



Final report

**SUPPORT TO RESPONSIVE AND
ACCOUNTABLE LOCAL
GOVERNANCE IN KON TUM
PROVINCE**

VIE 1505111



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Intervention form

Intervention name	Support for responsive accountable local governance in Kon Tum province
Intervention Code	VIE 1505111
Location	Kon Tum District: Kon Plong, Dak Ha; city: Kon Tum
Budget	1,130,000 Euro, which includes: + Non-refundable aid of Belgian Government: 1,000,000 Euro; + Contribution of the Partner country: 130,000 Euro.
Partner Institution	People's Committee of Kon Tum
Date intervention start /Opening steering committee	3th October 2017
End date Specific Agreement	10th November 2016
Target groups	Members of the Project Steering Committee; Project management unit; + PCs and PCs at the provincial, district and commune levels, participating government at all levels including DoHA, DPI, DoJ, DoF, DoIC, DoEM + Related government agencies + The VFF members and members of mass organization including VWU, VYU; + The citizens of selected communes in three districts of Kon Tum, Dak Ha and Kon Plong districts.
Impact ¹	Accelerated social and economic development in Kon Tum province through more responsive, transparent and accountable local governance
Outcome	Improved citizen-government interaction leading to improved service delivery and increased citizen satisfaction
Outputs	Improved capacity of local government at all levels to disseminate information in a citizen-friendly manner
	Improved capacity of People's Councils and Mass Organizations, and specifically People's Inspection Boards (PIBs) and Community Inspection and Supervision Boards (CISBs) to facilitate and promote improved two-way communication between citizens and government at all levels

¹ Impact is a synonym for global objective, Outcome is a synonym for specific objective, output is a synonym for result

	Improved capacity of local government at all levels to collect, analyze and utilize citizen feedback in a transparent and deliberative fashion for more responsive and accountable local governance and improved service delivery
	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.
	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	1,130,000
Period covered by the report	2017-2019

Global appreciation

Describe your global appreciation of the intervention (max 200 words):	Describe your global appreciation of the intervention (max 200 words):
<p>Vietnam initiated country renovation in 1986 and has implemented various reform programs in many fields since. Administrative reforms are seen a breakthrough in the reform process and as a result, Public Administrative Reforms (PAR) Programs were implemented. The Master PAR program 2011-2020 stated the institutional reforms, as a key reform pillar. It focuses on making rules for the relationships between the State and the people, on public consultation before taking regulatory decisions, and on the people's right to oversee activities of authorities. Another PAR pillar, the administrative procedure reform, requires state agencies to collect and handle people's reports and suggestions on administrative regulations for better quality of administrative public services. Public administrative services must be posted on the state agencies' websites and delivered in one-stop-shops and inter-agency one-stop-shops and/ or online. People supervise public administrative service delivery by state administrative agencies at all levels.</p>	<p>Vietnam's Sustainable Development Strategy for 2011-2020 considers an enhanced public governance with strengthened transparency and anti-corruption, increased effectiveness of public management, accelerated PAR, involvement of stakeholders a solution for sustainable development of the country.</p> <p>The Master PAR program 2011-2020 set the target of people's satisfaction with services provided by state administrative agencies at over 80% by 2020. Since 2013, the Government of Vietnam emphasized transparency and accountability as a focus in PAR, requiring government agencies at all levels to ensure various channels for public access to information and for communication, promoting the role of the Vietnam Fatherland Front and socio-political organizations in providing information for people and communication between the government and people.</p>
Score your global appreciation of the intervention ¹ :	Score your global appreciation of the intervention ² :
Satisfactory	Satisfactory
National execution official ³ 	Enabel execution official ⁴

¹Very satisfactory - Satisfactory - Non satisfactory, in spite of some positive elements - Non satisfactory

²Very satisfactory - Satisfactory - Non satisfactory, in spite of some positive elements - Non satisfactory

³ Name and Signature

⁴ Name and Signature

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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 its attainment of results (general context, Institutional Context, execution Modalities contexts, Harmo-dynamics context). Only mention the most noteworthy elements.*

Government-citizen interaction, is stated in many laws, approved over the last decade. The Ordinance on Democracy in communes, wards, and townships of 2007, the Constitution of 2013, Law on Receiving citizens of 2013, Law on Public investment of 2014, the Law on Organization of Local Government of 2015, the Law on Promulgation of legal normative documents of 2015, the Inter-Resolution between the National Assembly Standing Committee, the Government, the Delegation of Vietnam Fatherland Front Chair-people of 2017 emphasized public engagement in public governance and role of socio-political organizations in promoting public engagement.

Local governance in Vietnam is currently measured by using preferred indexes, such as PAR Index, satisfaction index with public administration services (SIPAS) and PAPI. Public Administrative Reform Index (PAR Index) aims to measure provincial effort in realization of the Master PAR program 2011-2020. Government-citizen interaction is reflected in the indicators of communication of PAR; information of administrative services and results of the service application processing on different channels, including posting at one stop shops (OSS) and on the authorities' websites; administrative service delivery at OSS and online; collection of and response to people's reports and proposals. PAPI is Provincial Governance and Public Administration Performance Index, used to measure citizen's experience in interaction with government. Measured dimensions include participation at local levels, transparency, vertical accountability, control of corruption, public administrative procedures, public service delivery, environmental governance and e-governance.

1.2 Important changes in intervention strategy

Describe how the intervention was supposed to work and how it worked out in reality. If you have visual representations of the initial and/or present intervention logic, include them here (diagram, scheme, photo, etc.). If important strategic reorientations were made, mention why this decision was made

i) Improved citizen-local government and mass organization interaction leading to improved service delivery and increased citizen satisfaction

The local governance model in Vietnam and also specifically in Kon Tum province is generally based on three main interaction lines: local governments at all levels with the people, the VFF and socio-political organizations. In order to promote and improve understanding among the parties, the Project has focused on interventions to improve the two-way communication between stakeholders and between vertical levels to timely adjust the guidelines and policy to accelerate socio-economic development.

- The project has piloted new forms of cooperation in information delivery to people such as cooperation between departments and agencies with socio-political organizations (Employment Service Center, DoLISA in cooperation with provincial Youth Union on job advice for young people, DoHA in cooperation with provincial Youth Union and Women's Union for communication about PAR in accordance with the interests of their members at district and commune levels to collect citizen's ideas on communication).

- Innovating communication forms such as bilingual radio programs; concrete and attractive communication materials, small or large sized posters for various users, newsletters and communication reports on PAR; theatre performance to transfer effective communication messages; enhancing two-way communication between civil servants and citizens and vice versa, collecting people's opinions on how to communicate effectively between the government and the people.

- Innovating the way the People's Council, VFF, mass organizations, PIB and CISB operate to increase citizens' satisfaction with their services. Through trainings and real situation practice, participants are shown how to effectively supervise, plan, criticize and give comments, as well as increase their legal knowledge so that they can confidently carry out their tasks. At the same time, piloting dialogues helps to specify VFF and mass organizations' roles and responsibilities to the people.

- I.T application to receive, analyze and respond to people's opinions. Along with improved capacity to receive citizens' comments and feedbacks, the website has been developed for information updating and replying to people's feedback and suggestions promptly. Accordingly, citizen opinions collected by various tools such as by phone, meeting or direct exchange are uploaded and monitored by the

staff on the website. The system is decentralized to relevant units for reply, recording and management.

ii) innovations of planning, coordinating and overseeing the performance of PAR with citizens' and mass organizations' participation

Planning is considered to be a vital part because it helps units to achieve their targets. Participation of people and mass organizations in planning work, will make the plan feasible and effective. Moreover, funding to implement the plan is needed. The goal of the PAR Plan is to accelerate socio-economic development, therefore it is necessary to integrate the PAR Plan with the socio-economic development plan, an innovative task, which has been performed in the project's framework. Besides improved civil servants' capacity of planning, the two departments DoHA and DPI have guided the implementation of the piloted integration plan. Reform has created great changes in government units as well as mass organizations. High demands from people and enterprises require that the governments undergo reforms in order to increase citizens' satisfaction with their services. Some innovations have been applied and created citizens' satisfaction: innovation in publicizing the administrative procedures and collecting citizens' feedback on satisfaction in 21 communes and wards in the city; civil servants in Dak Ha district participate in home-delivery of results; keychain with the township PC chairman's phone number to receive people's feedback, the website for audio search of online administrative procedures in Dak Long Commune, Youth Union organized innovation and solution for PAR contests, participated in home delivery of results to households facing difficulty in traveling, such as people with disabilities; the clip "Just one smile", contests on PAR which help civil servants to change the way of communication and increase their responsible attitude in delivering public services; the website of communication and dissemination of laws; 25 online administrative services allowing users to fill and send the forms to the relevant agencies. All of transactions and processing are carried out online. Charges (if any) will be paid at the delivery agencies.

iii) Innovations of exchange and lessons learned

Mutual support and sharing lessons learned is the motto throughout implementation of the Project's activities from planning to realizing activities by stakeholders and building the set goals together. This can be seen in active participation of all partners in the implementation of activities, creating quick dissemination. With the timely advice from Enabel's experts, Kon Tum partners have joined their hands to make efforts and create changes and carry out changes enthusiastically and creatively.

2 Results achieved

2.1 Monitoring matrix

Results / indicators	Baseline Value	End Target	End Value obtained	Comments
IMPACT: Accelerated social and economic development in Kon Tum Province through more responsive, transparent and accountable local governance.				
- Poverty rate (provincial level data)	34%	28.4%	28.4%	
- Employment rate (provincial level data)	0.59%	0.56%	0.56%	
- Monthly average income per capita at current prices by income source and by province		2.186	2.186	
- Mother and child mortality rate (provincial level data)	38.2%			
OUTCOME: Improved citizen-government interaction leading to improved service delivery and increased citizen satisfaction.				
- Increasing level of citizen engagement with government at all levels.	4.38	4.81	5.94	
- 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 - Increasing level of citizen engagement with government at all levels.		Increase 8%	Increase 10%	
OUTPUT 1: Improved citizen-government interaction leading to improved service delivery and increased citizen satisfaction				
Number of official publications which are effectively translated into a form which can be understood by citizens and provide a basis for citizen-government engagement.		8	16	
Number of new measures taken to customize information to be disseminated to people, especially ethnic minorities.		4	6	
Percentage of citizen's satisfaction with the communication practice in the province				

OUTPUT 2: Improved capacity of PCs and Mass Organizations, and specifically PIBs and CISBs to facilitate and promote improved two-way communication between citizens and government at all levels.				
Number of innovations for improved citizen-government engagement tested.		2	2	
Number of cases in which PIB and CISB oversee and present their findings in dialogues with the government		6	8	
Percentage of members of PIBs and CISBs, receiving the training on the updated guidelines on community oversight;		50%	63%	
Percentage of citizen's sharing their satisfaction with PIB performance (PAPI)				
Percentage of citizen sharing their satisfaction with CPCc performance (PAPI)				
Percentage of citizen sharing their satisfaction with the performance of mass organization (PAPI)				
OUTPUT 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.				
Number of government agencies among the agencies, participating in the RALG project, using improved mechanism for collecting citizen feedback		100%	100%	
Number of government agencies using IT for analyzing citizen feedback		6	20	
Number 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		100%	95%	
Percentage of satisfaction with the response from government agencies (PAPI)				
Percentage of satisfaction with the response from government agencies (PAPI)				
OUTPUT 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.				

Number of satisfaction surveys to get the citizen feedbacks on the performance of their services delivery	6	5	
Number of innovations, applied by government agencies in identifying, planning, coordinating and overseeing public administrative reforms	4	8	
OUTPUT 5: The exchange and effective utilization of innovations, lessons learned and good practices between counterparts from Nghe An and Ha Tinh Kon Tum province			
Lessons learned and good practices documented and shared with other provinces.	6	8	
Number of good practices from other provinces applied in Kon Tum province.	4	4	

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 impact⁶ (potential impact)?

Innovations of communication work (trainings, job fair sessions, group activities meetings for youth groups, etc.) on job seeking organized by the Employment Service Center and the Youth Union helped 619 young people in the province to find jobs in 2018 (reaching 112.5% of the 2018 plan), by quarter 1 of 2019, 433 young people have found work, of which 204 are now working in Binh Duong province, contributing to reducing the unemployment rate in the population at working age in the province. Each can earn an average income of 6-7 millions VND/month, greatly contributing to improving the household income, reducing the rate of poor households in the province.

Along with communication activities to guide and reply to people's questions about procedures for birth certificate, household registration and insurance for children, through dialogues between members of the Women's Union and local leaders, difficulties have been removed in implementing administrative procedures such as the implementation of health insurance for children to facilitate children and mothers to soon access and benefit from health services, contributing to reducing the rate of malnourished children. Thereby, it is shown that people's comments on government performance help to improve public services.

Timely settlement of administrative procedures through activities such as reviewing, updating and innovating the way of listing administrative procedures, building a website for searching for the status of applications for administrative procedures,

⁶ Terminology : Impact = General Objective ; Outcome = Specific Objective; Outputs = Expected Result

surveys on people's satisfaction with administrative procedures, home delivery of results of administrative procedures, accelerated economic development when people get services, such as certificate of land use rights, mortgage and authentication, done in timely fashion, help them to obtain sufficient documents for loans for economic development

2.2.2 To what extent has the outcome been achieved? Explain

Via 11 dialogues and 78 consultations between the government and people, people and local governments have had the opportunity to exchange, explain and better listen to each other. In particular, people are very pleased when local leaders directly answer their questions and provide with the information about the implementation progress and ongoing policies so that they better understand and contribute to public supervision of implementation of local plans and works.

Communication activities have been implemented in various forms such as contests on PAR, trainings, seminars, visits and communication on radio, which help people and civil servants to better understand the government's priorities in PAR. Thereby, the motivation for innovation is enhanced in civil servants and people. For example, the city's wards have improved their OSS so that people easily exchange with civil servants and find it more convenient to having their services done.

2.2.3 To what extent have outputs been achieved? Explain

To strengthen the connection between people and authorities, communication is vital, so the project has focused on improving 16 sets of communication materials to help civil servants better communicate with people. The documents include: 7,000 leaflets and 1,250 posters on Decree No. 39/2015 / ND-CP dated April 21, 2015; Decision No. 2085 / QD-TTg dated October 31, 2016; 25,000 leaflets for 10 communication materials on commune administrative procedures, early marriage and near-marital marriage, the software applications to survey people's satisfaction with public services; receiving dossiers and delivery by post; guidance on online public services; tax payment by individual household businesses; household health insurance; voluntary social insurance; types of fees; new rural programs; 24,000 leaflets (4 types of information) on labor law, employment news, labor export, start-up; 6 products by Kon Tum Radio Television about labour and 100 DVD copies; 322 volumes of manuals for communicators of the Youth Union in charge of guiding activities for youth groups regarding employment information; recruitment; skills needed when working; lessons learned; career orientation; 6 initiatives to improve communication between people and local governments such as theatre contests on PAR of which 6 clips have been uploaded on Youtube and shown in the meeting

sessions with citizens; 6 radio products have been developed in new forms with I.T application which attract listeners; 4 radio programs on new policies to support communes have been made by Provincial Radio and Television Station; two-way radio programs in Vietnamese and Mo Nam language in Mang Canh commune, Dak Long district, Kon Plong district have been made; 05 trainings on skills for group activities meetings and communication on job seeking for young people with 210 participants (Kon Tum City, Dak Ha, Kon Plong, Ngoc Hoi, Dak To districts) and Dak Glei district, 4 training courses on PAR for commune and district civil servants, trainings for 41 commune civil servants in charge of the loudspeaker system on radio editing skills (writing news, developing a radio program, method of law dissemination, using software); the result of 428 Youth Union members who found jobs in Binh Duong province by quarter 1 of 2019; 19 meetings of youth groups for disseminating information on jobs, 6 mobile job fairs and start-up consultancy in pilot districts with 317 members of the Youth Union participating.

With the support of the provincial, district and commune VFF, 8 dialogues between local leaders and 539 members from PIB and CISB and other citizens have been organized (innovating direct dialogue methods to answer questions and the direct responses from the Chairman of People's Committee, the Secretary of the Commune Party Committee, the Chairman of the People's Council). The project has cooperated with the provincial Women's Union to organize 03 direct dialogues between local leaders and 439 women; providing leaders with comments and suggestions. 27 trainings were held: 2 trainings for Youth Union staff on supervision and social criticism; 2 trainings for 88 members of Women Union groups in the city, districts and communes on how to improve the quality of feedback from members through group activities; 1 training for 44 staff from Women's Union to oversee and give comments to local leaders; 7 classes for 250 grassroots conciliation officers; 4 classes for 154 civil servants of VFF in districts on oversight and social criticism; 02 classes for 80 members of People's Councils at commune level; 9 classes for 329 members of PIB and CISB. In addition to the trainings, manuals were produced: delivery of 900 manuals to PIB and CISB; 1350 handbooks to members of commune-level People's Councils; 500 handbooks for grassroots conciliation teams; 500 handbooks on lessons learned about dialogues; 500 portfolios of lessons learned to facilitate the staff with good practices.

12 trainings with 602 participants from districts and commune civil servants on people's reception, handling complaints and denunciations; 4 trainings on the websites which were developed using fund of the project; printing 6,000 leaflets and 1,000 communication posters on procedures of people's reception, handling complaints, denunciations, feedbacks; 2 websites to receive citizens' feedbacks at <http://peopledan.kontum.gov.vn>); the software to survey satisfaction with the online public services delivered by administrative agencies at (<http://dichvucong.kontum.gov.vn/danh-gia-su-hai-long.html>); support Kon Tum City People's Committee to upgrade the website of the city (<http://kontumcity.kontum.vn>). Support for procurement of computers for 41 communes and wards in districts of Kon Plong, Dak Ha and Kon Tum city to install and use the software funded by the Project.

Many lessons learned from the study tours to the provinces, which helps to inspire changes and creativity to meet people's expectations. For example, PAR Plan integrated with the SED Plan with the participation of people and mass organizations, making the plan more specific, feasible, active and suitable for each locality, contributing to socio-economic development. The plan is feasible when integrated with the socio-economic development plan.

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

The PMU and People's Committee of Dak Ha and Kon Tum city have developed two innovations on home delivery of administrative results in Dak Ha and on a new form of listing public administrative procedures and collecting people's satisfaction in Kon Tum city. The innovative measures were implemented in 2018. The innovation for better communication using the video "Just One Smile" has been developed for communication on interaction and behavior of civil servants with people. Piloting the innovation "Youth Union members carrying a day without appointment" between provincial Youth Union and DoHA in order to help people complete their dossiers was conducted. Every Thursday, people receive support from commune youth to fill in their forms, and disadvantaged households will receive the home delivery service.

The contractor selection for developing information system software for propaganda and dissemination of policies and laws to the people and for upgrading online public services to levels 3 and 4 were supported.

Provincial Youth Union and DoHA organized an online quiz with 1500 people participating to answer questions and give their ideas on PAR, as well as the inception of the competition "Ring yellow bell on PAR" with 500 young people participating; the innovation to promote communication on the youth's role as the pioneers in PAR, contributing to improved public service, setting up a modern and civilized manner in government agencies was implemented with 3000 Youth Union members participating in online quizzes.

Participatory PAR planning was put into focus with people and socio-political organizations, particularly, through people's opinions on administrative procedures, local government are able to promptly explain to and exchange with people to help them understand and get feedback from them for improving administrative procedures, thereby making the plan linked with the SED Plan. Thus, people and socio-political organizations understand the priorities in PAR and give more relevant comments and become able to better oversee the programs.

Activities to improve the capacity of civil servants are in focus in order to help them raise their awarenesses, take responsibility and improve their professional skills, making them actively exchange and communicate with people for prompt help and advice, which increases people's satisfaction with the services delivered by the civil servants. Every year, assessment of PAR is carried out, and the result is used for emulation, which helps create motivation for innovation from unit leaders to civil servants.

2.2.5 Assess the most important influencing factors. What were major issues encountered? How were they addressed by the intervention?

Information disseminated by local governments does not draw much of people's attention or responses. Many policies, laws, circulars and programs are disseminated in a purely technical way, which is not suitable. Therefore they tend to comment only on policy rather than implementation of activities. Information is disseminated in a one-way manner and due to language barrier, it is sometimes difficult for people to understand and participate.

The common attitude of civil servants is to treat themselves as a government executive rather than a public servant. Public services are often considered as an administrative application. As a result, policy compliance is considered to be a priority rather than the delivery of effective services to people and satisfying them. Inadequate relevant policies and programs are blamed for people's dissatisfaction rather than the lack of public service delivery. People are blamed for being indifferent and and incapable of understanding the government's communication campaigns.

To solve the above two problems, the project has focused on the innovation of compiling communication products in different forms such as summary of regulations and policies with many pictures, where the message is expressed in the form of theater, radio and television, strengthening group communication in a two-way dialogue. It means that the staff helps people to participate in the open communication sessions, where people ask the questions, which they want ask or express what their expectation is, so that civil servants explain, supply information, remove difficulties, strengthen the coordination of stakeholders in communication to the people. Local civil servants have been trained on skills and knowledge to better provide services to the people, which switches their attitude in delivery of services via activities such as surveying people's opinions, delivery of results of

administrative procedures, offering more guidances to the people, or examples of documents on administrative procedures.

2.2.6 Assess the unexpected results, both negative and positive ones

The most unexpected result for the project is the new way of communication between Youth Union and Employment Service Center in job advice for young people, creating positive changes in staff of the ESC and in job-seekers at young age. The effectiveness of youth-action meetings at the grassroots level has been improved, the secretaries of Youth Union units have been active and dynamic in connecting and sharing information about jobs and helping their members to complete administrative procedures in order to sign work contracts. Distribution of activities has created a big change in the leadership of local authorities when they are active to cooperate with the Center to support young job local seekers, which used to be considered the Center's tasks only. After 7 months of implementing, the program has provided jobs to more than 400 young people with an average income of 7 million VND per month, which has never been seen before, because young people are afraid to work far from their home. They now actively come to the Center and the Youth Union to ask for assistance for job seeking.

Another highlighted point is the changes in the attitude of staff of VFF and mass organizations. They confidently manage the dialogues between people and local authorities, promoting the government to solve problems of concern to the people. The project has created a team of about 20 civil servants who are capable and qualified to continue in an improved capacity program because they have experience when they participated in and implement fully the Project's activities.

The roles of mass organizations have become more specific when participating in PAR. Now they understand that it is necessary to guarantee the rights and to benefit their members, including the handling of administrative procedures, comments, which helps mass organizations to contribute ideas to build-up the Party and government.

2.2.7 Assess the Integration of Transversal Themes in the intervention strategy

In each component of the project, there is always integration, connection and specific strategies for implementation. The determination of objectives and results of the project activities has been set right at the inception phase. Therefore, the Project's interventions are in line with local needs to promote innovation of locality's activities, sectors and mass organizations. Thanks to this approach, the Project has integrated the interventions into operational plans of sectors and mass organizations in connection with the national level and other provinces when sharing performance results. The project has aligned strongly with gender and ethnics, as well as with environmental issues in accordance with the provincial development plans at all times.

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?

The direct support from the ITA in the project's activities, helped timely adjust the methods and contents at the TOR in the development phase, and during implementation as well. There were also interventions to achieve the effectiveness of higher support resources. Even in the planning stage, the Belgian expert together with the PMU reviewed each activity in detail and carefully discussed the supplements for better work such as the design of the Project's websites and increasing analytical features, building templates for easier exchange-processing. Some risks in the process of project implementation are also reported promptly through quarterly reports to help experts identify and support the PMU. The method of monitoring and enhancing the support and empowerment for the locality, the project officers have been really creative, active in establishing the cooperative connection to create effects in the creativity of state civil servants. It is the project that has made many changes in the local working environment, especially in management, giving decision-makers more rights.

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?

Resources (both financial and human) have been used for the project activities. Timely support from the Project's resources has helped many local activities to be implemented. An illustration for this that an amount of nearly 0.6 billion Dong has been used for communication activities on job seeking for young people. The result is that by the 1st quarter of 2019, 204 people have been offered jobs in Binh Duong with an average income of 6 million VND per month. Besides, many financial and human resources from the departments were enlisted to support the project's activities. The major project activities are likely rather difficult to be sustained due to the insufficiency of resources. However, under the pressure of PAR, DoHA and the People's Committees of districts and cities will provide budget for the PAR plan to maintain and distribute the project's activities after the time when the Project ends.

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?

The project's target groups are civil servants of at all levels, so the project's activities must be designed on the basis of the analysis of these target groups, and the development of an intervention roadmap in order to promote changes in the target groups. Provincial and district-level civil servants are called upon to provide trainings and to share knowledge and experience and helping communal

administration officers to remove obstacles in their professional work. With the support from the project experts, presenters have been trained on participatory training methods and problem solving. After trainings, they have the opportunity to apply lessons learned into their specific tasks on the ground as well as to demonstrate their competence and experience through contests organized by the project. After two years, many initiatives have been implemented, which create a motivation for innovation and changes in civil servants' thinking. However, after the project end, the encouragement of civil servants' innovations should be maintained. To do this, it is necessary that besides criteria for evaluation of civil servants developed by DoHA, financial and technical support are needed as to enable innovations to still be developed. Ministry of Home Affairs determines creativity as one criteria for PAR (PAR Index), so innovations should be developed and implemented.

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?

DPI has issued a document to guide the districts and the city on piloting the results-based 2019 SED plans integrated with PAR plans, as developed and presented by People's Committees. The piloting results will be used as the basis for DPI to advise the provincial People's Committee for issuing the decision to develop the result based SED Plan integrated with the PAR plan. However, risks arise for the implementation, because changes at district level should be connected with those of the sectors and the ministries. Thus, the province continues to make recommendations to the ministries for changes for consistency. Some districts are reluctant to apply, DPI will support them, so that their plans are close to the local reality and make them feasible.

People, VFF and mass organizations' participation plays an important role in PAR activities in the localities. However, caused by a lack of consultation or just formalism, the plans sometimes are not close to people's demand. Therefore, DoHA continues to supplement the guidance and commits itself to cooperate with VFF and mass organizations in giving advice and participating in implementing PAR in the locality.

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

Through the project's support activities, civil servants at all levels have made positive changes and improved their skills. This can be seen in the fact that the results of work outputs are better and more effective, and they are more creative. Along with organizational arrangement of authorities, civil servants will be selected and their numbers will be reduced. This will result in the fact that the staff who have been trained by the project may not continue to work, which affects the transfer of experience and materials to be implemented. But still, the project's

local provincial and district experts can be used to continue the improved capacity trainings for new and old staff.

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).

Innovation 1: Innovative communication means

The Center for Employment Services applied various means of communication for employmentsuch as both traditional and modern advanced ones. Innovations are job fairs, collaboration with socio-political organization (WYU) to disseminatethe right information to right people by the right means of communication.

A lesson learnt in production of communication materials for citizens is that citizens need products which are tailored to their, and not supply-based ones. They must be eye-catching, illustrative, not too much wordy, written in the language of local people. Other innovative means of two-way communication of government information, legal documents and policies are contests, meetings, radio and TV programs.

Innovation 2: A good conciliator

A good conciliator must be enthusiastic, patient, close to people in the village, and in addition, he/she should have listening, explaining and reasoning skills; legal knowledge especially knowledge of the regulations most related to daily life, such as the Law on Marriage and Family, the Law on Domestic Violence Prevention and Control, etc.

Innovation 3: Communication skills in receiving citizens by OSS staff and public service providers

OSS staff and public service providers should apply customized communication, taking into account different people with different personalities and preferences. They should have account of different people with different personalities and choices. They should have listening and explaining skills, know how to interpret regulations in a customer-friendly manner. He/ she must have professional knowledge and respect customers' privacy.

Innovation 4: Getting community consensus in commune construction projects

A lesson learnt for getting community consensus in commune construction projects is showing benefits of community facilities using collective strength, relying on influencing people in the community to persuade those who disagree.

This is relevant for further joint and participatory SEDP and PAR plans as well as the activity plans for CISBs.

Innovation 5: Promoting autonomy in local governance with involvement of socio-political organizations

Socio-political organizations, for example VWU and VYU, should be engaged in promoting local governance such as in environment protection.

Innovation 6: People public effective interaction in measuring satisfaction.

Meeting people for satisfaction surveys yields two-fold benefits, which are to find areas for service improvement and to disseminate and explain legislation information in a customer-friendly manner.

Innovation 7: Integrating SEDP and PAR plan.

The commune-level SEDP associated with the PAR plan is a reforming plan, aimed at bringing the contents of PAR to become a task and solution in the SED Plan to focus resources on implementation.

Innovation 8: Bottom-up approach in SEDP and PAR planning with engagement of stakeholders.

Action started in the communes, where they developed their PAR plans out of the needs of the SEDP. Then those proposals were summarized in the district PAR action plan. A conference was held with districts and departments to listen to the proposals. Only then, the provincial PAR action plan was developed and adopted. Citizens and socio-political organizations participated at all levels of planning.

Innovation 9: Innovative training

Competency-based training; customized training content and methods; applicability of training; following-up the training; training transfer

Innovation 10: Dialogues between socio-political organizations and local governments.

Through dialogues, people have a better understanding of laws, policies and the actual implementation of policies in the commune, as well as difficulties of commune authorities; and discuss to work out solutions.

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 (Recommendations for sustainability of achievements)

- ***For sustainability of improved capacity of local government at all levels to disseminate information in a citizen-friendly manner***

- A communication strategy is a must for all local government agencies at all levels, aligning with the overall provincial strategy, taking into consideration gender, ethnic groups, level of local development. The communication strategy development should be participatory, customized, and end-user oriented. Innovative means of communication should be piloted with consultation of local people and target groups.

- Shifting the public officials' perception from supply- based provision to need-based provision of information

- Job-position based training for public officials to improve their job competency related to information dissemination for citizens

- Strengthen the active role of socio-political organizations in information dissemination

- ***For sustainability of improved capacity of People's Councils and mass organizations to facilitate and promote improved two-way communication between citizens and government at all levels***

- Strengthening implementation of the four-party coordination mechanism between VFF, PCc, PC, Party Units at all levels in two-way communication between government and citizens. The regulation on this mechanism should be disclosed to citizens and the implementation should be under oversight of citizens.

- PCc delegates should be trained regularly in knowledge of and skills in engaging citizens in local governance, using various forms, both traditional and modern ways, to promote frequent interaction with local people, being more accountable by overseeing the government agencies' implementation of citizens' requests.

- Promote two-way interaction between government and citizens by using advanced means like a website disclosing citizens' requests and government's response or posting these comment exchanges/interactions at the village cultural house, commune office for information.

- Manuals and training should be provided to socio-political organizations. It is a must to shift socio-political organizations' perception of being invited to having the right to be involved in promoting two-way communication between government and citizens.

- Improved capacity of local government at all levels to collect, analyze and utilize citizen's feedback in a transparent and deliberative fashion for more responsive and accountable local governance and improved service delivery.

- Develop a unified system of collecting, analyzing citizen's feedback to avoid scattered, missed feedback. This system integrates various forms of feedback collection, either electronic like online comments or manual like telephone or mail to facilitate citizens to provide feedback.

- Updating the website/portals with the function of collecting and analyzing feedback, satisfaction survey.

- Strengthening the office for receiving citizens as the focal point of collecting, analyzing, utilizing citizen's feedback

- Socio-political organizations, mass organizations encouraging its members and the local population in general to provide feedback and transfer them to the focal for analyzing.

- 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.

- Institutionalization of integration of PAR and SEDP

- PAR plan, SEDP development should be participatory with involvement of socio-political organizations

- A handbook on reviewing administrative procedure and regulatory impact assessment and training on its using should be provided.

- An advanced M&E system with two-way communication between government and citizens should be developed.

- **A next intervention**

- A participatory comprehensive communication strategy is required as a component part of all reform efforts, especially PAR.

Stakeholders must be consulted in development of a communication strategy. Stakeholder mapping is, therefore necessary before strategy development is undergone. The communication strategies are to be developed at all levels of local government, and there should be consistency between development strategies produced by governments at all levels. Communication strategies should align the principle of for and with citizens; there should be need-based not supply-based communication messages. That means, communication messages are interpreted in an understandable manner, easy-to-read, easy-to-remember and meant for the whole population, including ethnic minorities and disadvantaged people.

- On all levels of local government, financial resources need to be provided for communication.

- Bottom-up approach in development of information and communication plans. The information and communication plans and materials should be developed bottom up, in consultation with citizens and socio-political organizations at commune level. The consulted communication plans shall reflect citizens' preference in communication, which promotes effectiveness of plans and value for money. The proposals at commune level shall be integrated in the communication plan at provincial level.

- PAR, for the next period, should focus on interaction between government and people, people's participation must be established as a key pillar of the reform. The PAR plans should facilitate people's participation to promote people's mastership and rights in public governance as stated in the Constitution 2013.

The PAR plan at local level should be party localized. Enhance local ownership of PAR plan.

- Institutionalization of the requirement for the portal/websites at provincial level using advanced means for collecting, analyzing, using citizen's feedback as an element of e-government.

- Advanced means are required to be used for public consultation about legal normative documents before promulgation, for disclosing citizens' feedback and government agencies' response to the feedback as well as for satisfaction surveys.

- Institutionalization of bottom-up, participatory SEDP and PAR planning. SEDP and PAR plan should be integrated at commune level.

- Deliver handbooks on participatory SEDP to planning officials.

- Bottom-up approach in SEDP and PAR planning: The current bottom-up approach in investment planning for national target program 12 should be extended to SEDP and PAR planning and composed, rising from commune to district and provincial levels.

- Strengthening the role of VFF, grassroots organizations and networks, including socio-political organizations, the network of conciliators as legal information conveyer and collector of citizen's feedback and key actors in

commune planning and overseeing local reforms and community governance, dialogues between government and citizens. More training needs to be provided. Institutionalization of their involvement in planning and overseeing, community governance. VFF's role in overseeing, organizing dialogues should be strengthened by a regulation on sanctions on failure of implementation of VFF's recommendations as a result of oversight, dialogues. VFF should be authorized to become more active and responsive to citizen's needs and organize more dialogues between government and citizens if needed in addition to the required regular annual dialogue between the head of government at all levels with citizen.

- Develop a national program for building capacity of VFF at all levels, especially in overseeing , social criticism. A handbook on organizing dialogues, oversight, and social criticism should be developed and distributed to VFF at all levels.

- Promoting establishment of the four-party coordination mechanism between the Party Unit, PCc, PC, VFF at all levels of local government.

- The four-party coordination mechanism shall be institutionalized in a regulation which defines clearly areas of coordination, roles and responsibilities of each party in coordination, communication and report regime. This coordination mechanism should strengthen dialogues and more interaction between government and citizens to meet citizen's needs and VFF must step into an active role in organizing dialogues, in addition to its regulated role of oversight and social criticism.

- Citizen's rights-oriented approach is to be applied in all government efforts: right to access to information which must be interpreted in an understandable manner, especially in the areas populated with ethnic groups; right to be involved in planning the local SED and PAR plan; right to oversee performance of the local government.

- Stakeholder-driven public project/program implementation: A procedure for project/program implementation should be developed, using a stakeholder-driven approach. Stakeholders should be consulted when implementation of a project/program is planned, especially for innovations and sustainability.

Recommendation	Source	Target audience
DoHA commits to chairing the implementation of piloted communication, enhancing PAR planning integrated with SED planning in communes (<i>coordinates the planning and implementation of the provincial participatory PAR plan</i>); develops the annual program to improve capacity of civil servants for PA; give advice for stipulation of inter-sector and social regulations(Provincial Youth Union, VFF, and mass organizations, DoIC, KRT, DoHA) in communication and media on PAR in 2019 and the coming years, offers advice to the PPC for steering and overseeing, ensuring the effective progress of PAR, creating an inter-sector	From local government	DoHA, VFF, Youth Union, Women union, DoIC, Television...

coordination in PAR and account for PAR budget allocation		
DPI Cooperates with DoHA to sustain PAR plan integrated with SEDP; guides the localities develop a cooperative mechanism between the stakeholders in the annual PAR Plan integrated with SEDP	From local government	DPI and DoHA, District People committee
People's reception unit commits to guiding and asking departments, sectors, the District and City PPCs to review and identify their own weaknesses and disadvantages in the work of people's reception, dealing with people's complaints, denunciations, and find out the solutions to tackle the above issues, raising the leader's roles and responsibility in compliance with the Law on People's reception, processing people's complaints, denunciations and effectively resolve problems; request that Provincial Inspectorate continue developing the annual training plan of staff of people's reception, processing people's complaints, denunciations	From local government	People Reception Unit
VFF commits to steering the Standing Committee of the districts and city to provide trainings to their staff; PIBs, CISBs and conciliation teams, sustain and promote model of commune leader- people dialogues, use the handbooks and materials funded by the project effectively.	From local government	VFF
Youth Union commits to continuing the effective implementation of young volunteers in guiding and assisting people to complete their dossiers; cooperate with DoHA to implement communication on PAR effectively.	From local government	Youth Union
The employment service center commits to close cooperation with the Party, governments, commune and ward mass organizations to organize communication and consultant sessions for job seekers; diversifies forms and methods to improve the network of collaborators in job consultancy at all levels.	From local government	Employment Service Center, DoLISA
The Women's Union commits to sustaining dialogues in form of two-way communication between members and the party and governments at monthly activity meetings of the party units (put this content into targets of annual emulation agreement for members in order to implement Decision 217-QD/TW dated 12/12/2013 of Politburo to stipulate "Regulation of overseeing and social criticism by VFF and mass organizations" and Decision 218-QD/TW dated 12/12/2013 of Politburo to stipulate "Regulation for VFF and mass organizations and people to participate in giving comments for developing the Party and Government")	From local government	Women Union

<ul style="list-style-type: none"> - improve the people's participation at grassroots level through communication and dissemination in various and diverse forms on Law of election; ordinance of democracy in communes, wards, townships; Laws of on anti-corruption; forms of community oversight for PIBs, CISBs in communes; put the slogan "People understand, people discuss, people do, people inspect" into reality; regulations on people's voluntary contributions to daily affairs in their residential locations; check, review and make suggestion to the next higher-level authorities to adjust and deregulate some inappropriate types of charges, fees and funds and others to call for people's contribution(if any); - continue improving their responsive accountability to people when performing their assigned tasks and people's reception; proactive in meeting and dialogues with people through periodical meetings with people; innovate in resolving and responding to people's feedback, suggestions of voters before and after the district, commune PCs' meeting sessions; handling people's suggestions, denunciations effectively. - strictly implement communication, dissemination of laws, relevant legal documents to people so that they understand their rights and duties. - enhance professional inspection of their civil servants, especially those direct in charge of handling people's and organizations' rights and benefits, stop and promptly detect civil servants causing troubles to people and organizations. - promptly update, fully publicize administrative procedures under their power at one stop shop or on their website; strictly perform the directives from competent authorities in dealing with suggestions, complaints under their power of handling; timely process and suggest changes to process leaders who cause delay, demonstrate lack of determination, do not comply with regulations on dealing with people's complaints and feedback on PAR 	From local government	The localities of the project pilot locations(Kon Plong, Dak Ha, Kon Tum City)
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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					Action		Follow-up		
N°	Decision	Identification period (mm-yy)	Source*	Actor	Action(s)	Resp.	Deadline	Progress	Status
1	Decision No. 332/QĐ-UBND	4/2016	Operational documents	PC	Establish board to prepare project	DoHA, DIP	Apr-16	Done	CLOSED
2	Decision No. 728/QĐ-UBND	Jul-16	Operational documents	PC	Approval of investment policy Project	PMU		Done	CLOSED
3	Decision No. 1486/QĐ-UBND	Dec-16	Operational documents	PC	Approval of PMU for RALG Director PMU: Mr Le Viet Nam Deputy director Mr Nguyen Dinh Bac; accountant: Ms Pham Thi Thanh Tuyen	PMU		Done	CLOSED
				PC	Implementing the Decision accordingly	PMU	30/06/2019	Done	
4	Decision No. 1487/QĐ-UBND	Dec-16	Operational documents	PC	Approval of PSC for RALG Kon Tum	PMU		Done	CLOSED
5	Decision No. 73/QĐ-UBND	Jan-17	Operational documents	PC	Approval of the Regulation on organization and operation of the PMU	PMU		Done	CLOSED
					Implementing the Decision accordingly	PMU	25/1/2017	Done	
6	Decision No. 20/QĐ-BQL	May-17	Operational documents	PMU	Approval of the percentage the time participate working in PMU of staff from government	PMU		Done	CLOSED
					Implementing the Decision accordingly	PMU	19/5/2017	Done	

7	Decision No. 24/QĐ-BQL	May-17	Operational documents	PMU	Approval of selection results of the Package buy table, chair and office equipment (use fund from Viet nam contribution)	PMU		Done	CLOSED
				PMU	Successful Bidder: interiors shop Luan	PMU	30/06/2017	Done	
8	Decision 9331/BTC-QLN	13/7/2017	Operational documents	MoF	MoF approval the funding is using 2017	MoF	13/7/2017	Done	CLOSED
9	Decision 1431/BTC-QLN	28/8/2017		MoF	PC approval the funding is using 2017	PC		Done	
10	NoL BTC about transfer 25000 Euro to add up to 39 000 Euro for purchase of car	28/9/2017	Operational documents	BTC	BTC approves this transferring for car purchase	BTC	28/9/2017	Done	CLOSED
11	NoL BTC Employment of Admin & Financial officer and Contracting Translator	1/9/2017		BTC	Sign contract with Mr Linh and Mr Hai since 1st September 2017	BTC	09/01/2017	Done	
12	Decision 1241/QĐ-UBND Approval selection planning tender buy car	17/11/2017	Operational documents	PC	Preparing document to submission of tenders	PMU	45 days	Done	CLOSED
13	Decision 158/QĐ-BCĐDA approval Quarterly IV plan 2017	20/11/2017		PC	Implementing the Decision accordingly	PMU		Done	
14	Decision 159/QĐ - PSC approval POM	20/11/2017	Operational documents	PC	Implementing the Decision accordingly	PMU		Done	CLOSED
15	Decision 160/QĐ- PSC about regulation operation and responsibility of PSC	20/11/2017		PC	Implementing the Decision accordingly	PSC member		Done	
16	Decision 02/QĐ - PMU for Le Van Tai (tenders officer)	03/09/2018		PMU	Implementing the Decision accordingly	PMU		Done	CLOSED

17	Decision 01/QB - PMU is approved provisional acceptance for buying car	04/01/2018		PMU	Implementing the Decision accordingly	PMU		Done	CLOSED
18	Decision 24/QB-PMU is approved the selection the tender the software to survey people and organizations' satisfaction with the delivery of administrative services	05/07/2018		PMU	Implementing the Decision accordingly	PMU		Done	CLOSED
19	Decision 25/QB-PMU is approved the tender printing material communication 2017	09/07/2018		PMU	Implementing the Decision accordingly	PMU		Done	CLOSED
20	NoL Enabel on the estimate costs and plan for the selection of contractor of the package of developing the software for communication and dissemination of policies and laws to people	16/07/2018	Activity	Enabel	PMU is continue processing tender	PMU			Ongoing
21	Decision 32/QB-PMU is approved the printing hand book	24/09/2018		PMU	Implementing the Decision accordingly	PMU		Done	CLOSED
22	NoL Enabel on the estimated costs and the selection of the contractor plan for the package of printing the communication materials for the project	17/09/2018		Enabel	Continue processing tender	PMU			
23	Decision 34/QB-PMU for selected the consultant for survey on citizen's satisfaction	19/10/2018		PMU	Implementing the Decision accordingly	PMU		Done	Ongoing

24	NoL Enabel on the request for the Non Objection Letter on the Result of the selection of contractor of the package No.1: 'Developing the software for communication and dissemination of policies and laws to people and the contract draft'	10/12/2018	Enabel	Continue processing tender	PMU			Ongoing
25	NoL Enabel on the request for the Non Objection Letter on the Result of the selection of contractor of the package No.2: 'Upgrading online Public Services and the contract draft'	10/12/2018	Enabel	Continue processing tender	PMU			Ongoing
26	NoL Enabel on request for the Non Objection Letter on the Result of the selection of contractor of the package No.3: 'Developing the software to receive and process people's feedback and the contract draft'	10/12/2018	Enabel	Continue processing tender	PMU			Ongoing

2 Expenses

Export an overview of expenses from FIT

3 Disbursement rate of the intervention

Source of financing	Cumulated budget	Real cumulated expenses	Cumulated disbursement rate	Comments and remarks
Direct Belgian Contribution	1.000.000 EURO	820.000	82%	Coges
Contribution of the Partner Country	130.000 EURO	85.800	66%	
Other source				

4 Personnel of the intervention

Personnel (title and name)	Gender (M/F)	Duration of recruitment (start and end dates)
National personnel put at disposal by the Partner Country:		

Support personnel, locally recruited by Enabel: Nguyen Thi Bich Ngoc	F	15/4/2017 and 30/6/2019
Training personnel, locally recruited:		
Dang Van Hien	M	16/11/2017
Nguyen Khoa Diem	M	17/11/2017
Nguyen Van Bay	M	18/11/2017
Truong Quoc Viet	M	30/11/2017-1/12/2017
Tran Duy Lam	M	30/11/2017-1/12/2017
Trieu Thi Linh	F	20-21/7/2018, 26-27/9/2018, 2-3/11/2018
Huynh Thi Kim Lien	F	27-28/8/2018, 26-27/9/2018, 2-3/11/2018
Le Van Son	M	13/9/2018 – 12/3/2019
Nguyen Thi Nga	F	13/8/2018-22/8/2019; 28/2/2019-6/3/2019
Tran Binh Trong	M	13/9/2018 – 12/3/2019
Nguyen Thi Quyen	F	11/8/2018-28/11/2018
Phan Ngoc Tu	M	18-19/10/2018; 4/12/2018
Le Phuong Nguyen	M	12/11/2018-13/11/2018

Nguyen Trong Tam	M	14-15/11/2018
Le Trung Phuong	M	3-4/11/2018; 9-10/11/2018
Nguyen Thi Lan	F	9-10/11/2018
International Personnel (outside Enabel): Marion Fischer	F	
International experts (Enabel):		

5 Public procurement

STT	Order number	Specifications heading	Applicable legislation	Date approval Tor	Date of approval of Enabel for tender planning	Date of approval the result of selection contractor	The date sign contract	Date finish contract
1	PR_VIE285	Printing materials communications	VNese Procurement Law	31/05/2018	12/09/2018	17/12/2018	20/01/2019	29/03/2019

2	PR_VIE286	Developing software to receive and response to citizens' feedback	VNese Procurement Law	03/04/2018	29/06/2018	17/01/2019	22/01/2019	28/03/2019
3	PR_VIE287	Upgraded online public service	VNese Procurement Law	31/05/2018	29/06/2018	21/12/2018	22/01/2019	28/03/2019
4	PR_VIE288	Develop information system software for propaganda and dissemination of policies and laws for people and software for controlling administrative procedures.	VNese Procurement Law	20/06/2018	29/06/2018	21/12/2018	22/01/2019	28/03/2019
5	VIE302	Equipment produrement packages to support one stop in 41 communes wards and districts (computer: desktop, laptop,...)	Vietnamese Bidding Law	03/12/2018	09/01/2019	19/02/2019	04/03/2019	13/03/2019

6 Public agreements

No	Activities	No letter/announcement	Partners
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	Implement the innovation of boosting the communication, improved 1 capacity of seeking jobs for the youth"	34/CV-BQLDA	Youth union and The Employent Service Center, subsidiary to the Department of Labor, Invalids and Social Affairs
	2 Piloting public participation in SEDP which includes PAR reform plan	36/CV-BQLDA	Department province investment
	ACTIVITY 4.1 KTCOG05/2018:"STRENGTHENING THE NECESSARY COMPETENCE AND SKILLS FOR PLANNING, COORDINATING, 3 MONITORING PUBLIC ADMINISTRATION REFORM	37/CV-BQLDA	DoHA
	4 Training on making broadcast on the commune radio system	43/CV-BQLDA	Television and radio
	5 Implement the innovation of district, city	54/CV-BQLDA	Kon Plong and Dak Ha district, Kon Tum city
	6 Implement the activities for women union	55/CV-BQLDA	Women union
	7 Discusion with company about there tenders	66A/CV-BQLDA	company
	8 Implement the activities for VFF, PIB and CISB, conflict solution	01/CV-BQLDA/2019	Vietnamese Fatherland Front
	9 Annoumence about Making Pano	07/CV-BQLDA/2019	Department of Justice and DoHA

7 Equipment

List equipment acquired during the intervention

Equipment type	Cost		delivery date		Remarks
	budget	real	budget	real	
Toyota Fortuner 2.4 L	36.755,40	36.755,40	25/7/2018	25/7/2018	Direct Belgian Contribution
3 laptop dell inspiron 3467	1.509,42	1.509,42	20/10/2017	20/10/2017	
41 Laptop Dell for 41 commune	18.923	18.860	13/3/2019	13/3/2019	
2 Desktop All in One GoodMI Pro	972.36	972.36	20/10/2017	20/10/2017	
1 Laptop for Dal Long communes	651,68	651,68	28/12/2018	28/12/2018	
1 Laptop HP Envy for Employment center service	872,89	872,89	19/3/2019	19/3/2019	
1 Laptop MSI for Kon Tum city	1483	1337,27	26/3/2019	29/3/2019	
Photo copy	3462	3462	10/08/2017	07/09/2017	Contribution of the Partner Country
Printing	373	373	01/03/2018	01/03/2018	
Table	1731	1731	24/11/2017	24/11/2017	
Filing cabinet	769	769	24/11/2017	24/11/2017	

8 Original Logical Framework from TFF :

Include the original logical framework as presented in the TFF

No	Intervention Logic	Indicators	Targets	Sources	Assumptions
	General Objective: Accelerated social and economic development in Kon Tum Province through more responsive, transparent and accountable local governance	<ul style="list-style-type: none"> - increasing economic output - Expanding economic and social infrastructure 		<ul style="list-style-type: none"> - Economic indicators of the province - Statistics on access to basic social services of the province - PCI score 	Approval of the provincial authorities of the awareness and use of public administration reforms towards more transparent and accountable local governance, contributing to the province's economic and social growth
	Specific Objective: Improved citizen-government interaction leading to improved service delivery and increased citizen satisfaction	<ul style="list-style-type: none"> - Increasing level of citizen engagement with government at all levels. - Create 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 	the increase of scores with at least 3-5% (at the end of project 10%)	PAPI report	The determination of local authorities at all levels to enhance the province's position in the PAPI t

		Number of official publications which are effectively translated into a form which can be understood by citizens and provide a basic for citizen-government engagement	At least 2 publications are translated per year;	List of publications to be translated into local languages	
	Result 1: Improved citizen-government interaction leading to improved service delivery and increased citizen satisfaction	Number of measures taken to customize information to be disseminated to ethnic minorities.	At least one measure shall be taken per year	Report on people's feedback meetings	Local authorities are willing to change the attitudes to more friendly accountability, public administrative services instead of managing in mode of decision
		Number of innovations tested concerning mediums and modalities for communication of government policies and programs to citizens	At least two innovation to be applied per year	Report on the result of innovative implementation	
		The extent to which different levels of government actively contribute to and participate in innovative approaches to generating and disseminating citizen-friendly information	Regular participation (of which 30% or more cases)	Report on the changes from the local authorities	
	Result 2: Improved capacity of PCs and Mass Organizations, and specifically PIBs and CISBs to facilitate and promote	Number of innovations for improved citizen-government engagement tested	At least two innovations tested per year	Report on the result of innovative implementation	Local authorities at all levels are determined to improve the quality of governance basing on

	improved two-way communication between citizens and government at all levels				citizens' feedbacks
		The number of levels of local government system at which innovations are tested and refined	At least one level tested per year	Report on the innovation by one certain level local authorities	Innovations to be applied and implemented
		Increase in the range of issue on which there is citizen-government engagement	Regular coordination between government and people (at least 30% of participatory)	Termly report on citizens' feedback by the local authorities	The report shall specify the citizens' feedbacks
		The generation of tools, manuals, guidelines to enable PIBs and CISBs to better perform their core mandate	At least two tools, manuals guidelines shall be developed per year	Report on the implementation of PIB and CISB	materials are developed
		The scope of utilization of new tools by PIBs and CISBs	Utilization of new tools by PIBs and CISBs in 30% of more of the cases		Tools are friendly and close and easy for PIB and CISB to use
		Improved scope and quality of PIB and CISB contributions to the overall supervision and oversight of public investment and public policy implementation	PIB and CISB contributed in 50% of all cases of overall supervision	Report on the result of monitoring of PIB and CISB and boosting the handle.	Report shall specify the feedbacks of PIB and CISB
	Result 3: Improved capacity of local government at all levels to collect,	Increase in the volume of citizen feedback	A system is put in place to collect citizen feedback	List of system to be developed	Local authorities at all levels are determined to improve the

	analyse and utilize citizen feedback in a transparent and deliberative fashion for more responsive and accountable local governance and improved service delivery	collected at all levels.			quality of governance basing on citizens' feedbacks
		The development and utilization of effective tools and methodologies for analysing citizen feedback	Effective tools and methodologies for analyzing citizens' feedbacks are developed	Report on tools used by the users	
		The adoption of improved mechanisms for government-citizen dialogue on issues of public concern	Within one year mechanisms for government-citizen dialogue on issue of public concern are reviewed and updated	Report on the effectiveness of dialogs mechanisms between the authorities	
	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	New reforms identified & planned	At least one reform shall be identified per year	- project reports, Reports by local partners	Local authorities focus on the effectiveness of the concerned issues which require the public administrative reforms for socio-economic development
		No innovations identified and utilized for improving vertical and horizontal coordination and oversight of PAR	At least 2 innovations shall be identified and used to improve the horizontal and vertical cooperation as well as PAR/ year		
		No innovations for PAR identification, planning, coordination and oversight institutionalized as good practice	At least two innovations of PAR to be identified, planned, coordination monitoring aret institutionalized as good practice		
		Number of stakeholders collaborating effectively for PAR implementation and oversight			

		(horizontal coordination)			
		Number of levels of local government effectively contributing to the identification, planning coordination and oversight of PAR reforms	at least two innovations for PAR identification, planning, coordination and oversight are insitutionalized as good practice		
	Result 5: The exchange and effective utilization of innovations, lessons learned and good practices between counterparts from Nghe An and Ha Tinh Kon Tum province	Lessons learned and good practices documented and shared with other provinces	At least 4 learned lessons/year;	Report on the resutl workshop and project implementation progress	Learned lesson shall be documentated and updated
		Number of good practices from other provinces applied in Kon Tum province	At least 2 good practice to be applied in Kon Tum	Report on application of innovations	Kon Tum, Nghệ An and Hà Tĩnh Authorities are willing to share learned lessons

9 Complete Monitoring Matrix

Results / indicators	Baseline Value	End Target	End Value obtained	Comments
IMPACT: Accelerated social and economic development in Kon Tum Province through more responsive, transparent and accountable local governance.				
- Poverty rate (provincial level data)	34%	28.4%	28.4%	
- Employment rate (provincial level data)	0.59%	0.56%	0.56%	
- Monthly average income per capita at current prices by income source and by province		2.186	2.186	
- Mother and child mortality rate (provincial level data)	38.2%			

OUTCOME: Improved citizen-government interaction leading to improved service delivery and increased citizen satisfaction.				
- Increasing level of citizen engagement with government at all levels.	4.38	4.81	5.94	
- 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 - Increasing level of citizen engagement with government at all levels.		Increase 8%	Increase 10%	
OUTPUT 1: Improved citizen-government interaction leading to improved service delivery and increased citizen satisfaction				
Number of official publications which are effectively translated into a form which can be understood by citizens and provide a basis for citizen-government engagement.		8	16	
Number of new measures taken to customize information to be disseminated to people, especially ethnic minorities.		4	6	
Percentage of citizen's satisfaction with the communication practice in the province				
OUTPUT 2: Improved capacity of PCs and Mass Organizations, and specifically PIBs and CISBs to facilitate and promote improved two-way communication between citizens and government at all levels.				
Number of innovations for improved citizen-government engagement tested.		2	2	
Number of cases in which PIB and CISB oversee and present their findings in dialogues with the government		6	8	
Percentage of members of PIBs and CISBs, receiving the training on the updated guidelines on community oversight;		50%	63%	
Percentage of citizen's sharing their satisfaction with PIB performance (PAPI)				
Percentage of citizen sharing their satisfaction with CPCc performance (PAPI)				

Percentage of citizen sharing their satisfaction with the performance of mass organization (PAPI)				
OUTPUT 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.				
Number of government agencies among the agencies, participating in the RALG project, using improved mechanism for collecting citizen feedback		100%	100%	
Number of government agencies using IT for analyzing citizen feedback		6	20	
Number 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		100%	95%	
Percentage of satisfaction with the response from government agencies (PAPI)				
Percentage of satisfaction with the response from government agencies (PAPI)				
OUTPUT 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.				
Number of satisfaction surveys to get the citizen feedbacks on the performance of their services delivery		6	5	
Number of innovations, applied by government agencies in identifying, planning, coordinating and overseeing public administrative reforms		4	8	
OUTPUT 5: The exchange and effective utilization of innovations, lessons learned and good practices between counterparts from Nghe An and Ha Tinh Kon Tum province				
Lessons learned and good practices documented and shared with other provinces.		6	8	
Number of good practices from other provinces applied in Kon Tum province.		4	4	

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,

No	The product	Quarterly print document	Kind of print	Unit	Number	Note
I	Print material communication In tài liệu					
1	Product print 5 policies to translated into citizens-friendly form in large size (PAR: service online, survey online,...)	Coucher paper, 200g/m2, white and print colour	Leaflets; tờ rơi 16x22cm ;	leaflet	25,000	citizens (500 household x 102 commune
			Newslette r; Bản tin 41cm x 30cm;	leaflet	800	commune (10 newsletter x 102 commune
		Hiflex thin 0,4mm, 2 Bạt Hiflex dày 0,4 mm,	Poster 90cm x 70cm	Poster	1,020	commune (10 poster x 102 commune)
2	Product print complaints and denunciations	Coucher paper, 200g/m2, white and print colour	Leaflets; tờ rơi 16x22cm	leaflet	6,000	trainess and citizens
3	Process reception citizens, process and respond to citizens' denouncements, complaints and proposals		Poster 90cm x 70cm;	Poster	1,000	the trainess
4	Print document processing and citizen responding measure	Hiflex thin 0,4mm, 2 Bạt Hiflex	Poster, bạt hiflex (90x70cm)	Poster	1,000	
5	Print the list telephone (A5)	Coucher paper, 200g/m2,	A5	leaflet	13,200	

		white and print colour				
6	Print book for materializing the lesson learned for sharing (handbook for conflict resolution, lesson learn on PAR and activity project)	Coucher paper 250g/m2 , white and print colour	25x17, 50 papers	Book	1,500	
7	Print Posters, Comics (get married early, marriage in the blood, Fees for administrative procedures)	Hiflex thin 0,4mm, 2 Bqt Hiflex	Poster (90x70)	Poster	1,000	
		Coucher paper 250g/m2 , white and print colour	Comics (20x20), 5 trang 2 mặt	Book story	3,000	
			Leaflets A4 (21x29,7)	leaflet	2,000	
8	Hand book for PAR	Coucher paper 250g/m2 , white and print colour	25x17cm; 40 papers	Book	406	staff on PAR (20 department x 03, 10 districts x04, 102 commune x 3)
9	Hand book for people council in communes		22x17; 50 paper	Book	1,230	people council (30 people x 102 commune)
10	Handbook for guideline Survey on citizens' satisfaction with PAR	Coucher paper 250g/m2 , white and print colour	20x20; 30 paper	Book	500	
11	Hand book for OSS officers		18x26,5cm; 30 paper	Book	500	officers working at OSS (20 department x 03, 10 districts, cityx 13, 102 commune x3)
12	Hand book for public administration service control officers	Coucher paper 250g/m2 , white and print colour	18x26,5cm; 50 paper	Book	500	20 departments: 1 for leader and 10 for officer
						10 districts, city: 01 for leader, 02 book for 13 rooms

						102 communes: 01 book for leader and 4 books for staff
13	Hand book for guideline make PAR and reporting (quarterly, six month and years)	Coucher paper 250g/m2 , white and print colour	18x26,5cm; 40 paper	Book	406	Officer working on PAR (20 department x 03, districts x 4 and 102 communex 3)
14	Design and printing leaflets, posters on information recruitment labour of company		15,8 x8cm	leaflet	36,000	The document is approval from innovation of boosting the communication , improved capacity of seeking jobs for the youth
15	Printing document for colaboration	Coucher paper 250g/m2 , white and print colour	27x19, 60 paper	Book	200	
16	Printing testing <i>developing the supportive tools for the participatory planning (developing materials)</i>	Coucher paper, 200g/m2, white and print colour	29,5x21 cm	leaflet	200	
17	Print and close the set for make SEDP	Coucher paper 250g/m2 , white and print colour	27x19	Book	75	
18	Print comunication material for make SEDP	Coucher paper, 200g/m2, white and print colour	29,5x21 cm	leaflet	200	
19	Print book SEDP	Coucher paper 250g/m2 , white and print colour	27x19	Book	100	
20	Manual on PIB/CISB		25x17, 50 papers	Book	900	For PIB and CISB
21	Decrees No. 39/2015 dated 27/4/2015 on policies to support	Hiflex thin 0,4mm, 2 Bạt Hiflex	Poster (90x70)	Poster	1250	

22	poor women of ethnic minorities who give birth to children complying with population policy and Decision No. 2085 / QĐ-TTg dated 31/10/2016 to approve specific policies to support the socio-economic development of ethnic minority and mountainous areas in the period 2017 - 2020.	Coucher paper 250g/m2 , white and print colour	Leaflets 16x22cm	7000	leaflet
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- Audio-visual material

STT	Item/activities	Number of minutes	Year
1	Making thematic reporting	6	2019
2	Support women union make video for Communication contests on PAR		
3	input English for thematic reporting "THE GREAT DISSEMINATION OF THE RALG- KON TUM PROJECT		
4	Conducting the VCDs for 6 thematic reporting (30 minutes) and 5 news (15 minutes) on Public administration reform including:	45	2018
5	Develop 1 thematic reporting and printing 100 DVD		
6	Documentary DVD about 8 thematic reports (about 43 minutes and 5 news items (18 minutes) on Public administration reform, including	61	2017
7	Tranfer of reports on new policy to citizens to ethnic languages Xe Dang, Ba Na, Gia Rai	6	
8	Broadcasting a number of typical reports on Vietnam Television	6	
9	Produce audio CD/DVD	162	

- M&E approach/system, method, Capitalisation reports

Kind of tool	Name of tools	Code	Time	Responsibility	Report to
Plan	Annual planning	1A	Every year	PMU	Enabel, PMU
	Quarterly planning	1B	Quarterly	PMU	PMU
	Monitoring Planning	1C	Quarterly	PPWG, DTFs	PMU
	Activities planning	1D	follow activities	DTFs, CTFs	PMU
	Format on TOR	1E		Partners	Enabel

Report	Monthly report	2B	Monthly	CTFs	DTFs
	Quarterly report	2C	Quarterly	DTFs	PPWGs
	Year report	2D	January next year	PMU	Enabel
	Progress report	2E	Quarterly	PMU	DPI, MPI
	Monop report	2F	Quarterly	PMU	Enabel
Monitoring	Monitoring report	M1	follow monitoring planning	Partners, PMU	PMU
	Checklist monitoring training	M2			
	Checklist monitoring communication	M3			
	Format for write proposal innovation	M4			
	Checklist getting information from citizens	M5			
	Checklist to supervise OSS	M6			
	Format for evaluation before and after training	M7			
Evaluation	Baseline survey		2017		
	Final evaluation		2019		