISBs in 30% of mre of the cases</p> <p>PIB and CISB contributed in 50% of all cases of overall supervision</p>	<p>Project report</p> <p>To be confirm with local partners</p>
<b>Result 3</b>	Improved capacity of local government at all levels to collect, analyse and utilize citizen feedback in a transparent and deliberative fashion for more responsive and accountable local governance and improved service delivery	<p>Increased the volume of citizen feedback collected at all the clevels</p> <p>The development and utilization of effective tool and methodologies for analyzing citizen feedback</p> <p>The adoption of improved mechanisms for government-citizen dialogue on issues of public concern</p>	<p>Little citizen feedback collected at all levels</p> <p>None</p> <p>Out dated machanism for government-citizen dialogue on issues of public concern</p>	<p>A system is put in place to collect citizen feedback at all levels within one year</p> <p>Effective tools and methodologies for analyzing citizen feedback are developed within one year</p> <p>Within one year mechanisms for government-citizen dialogue on issues of public concern are reviewed and updated</p>	<p>Project report</p> <p>To be confirm with local partners</p>



<b>Result 4</b>	Improved capacity for local government at all levels to identify, plan, coordinate and oversee public administrative reforms in response to engagement with citizens and socio-political organizations	<p>New reform identified &amp; planned</p> <p># of innovation identified and utilized for improving vertical and horizontal coordination and oversight of PAR</p> <p># of innovations for PAR identification, planning, coordination and oversight institutionalized as good practice</p> <p># of stakeholders collaborating effectively or PAR implementation and oversight</p> <p># of levels of local government effectively contributing to the identification, planning coordination and oversight of PAR reforms</p>	<p>No new reforms identified</p> <p>No innovations identified and utilized for improving vertical and horizontal coordination and oversight of PAR</p> <p>No innovations for PAR identification, planning, coordination and oversight identified</p> <p>No innovation for PAR identification, planning coordination and oversight identified</p> <p>No or few levels of local government effectively contributing</p>	<p>At least one new reform identified per annum</p> <p>At least 2</p> <p>At least 2</p> <p>Stakeholder participate in minimum 50% the time</p> <p>Different levels o local contribute minimum 50% of the time</p>	To be confirmed with local partners
<b>Result 5</b>	Exchange experience and lessons learned and seek for cooperation opportunities with national universities and institutions on the promotion of citizen-government interaction	<p>The lesson learned and best practices are summarized and shared among provinces</p> <p>A number of best practices of other provinces are applied in Nghe An</p>	<p>No lessons learned and good practices documented and shared.</p> <p>No good practices from other provinces applied in three provinces.</p>	<p>At least 4 lessons learned and good practices documented and shared per annum.</p> <p>At least 2 good practices from other provinces applied in Nghe An province per annum.</p>	Semi-annual and annual provincial project progress reports



## LOG-FRAME (Indicator Tracking Table)

Project name: Support for responsive accountable local governance in Nghe An province, Vietnam

DGD Code: NN 3017553

Navigation Code: VIE 1505011

Prepared by: Project Management Unit

Reviewed by: Enabel's International Technical Advisor

Approved by: Project Steering Committee

Hierarchy	Objective	Indicator	Baseline	Target	Achieved
<b>Project General Objective</b>	Accelerated social and economic development in Nghe An Province through more responsive, transparent and accountable local	Poverty rate (provincial level data)	9.55%		5.54%
		Employment rate (provincial level data)	Unemployment rate: 3.09% (urban area) and 0.87% (rural area)	Shift in indicators above national average	2.3% (urban area)
		Mother and child mortality rate (provincial level data)	Infant mortality rate: 18.5		
		Monthly average income per capita at current prices by income source and by province	105.70		140.74
		Participation at local levels	5.88		5.98
<b>Project Specific Objective</b>		Transparency	5.34	Increase of scores with at least 10%	5.67
		Vertical accountability	4.98		5.48
		Control of corruption	5.50		6.53
		Public administrative procedures	7.25		7.53
		Public services delivery	6.61		7.20
<b>Result 1</b>	Improved capacity of local government at all levels to disseminate information in a citizen-friendly manner.	# of measures taken to customize information to be disseminated to ethnic minorities	No measures taken to disseminate to ethnic minorities	At least 1 innovative measure taken per year	2
		# of innovations tested concerning different media for communicating government policies and programs to citizens.	No innovations tested	At least 3 innovation tested per year	4
		# Number of documented revisions of information leaflets / web based / mobile based content.	No documents available	At least 3 documents are revised or completely new and available province wide	9
		# of innovations for improved citizen-government engagement tested with support from mass organizations.	No innovations	At least 2 innovations tested per year	10
<b>Result 2</b>	Improved capacity of People's Councils and Mass Organizations, and specifically PIBs and CISBs to facilitate and promote improved two-way communication between citizens and government at all levels	% of recommendations given by PCs/Mass organizations, implemented by government agencies	60.00%	75-80%	80%
		% of members of PIBs and CISBs, receiving the training on the updated guidelines on community oversight.	No tool, manuals and guidelines generated	all PIB and CISB involved with RALG are trained	100%



Result 3	Improved capacity of local government at all levels to collect, analyse and utilize citizen feedback in a transparent and deliberative fashion for more responsive and accountable local governance and improved service delivery	# of government agencies among the agencies, participating in the RALG project, using improved mechanism for collecting citizen feedback;	Little citizen feedback collected at all levels	At least 3 participating agencies	31
		# of government agencies using IT for analyzing citizen feedback.	None	At least 3 participating agencies	29
		# of communes in the pilot districts equipped with bulletin boards including suggestion box at village and commune levels	None	At least 25 communes	17
		# of government agencies among the agencies, participating in the RALG project disclosing that the comments/complaints from citizen and the feedbacks to those comments, given by government agencies.	None	At least 4 participating agencies	29
Result 4	Improved capacity for local government at all levels to identify, plan, coordinate and oversee public administrative reforms in response to engagement with citizens and socio-political organizations	# of OSSs provided with necessary IT and office equipment for its daily operation	None	3200%	32
		# of government agencies among the agencies, participating in the RALG project disclosing their draft PAR for getting comments/recommendations from citizen;	None	All participating agencies	All participating agencies
		# of innovations, applied by government agencies in identifying, planning, coordinating and overseeing public administrative reforms	None	At least 2	2
Result 5	Exchange experience and lessons learned and seek for cooperation opportunities with national universities and institutions on the promotion of citizen-government interaction	The lesson learned and best practices are summarized and shared among provinces	No lessons learned and good practices documented and shared.	At least 4 lessons learned and good practices documented and shared per annum.	10
		A number of best practices of other provinces are applied in Nghe An	No good practices from other provinces applied in three provinces.	At least 2 good practices from other provinces applied in Nghe An/Ha Tinh/Kon Tum province per annum.	5

