



Governance and Participation
A Series of Policy Discussions Papers

**Consulting report on the implementation
of online public administrative services
in Gia Lai province**

**Towards no one left behind in the process of developing
e-government and digital government in provinces
with a large population of ethnic minorities**

Two public administrative services under study:

- (1) Issuing birth registration, permanent residence registration, and health insurance cards for children under 6 years old, and**
- (2) Issuing certificates of land use rights and ownership of houses and other land-attached assets to citizens**

[Unofficial translated version]

January 2022

The series of Governance and Participation Policy Discussion Papers is commissioned by the Governance and Participation Team at UNDP Viet Nam.

The series aims to analyse trends in Viet Nam regarding the implementation processes and options in specific public administration reform areas. In order to confront the social, economic, political and environmental challenges facing Viet Nam, policymakers need to adopt evidence-based decision-making. These policy papers aim to contribute to current policy debate by providing discussion inputs on policy reforms – thereby helping to improve Viet Nam’s development efforts.

Three principles guide the production of the policy discussion papers: (i) evidence-based research, (ii) academic rigour and independence of analysis, and (iii) social legitimacy and a participatory process. This involves a substantive research approach with a rigorous and systematic identification of policy options on key public administration reform and anti-corruption issues.

Citation: Ho Chi Minh National Academy of Politics and United Nations Development Program (2022). **Consulting report on the implementation of online public administrative services in Gia Lai province**. In the series of consulting research reports **Towards leaving no one behind in the process of developing e-government and digital government in provinces with a large population of ethnic minorities**, published by Ho Chi Minh National Academy of Politics and the United Nations Development Program in Viet Nam (UNDP). Hanoi, Viet Nam: January 2022.

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List of abbreviations

GDP	Gross Domestic Product
GSO	General Statistics Office of Viet Nam
OPAS	Online Public Administration Service
OSS	One-Stop Shop
PAPI	The Viet Nam Provincial Governance and Public Administration Performance Index
UNDP	United Nations Development Program

Acknowledgment

The research team would like to sincerely thank the officials, civil servants and officials of the departments, agencies, districts and communes who participated in the seminars and discussions during the fieldwork in the province of Tra Vinh. Comments. We also appreciate views and feedbacks from consulted experts on our data analysis methods and research results. All inputs we received have greatly helped enrich this report.

We are also especially grateful to the Embassy of Ireland in Vietnam and the United Nations Development Program (UNDP) in Vietnam for funding this study through the Viet Nam Provincial Governance and Public Administration Performance Index (PAPI) project.

The contents and analysis of the report, along with any errors in interpretation, rest entirely with the research team.



1. Introduction

1.1. Research Aim

This study aims to assess the current situation of providing online public administrative services (OPAS) for people in Gia Lai, assessing the advantages and disadvantages of civil servants in providing online public services to propose solutions to improve the quality of online public services, aiming for better serving citizens, especially those from ethnic minorities in remote areas.

1.2. Research Question

The study focuses on answering the following questions:

- Why is the percentage of people in Gia Lai province using OPAS still very low despite reported efforts at all levels of provincial governments to provide and modernize public administrative services?
- What opportunities and challenges does Gia Lai have in implementing OPAS?
- How can Gia Lai people, especially those from ethnic minorities, get access to OPAS more conveniently?

1.3. Research Scope

- **Research focus:** The study only focuses on two types of public administrative services: (i) Issuance of birth certificates, permanent residence registration, and health insurance cards for children under 6 years of age according to regulations of Vietnamese law ("3 in 1" procedure), (ii) Issuance of certificates of land use rights and ownership of assets attached to land. These are two basic types of public administrative services, which many people use and have many influences on people's lives.

- **Research sites:** In addition to working with department-level units of Gia Lai province such as the Department of Home Affairs, the Department of Natural Resources and Environment, the Provincial Police, the Provincial Social Insurance..., the research team focused on exploring the provision of these two public services in three communes of Chư Pah district, including ĐakToVer, Nghĩa Hưng và Iaphi communes. These are 3 communes representing 3 different socio-economic groups according to the Prime Minister's Decision No. 33/2020/QĐ-TTg dated November 12, 2020, on criteria for identifying ethnic minority areas and mountainous areas according to the development level for the period of 2021 - 2025. In which Nghĩa Hưng belongs to region I (communes with a poverty rate of less than 10% or have been recognized as meeting new rural standards); Iaphi commune in Region II (the commune is still facing difficulties), and ĐakToVer commune in Region III (the commune is extremely difficult).

1.4. Research Objectives

The study focuses on the role of stakeholders in providing the above two public administrative services, specifically:

Birth registration, permanent residence registration and issuance of health insurance cards for children under 6 years old ("3 in 1" procedure): The study analyzes the role of the health facilities, commune-level people's committees, commune-level judicial officers, district-

level police, and district-level social insurance agencies in issuing birth registration, permanent residence registration, free health insurance card for children under 6 years old.

Certificate of land use rights and ownership of assets attached to land: The study analyzes the roles of departments of natural resources and environment, departments of information and communications, and district-level people's committees (district-level sections of natural resources and environment, the chairmen of district-level people's committees), administrative civil servants (the one-stop-shop service, commune-level cadastral officials), the chairmen of commune-level people's committees, and people in carrying out administrative procedures related to granting land use right certificates for the first time and renewal.

1.5. Research Methodology

During the research, the following methods were applied:

- **Desk review:** The research team used secondary data which are legal documents of Viet Nam and data from the General Statistics Office, the Viet Nam Provincial Governance and Public Administration Performance Index (PAPI), Viet Nam Digital Transformation Index, and other local government reports to explore the legal provisions related to public administrative service delivery to understand the readiness of e-services for administrative procedures at the district and commune levels.

- **Participatory and interview methods:** The research team conducted direct interviews with civil servants responsible for providing public administrative services to find out the needs, aspirations, and difficulties of stakeholders in providing OPAS to the people. People who used OPAS were also interviewed by a questionnaire in the research areas. The aim is to find out what is unnecessary and what is a bottleneck in the process of providing public administrative services through national and local online public service portals.

- **Observational and experimental method:** As a researcher, the research team directly observed the process of public service delivery (the issuance of land use right certificates, "3 in 1" procedure) to clearly understand how to deal with an administrative procedure at a one-stop shop in the selected research areas. At the same time, as a citizen going to public service, the research team accessed the online public administrative service portal to learn the necessary procedures when using the online public administrative service portal to perform two groups of studied procedures

- **Consultative methods:** Meetings with experts to provide assessments and solutions to improve the quality of public services, and advice to leaders of provinces, districts, and communes were also given. The final consultation meeting will be held with representatives of authorities at all levels in Gia Lai.

The study was organized according to the following steps:

1. Problem identification: The research team discussed with the authorities and officials in charge of their respective fields at the provincial, district and commune levels to identify the problems they faced when moving towards e-governance in their locality.

2. Information collection: The research team collected information through interviews, questionnaires with users at the district and commune-level one-stop shops, as well as observing the process and accessing the online public administrative service page of localities selected for

research in Gia Lai. The research team analyzed the data gathered from observing how selected administrative procedures are being handled at the district and commune-level “one-stop shops”.

3. Appraisal with stakeholders: Research results are presented immediately in meetings with authorities in charge of "one-stop shops" at the district and commune level, providing two sets of public administrative procedures to confirm.

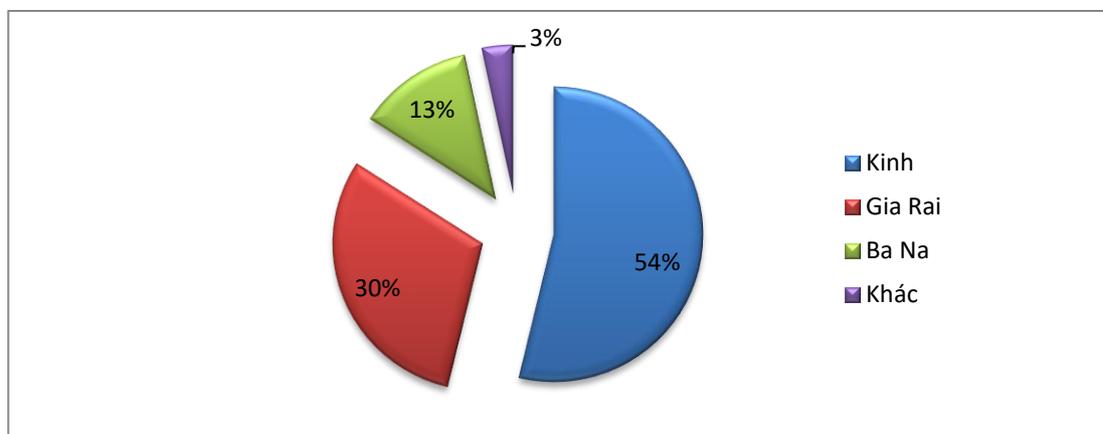
4. Recommendation of solutions: The research group worked together to make recommendations on solutions to improve the OPAS that Gia Lai provincial authorities need to implement to improve the quality and quantity of their OPAS, especially solutions to create more convenience for all people, especially for those from ethnic minorities in getting access and using OPAS.

2. Key findings

2.1. Overview of Gia Lai province

Gia Lai is located in the North Central Highlands region with the second largest natural area in Viet Nam. The province’s population in 2019 is 1,513,847 people, of which the number of people living in urban areas is 438 276 (accounting for 28.95%), the number of people living in rural areas is 1 075 571 (accounting for 71.05%). This is the living area of more than 30 ethnic groups, of which the largest are Kinh, Gia Rai and Ba Na people. (See Figure 1)

Figure 1: Ethnic groups living in Gia Lai province (%)



Source: Research team compiled from data of the 2019 Population and Housing Census

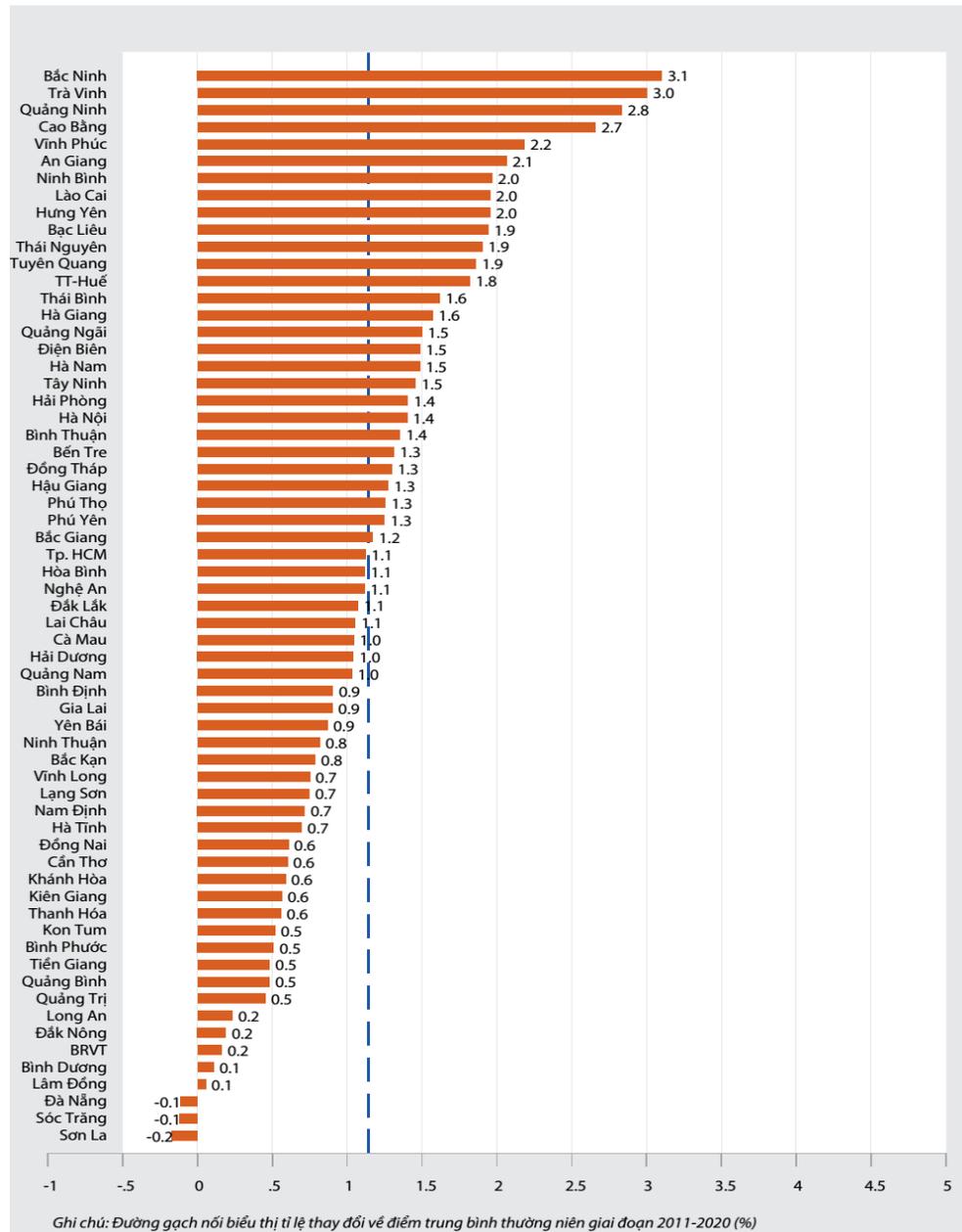
Gia Lai has 17 district-level administrative units, including 1 city, 2 towns and 14 districts, 220 commune-level administrative units, including 24 wards, 14 townships and 182 communes, including 1628 communes. ethnic minority areas.

In order to support the transition, economic and social development, and better ensure for human rights since 2012, Gia Lai Provincial People's Committee has issued Decision No. 01/2012/QĐ-UBND on establishing, managing and providing information and online public services for websites and portals of state agencies and units. Then, along with the process of digitizing and building e-government in the whole country, Gia Lai has implemented many

activities to accelerate the reform of administrative procedures, including focusing on services online public.

Figure 2 shows that, in the period 2011-2020, Gia Lai is one of the provinces in Viet Nam with a positive growth rate at the base PAPI score. That shows the efforts in improving the efficiency of public administration in the province. However, this chart also shows that Gia Lai's growth rate in this period belongs to the group of provinces with low growth index below 1%. (See Figure 2.)

Figure 2: Annual increase and decrease in Provincial Base PAPI Index, 2011-2020 (%)

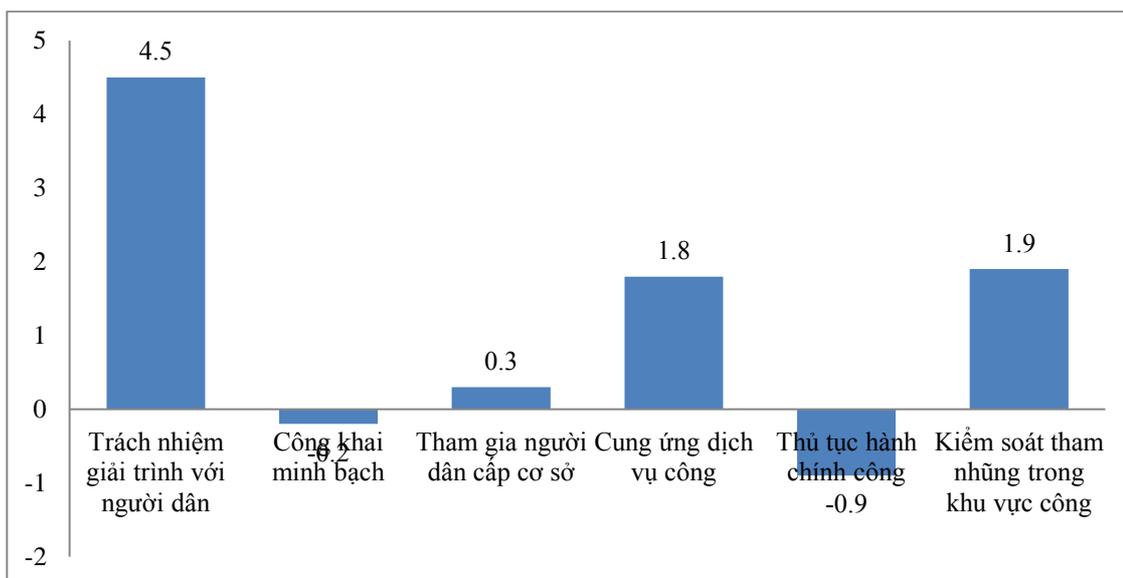


Source: CECODES, VFF-CRT, RTA & UNDP (2021), tr.9¹

¹ CECODES, VFF-CRT, RTA & UNDP (2021). Provincial Governance and Public Administration Performance Index

Among the content axes to evaluate the effectiveness of public administration at the provincial level PAPI, the content axes with positive growth of Gia Lai in the period 2011-2020 are accountability to the people, participation of citizens at the grassroots level, providing public services and controlling corruption. The dimension of the PAPI that saw a decrease were publicity and transparency, down 0.2 percentage points and public administrative procedures down 0.9%. (See figure chart 3.)

Figure 3: Gia Lai's scores in six PAPI dimensions, 2011-2020



Source: CECODES, VFF-CRT, RTA & UNDP (2021), tr.11-12

The numbers and evidence analyzed above show that in order to achieve the goal of sustainable development, Gia Lai has made efforts in promoting its potentials and advantages through solutions including public administrative services improvement. However, these efforts of Gia Lai do not seem to have achieved the desired effect. It is extremely important that policies continue to promote innovation. One of the solutions is to continue to improve and enhance the quality of public administrative services, including upgrading and improving the quality of online public services.

2.2. Key research findings from empirical research on two groups of administrative services within the scope of Gia Lai's 2020-2021 research

2.2.1. The level of readiness in providing public administrative services online

To implement the major policies of the Party and State related to digital transformation and e-government building, Gia Lai province has been carrying out specific activities in promoting administrative reform with the following programs: a plan to build and improve the

in Viet Nam (PAPI) 2020: Measurement from people's practical experience. Joint policy research report of the Center for Research and Development and Community Support (CECODES), the Center for Scientific Research and Training of Viet Nam Fatherland Front (VFF-CRT), Analysis Company Real Time and United Nations Development Program (UNDP). Hanoi, Viet Nam, p.9

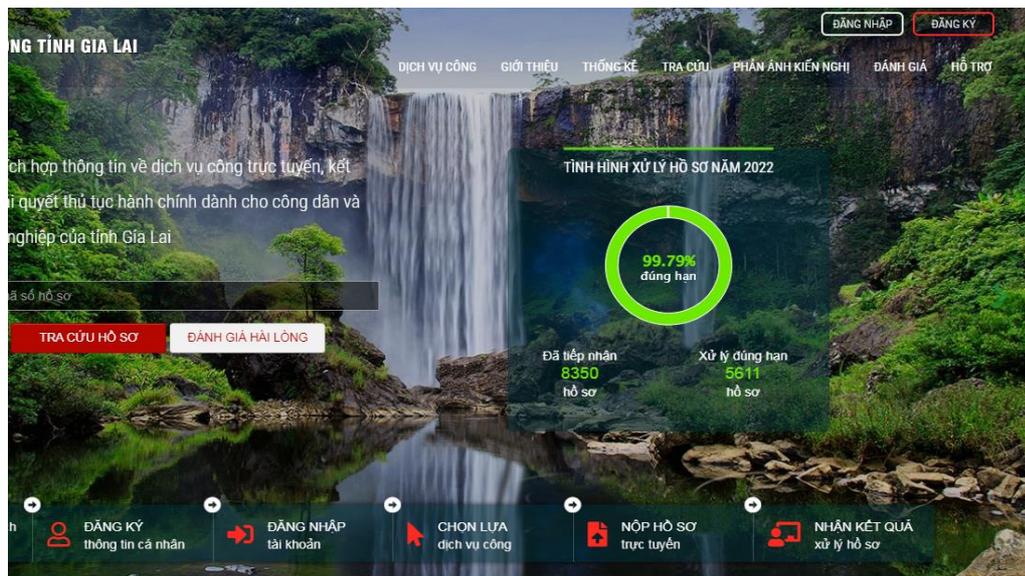
provision of online public services. In general, it can be seen that the province's readiness to provide online public services is reflected in the following key points:

Firstly, the construction and development of online public services in the province has a clear political and legal basis. In recent years, based on the guideline and policies of the Party and State on building and implementing e-government and digital government, promoting and improving the quality of online public services, leading agencies The province has issued many documents to create a political and legal basis for the implementation of practical activities.

The promulgation of documents not only creates a clear political and legal basis for online public service deployment activities, but also shows the strong political commitments of the Provincial Party Committee, the People's Council and Provincial People's Committee.

Second, the province has built infrastructure and digital platforms to serve the process of providing online public services. In 2016, the province started establishing the Provincial Public Service Portal to serve as the focal point to provide online public services for people and organizations. (See image 1)

Image 1: Gia Lai Provincial Public Service Portal



The implementation of information systems serving the handling of administrative procedures is implemented synchronously in accordance with the e-Government Architecture of the province and the guidelines and regulations of the central government. As a result, the Provincial Public Service Portal is always ready to connect and share with relevant information systems when directed, and the integration, connection and sharing of data is quite convenient.

Currently, the electronic one stop shop (OSS) system has been deployed in all departments, branches, district People's Committees and 220 commune People's Committees. Currently, there are 1,914 administrative procedures provided as online public services at level 2 or higher, of which 125 are public services at level 3 and 1,023 are at level 4, specifically as follows:

Table 1: Number of administrative procedures provided in the form of online public services in Gia Lai province by 2021

Level	Level 1	Level 3	Level 4
Province	594	116	732
District	72	8	219
Ward	100	1	72

Source: Research team synthesized from reports on implementation of online public services in Gia Lai province

The electronic one-stop shop system in communes, wards and townships is connected to the Provincial Public Service Portal, creating a connection in handling administrative documents and procedures, as well as creating a basis for sharing data through public services. Currently, 808 online public services of the province have been synchronously integrated into the national public service portal, many utilities have been integrated, such as online payment, national database on administrative procedures. According to reports from the beginning of 2021 to date, the number of applications received and processed in the form of public services on the Provincial Public Service Portal at levels 3 and 4 is more than 16,307; the proportion of cases resolved through online public services at levels 3 and 4 out of the total number of records of online public services at levels 3 and 4 with online filings (both online and traditional) is 69.5%.

In addition, the province has built an information system operating 24 hours a day and 7 days a week to receive feedback and recommendations from organizations and individuals by various methods such as phone, text message, email, etc. In the past time, the system has received 2,512 complaints and petitions, of which 2,480 have been handled. Experience in operating the Public Service Portal and the electronic one-stop shop are important prerequisites for the province to continue developing and perfecting online public services.

2.2.2. Actual situation of online public service provision in two groups of administrative services within the scope of research in 2020-2021

a. Online public service for birth registration, permanent residence registration, and health insurance card issuance for children under 6 years old (referred to as "3 in 1" connection for short)

Perspectives of officials and civil servants

Administrative procedures such as birth registration, permanent residence registration, and health insurance card issuance for children under 6 years old are very close to many people. These are administrative procedures carried out at the commune level. Before implementing the "3-in-1" inter-connected procedure, people have to go to three different agencies to handle each procedure (the People's Committee registers birth, the police register for permanent residence, the social insurance agency issues the health insurance card). This wasted time and costs for both the people and the state agencies because each agency has to make a set of documents and declare many duplicate personal information over and over again. When implementing all 3 procedures in the form of direct DVC, people only need to go to one place, which is the one-stop department

of the Commune People's Committee, to submit documents and receive 3 results together at this place.

The implementation of the "3 in 1" connection not only creates favorable conditions for people but also creates cohesion between public agencies when handling administrative procedures. It ends the process of handling administrative procedures individually and closed in each industry, helping to ensure publicity, transparency, saving time and money, and improving operational efficiency of agencies. the right.

Currently, on the online public service portal, administrative procedures for birth registration, permanent residence registration, and health insurance card issuance for children under 6 years of age are being provided online at level 2. Meaning is a public service portal that allows users to download document templates and declarations to complete records as required. After completing the application, it is sent directly or by post to the agency or organization providing the service. (See image 2.)

Image 2: Some public services and administrative procedures related to birth registration are provided on the Gia Lai Provincial Public Service Portal

STT	Tên dịch vụ công/Thủ tục hành chính	Mức độ	Lĩnh vực	Chọn
1	Thủ tục đăng ký khai sinh quá hạn	Mức độ 2	Hộ tịch	Chi tiết
2	Thủ tục ghi vào Sổ hộ tịch việc hộ tịch khác của công dân Việt Nam đã được giải quyết tại cơ quan có thẩm quyền của nước ngoài (khai sinh , giám hộ, nhân cha, mẹ, con; xác định cha, mẹ, con; nuôi con nuôi; khai tử ; thay đổi hộ tịch)	Mức độ 4	Hộ tịch	Nộp hồ sơ Chi tiết
3	Đăng ký khai sinh có yếu tố nước ngoài tại khu vực biên giới	Mức độ 2	Hộ tịch	Chi tiết
4	Liên thông các thủ tục hành chính về đăng ký khai sinh , cấp Thẻ bảo hiểm y tế cho trẻ em dưới 6 tuổi	Mức độ 4	Hộ tịch	Nộp hồ sơ Chi tiết
5	Liên thông thủ tục hành chính về đăng ký khai sinh , đăng ký thường trú, cấp thẻ bảo hiểm y tế cho trẻ em dưới 6 tuổi	Mức độ 2	Hộ tịch	Chi tiết
6	Thủ tục đăng ký khai sinh	Mức độ 4	Hộ tịch	Nộp hồ sơ Chi tiết
7	Thủ tục đăng ký khai sinh cho người đã có hồ sơ, giấy tờ cá nhân	Mức độ 2	Hộ tịch	Chi tiết
8	Thủ tục đăng ký khai sinh có yếu tố nước ngoài	Mức độ 2	Hộ tịch	Chi tiết
9	Thủ tục đăng ký khai sinh có yếu tố nước ngoài cho người đã có hồ sơ, giấy tờ cá nhân	Mức độ 2	Hộ tịch	Chi tiết
10	Thủ tục đăng ký khai sinh kết hợp đăng ký nhân cha, mẹ, con có yếu tố nước ngoài	Mức độ 2	Hộ tịch	Chi tiết
11	Thủ tục đăng ký khai sinh kết hợp nhân cha, mẹ, con	Mức độ 4	Hộ tịch	Nộp hồ sơ Chi tiết

The staff working at the receiving and returning results department in the three communes of Daktover, Iaphi and Nghia Hung, said that currently Gia Lai province is not required to deploy 3-in-1 online services. In communes, people still go to the one-stop shop to submit the necessary documents to complete the procedures. The implementation of the procedures is relatively simple, fast and not too complicated.

Perspectives of interviewed users

When the group interviewed some people in the three communes of Gia Lai, Daktover, Iaphi and Nghia Hung, the respondents all said that they often went directly to public authorities for guidance, fill out forms to carry out administrative procedures related to birth registration, permanent residence registration and health insurance card issuance.

They do not know information about online services and do not know how to check in online. That shows that the implementation of administrative procedures via online form is still quite strange to many people here.

The research team also experimented with online public services provided on the Gia Lai Provincial Public Service Portal. As a result, only the form of the birth registration declaration form is provided on the page. Other forms such as the health insurance participation declaration form, the health insurance participation list have not yet been provided. (See figure 3.)

Figure 3: Forms related to interoperating administrative procedures on birth registration, permanent residence registration, and health insurance card issuance for children under 6 years old are provided on the public service portal of Gia Lai province

DỊCH VỤ CÔNG	GIỚI THIỆU	THỐNG KÊ	TRA CỨU	PHẢN ÁNH KIẾN NGHỊ	ĐÁNH GIÁ	HỖ TRỢ
- Tờ khai đăng ký khai sinh theo mẫu quy định.	1	0				Tờ khai đăng ký khai sinh.docx
- Giấy chứng sinh do cơ sở y tế nơi trẻ em sinh ra cấp; nếu trẻ em sinh ra ngoài cơ sở y tế thì giấy chứng sinh được thay bằng văn bản xác nhận của người làm chứng; trường hợp hợp không có người làm chứng thì người đi khai sinh phải làm giấy cam đoan về việc sinh là có thực. Đối với trường hợp trẻ em bị bỏ rơi thì nộp biên bản về việc trẻ em bị bỏ rơi thay cho giấy chứng sinh.	1	0				
- Phiếu báo thay đổi hộ khẩu, nhân khẩu (theo mẫu quy định), Sổ hộ khẩu của cha, mẹ (bản chính) hoặc Sổ hộ khẩu của mẹ (bản chính) đối với trường hợp trẻ em đăng ký thường trú theo mẹ hoặc Sổ hộ khẩu của cha (bản chính) đối với trường hợp trẻ em đăng ký thường trú theo cha hoặc Sổ hộ khẩu của người nuôi dưỡng, chăm sóc trẻ (bản chính) đối với trường hợp trẻ em không đăng ký thường trú theo cha, mẹ, bản sao Giấy khai sinh của trẻ.	1	0				
+ Trường hợp trẻ em không đăng ký thường trú cùng hộ khẩu với cha, mẹ mà đăng ký thường trú theo hộ khẩu của người khác thì ngoài bản sao Giấy khai sinh, phải có ý kiến bằng văn bản của cha, mẹ, có xác nhận của Ủy ban nhân dân cấp xã, ý kiến đồng ý của chủ hộ và Sổ hộ khẩu của chủ hộ (bản chính).	1	0				
- Tờ khai tham gia bảo hiểm y tế. Danh sách đề nghị cấp thẻ bảo hiểm y tế cho trẻ em dưới 6 tuổi của Ủy ban nhân dân cấp xã (theo mẫu quy định)	1	0				

In terms of the availability and convenience of the service, currently the forms and implementation instructions do not seem to be convenient and accessible to all people in general, especially ethnic minorities. number.

b. Online public service for issuing certificates of land use rights, ownership of houses and other assets attached to land of citizens

Similar to 3-in-1 inter-connected public services, Gia Lai has not yet implemented public services on granting certificates of land use rights, ownership of houses and other assets attached to land of citizens at levels 3 and 4.

Even so, the research team still conducts research, exchanges and interviews on the implementation of direct public service on land use right certificates with integrated with the possibility that there will be public service on this type of work in the future.

Perspectives of officials and civil servants

Land is a great asset of the people, so administrative procedures related to land must be both convenient and quick, but also must ensure confidentiality and safety. This is an administrative procedure carried out at the district level.

Currently, on the Gia Lai Provincial Public Service Portal, there are no administrative procedures related to "issuance of land use right certificates" provided in the online form. (See figure 4.)

Figure 4: Online public services related to the procedures for granting land use right certificates in Gia Lai province

The staff at the receiving and returning results section of Chu Pah district said that currently, the province has no policy on implementing online public services for procedures related to granting land use right certificates and ownership of houses and other properties attached to land of citizens. All administrative procedures related to this field are being received and returned directly. The process of handling direct submission procedures is sometimes difficult, leading to a long time to return results to people. Especially during the time of implementing social distancing, the in-person reception of documents was interrupted due to the epidemic situation.

According to the staff at the on stop-shop unit, handling documents related to land, currently, administrative procedures related to the land field need many types of documents to be notarized and authenticated, so it is very difficult. done online. Documents and documents copied by people will be difficult to verify the authenticity of documents, leading to many potential legal risks if online procedures are implemented.

Commune cadastral officials said that land records related to the measurement and certification of surrounding households, these documents need a direct signature, so it is difficult to deploy online.

Perspectives of users interviewed

People in the district have not had any experience with online public services related to procedures for granting land use right certificates. People only go to work directly at the one stop-shop at the district. The research team interviewed 8 people who had gone through the procedures to apply for a land use right certificate (red book). All 8 interviewees said that: The procedures to apply for a land use right certificate are convenient, the staff at one stop-shop unit have a fairly professional working style...Some interviewees said that administrative procedures related to land often take a long time because it requires many types of documents. Sometimes, the check-in person does not know all the documents and the process of submitting the forms. They have to spend a lot of time going to the civil servant for guidance and then returning to complete the

application. In some cases, people have to travel many times. Some interviewees said that they also had to seek advice through "triggers" to carry out the procedures. Most of the interviewees said that when carrying out land-related procedures, they should come directly to the one stop-shop unit because these are important documents.

The informants said they were very concerned about safety or felt insecure if they do not directly go to the office to do the procedure. Regarding the level of initiative and readiness of the people with online public administrative procedures, through contact with local people, the research team found that online check-in is still a very strange activity with the interviewees themselves. When asked, "Do you open the internet to preview online procedures on the portal before going to check in?", out of 8 interviewees, 7 said that they had looked through the online procedures but only see to know, not use. With the question "Are you willing to carry out the online procedures (fill out information on the website instead of going to the headquarters of the public authorities to do the procedures related to the issuance of the license to use the right to use the license)? land?", all 8 respondents said that they are willing to carry out online procedures if the declaration and receipt of results is simple and easy to do. Some said that they do not have a computer. connected to the internet, they also do not know how to declare online?

2.3. Reasons

Gia Lai has not yet deployed online public services at levels 3 and 4 with administrative procedures for registration of birth certificates, registration of permanent residence, issuance of health insurance cards for children under 6 years old and other services, online public service with the issuance of certificates of land use rights and ownership of houses and other land-attached assets of citizens comes from the following reasons:

2.3.1. Limitations from the legal framework and policies related to online public services

The lack of implementation of 3-in-1 online public services and public services on "red book" issuance in the province is partly due to the delay of central ministries and branches in issuing regulations and implementation guidelines. With public services on "red book" which is very complicated, the central government has not yet issued regulations forcing localities to implement. Currently, a number of documents related to the implementation of online public services still cause difficulties for the implementation process, such as: lack of clarity in regulations on certified electronic copies, papers with digital signatures, etc. electronic; many regulations related to procedures still seem to be inconsistent with online public services because it retains the provisions of in-person records.

Many regulations complicate or create "double difficulties" for both the contingent of civil servants who receive the documents and for the people to carry out the procedures. For example, Decree No. 87/2020 of the central government on civil status database and online civil status registration stipulates that when completing the online birth registration application, citizens must submit all documents when receiving the results. The set of documents is exactly the same as when doing off-line procedures. This regulation inadvertently created a process with two submissions, discouraged people from wanting to use online services, and made it difficult for receiving officials to process documents because they had to receive and store documents. two types of records, one is in person and the other is online when dealing with the same procedure.

2.3.2. Awareness and implementation capacity of the staff

The implementation of online public services in Gai Lai area will still face many difficulties due to limited awareness and capacity to deploy online public services of some cadres and civil servants. There is still a situation where cadres and civil servants at the dossier-receiving and processing department are still unable to distinguish between direct public services and online public services. For example, in the report of Chu Pah District People's Committee stated, in 2020 the total number of dossiers on issuance of land use right certificates received in person is 1212, 318 online; In 2021, it is 1415 directly, 190 online. However, in fact, Gia Lai province has not yet provided online public services for administrative procedures related to "issuance of land use right certificates". The fact that there is a false report of online records is due to the misperception of officials about the characteristics and nature of online public services. The records are received directly by the staff but copied and sent to the district through technological means, which are understood as online services.

Part of the limitation also comes from the fact that the province's cadres and civil servants, especially commune-level cadres and civil servants, have not been trained and fostered in public services, including technological tools used to provide online public service.

2.3.3. Complicated procedures make people afraid to operate in the electronic environment

Convenience, usefulness, ease of access, simple process, easy to do, easy to operate will be the advantages of online public services. Procedures with complicated and inconvenient processes will confuse people, thereby limiting their use. The experience of the research team about online public services being provided on the Public Service Portal of Gia Lai province shows that most online public services do not guarantee the convenience and accessibility for citizens, especially ethnic minorities.

Level 2 online public services allow users to download application forms. However, in order to download the user profile, a computer and printer are required to print the forms. This will not be easy for everyone, especially ethnic minorities. On the other hand, application forms and instructions are only provided in one language, Vietnamese. This makes it difficult for the majority of ethnic minorities who are not fluent in Vietnamese language and writing. Moreover, the information to be filled out sometimes requires the guidance of civil servants, because not all forms are clear and understandable to the people. In addition, paying and having to submit application forms directly will make people afraid to use online services because in essence, they still need to go to the headquarters and ask for guidance from the receiving officer. file.

The administrative procedures offered online at levels 3 and 4 require people to register for an account and log in to their account each time. This is quite inconvenient because the steps to register an account are not easy for many people. On the other hand, remembering accounts and logging in is really complicated and difficult, which are also challenges that make online public services difficult to access.

2.3.4. Psychological barriers and limited resources of people

To carry out online public administrative procedures, the capacity, qualifications and resources of the people are also an important group of factors. For Gia Lai where 46% of the population are ethnic minorities, of which the percentage of poor ethnic minority households in

2019 is 21.2%, the percentage of ethnic minority households near poverty is 17.9%, only 64.7 the percentage of ethnic minority people aged 15 years and older who can read and write in general, 27.1% of ethnic minorities aged 15 years and older who can read and write their own ethnic script, the implementation of online services will face many challenges, especially in the context that all forms, procedures, and instructions related to the current procedure are used in Vietnamese language.

Besides, the lack of supporting tools such as Internet connection and electronic equipment are also barriers to the online process of administrative procedures. In Gia Lai, the percentage of people who have computers, smartphones or other electronic devices connected to the Internet is still quite low. Along with that is the habit and mentality of wanting to directly approach the staff to feel more secure during the procedure as well as to be guided to fill in the information in the form, especially with the related procedures to large assets such as land is also a barrier that makes the implementation of online administrative procedures will take more time to change this psychological habit.

2.3.5. Limitations related to technology platforms

Factors related to the technology platform and infrastructure for the digitization of administrative procedures also need to be taken into account. Currently, the implementation of 3-in-1 services for birth registration, temporary residence registration and issuance of health insurance cards as well as services for granting land use right certificates are not yet available online at levels 3 and 4 partly related to information technology infrastructure conditions that are not ready to do at level 4.

In order to carry out level 4 procedures, it is necessary to connect many types of information, the Internet infrastructure must be strong enough to be able to transmit large volumes of files and documents, the use of services such as electronic signatures, etc. The online payment of fees must be integrated, and the data records of the various ministries involved must be linked. However, all of these are being rolled out in the early stages. Birth management software and personal identification software have not been synchronized yet, and the databases have not yet been linked between the health insurance agency and the judicial authority or between the judicial authorities with the Department of Natural Resources and Environment. The system of data from the national database on population, data related to land, digital map of land is not available or synchronized. Difficulties in connecting and sharing data also create barriers that make it difficult to provide online public services.

On the other hand, for electronic public services, the issue of security seems to contradict the convenience and ease of use. The need to provide many services, simple and convenient processes for people can lead to unsafety. On the contrary, the service requires many levels of login, declarative will create unfriendly for the service user. This is also one of the challenges that the current technology platform cannot overcome.

3. Conclusions and Recommendations

3.1. Conclusions

Along with the process of building e-government, digitizing the economy, digitizing the social platform across the country, over the years, Gia Lai province has made a lot of determination and efforts to improve the provision of public services, including the development and provision of online public services. Up to now, the province has built a relatively basic foundation for the completion of online public service provision. The province's online public service portal has been in operation for many years with many online public services being implemented at levels 3 and 4. Many services are linked to the National Public Service Portal. The socio-economic life of the people is increasingly improved with a relatively high rate of over 70% of people accessing the Internet, over 50% of people having electronic devices such as computers or mobile phones with network connections. This is a fairly solid foundation that creates opportunities for the province to continue to improve the provision of online public services at higher levels than levels 3 and 4, especially in the context of the pandemic. Covid makes it increasingly difficult to deploy direct public services.

The implementation of online public services is an inevitable trend to help Gia Lai continue to promote socio-economic development, better ensure human rights for all people. However, the process of electrolyzing public services can also push Gia Lai to challenges such as increasing inequalities and pushing out a large number of people, especially ethnic minorities, on the margins of development because they do not have the capacity and conditions to access and use online public services. If not done well, it can also reduce the work motivation of the cadres and civil servants because they have to work longer hours in an environment without direct communication, the work pressure will be greater while the right benefits may actually be reduced.

3.2. Recommendations

3.2.1. *recommendations to Gia Lai province*

1. It is necessary to continue to strengthen the institutionalization of the Party's viewpoints and guidelines, and the State's policies on the implementation of online public services in order to build a clear political and legal basis for the implementation process, strengthen the provision of online public services. Based on the central government's regulations and guidance, the province needs to develop a process and roadmap to provide online public services at levels 3 and 4 for the next stages, including public services, online birth registration, temporary residence registration and issuance of health insurance cards for children under 6 years old.

2. Continue to implement parallel provision of public services in in-person and online forms related to interoperating administrative procedures of birth registration, permanent residence registration, and issuance of health insurance cards for children under 6 years old and administrative services related to the issuance of land usage certificates. Sudden discontinuation of services for face-to-face public procedures after the implementation of online public services will push many citizens into difficulties, many will not be able to access services.

3. Invest in resources, including physical and human resources, for the implementation of online public services. For physical resources, it is necessary to prioritize investment in technical

infrastructure such as machinery, equipment, and Internet connection infrastructure for agencies, especially focal points providing OPAS at district and commune level.

4. It is necessary to strengthen the process of skills training, raising awareness and creating a motivating working environment in terms of material and promotion opportunities, and a friendly working environment for the contingent of civil servants who directly perform services, as well as civil servants at the reception and processing of citizens' dossiers.

5. Improve and upgrade existing online public services in the direction of simplicity, ease of access and ease of use for all people while still ensuring the safety and confidentiality of information. Instead of requiring people to register for an account and log in with an account, the provincial government needs to deploy online public services without registration and login with an account. This makes it more convenient and accessible for everyone.

6. Provide email address and phone number of the agency handling administrative procedures corresponding to each online public service on service provision pages for people to contact.

7. Attach application forms, declarations, application forms, results samples and instructions on filling in documents and forms on the website so that people can easily complete during the process of declaring information declaration and filling forms.

8. It is necessary to strengthen communication and effective promotion about the benefits as well as steps to implement online public services so that people and civil servants can better understand the benefits brought from using services online and understand the steps and processes involved. Using mass media, especially interpersonal communication channels such as facebook, zalo to inform about online public services of agencies, units and localities.

9. At the focal point to receive documents directly, it is necessary to arrange a team to guide people to do online procedures for the first time, encourage them to do online the next time they submit their documents.

10. In remote and remote villages, where economic conditions are difficult, people have difficulty or do not have tools to access the Internet, need technology support such as: computers connecting to the internet, build online check-in manuals in multiple languages. Internet-connected computers and guidelines can be placed at the village's communal house or at the village head's house to assist people with online procedures in case they do not have computers or mobile phone connected to the Internet.

11. Regularly monitor, receive and handle feedback, recommendations and assess the satisfaction level of organizations and individuals to improve and enhance the quality of online public services.

3.2.2. Recommendations to central authorities

a. Recommendations to National Assembly:

- Amend relevant provisions in the Law on Archives, the Law on Land, the Law on Civil Status and other relevant legal documents, specifying the requirement to diversify forms of performing administrative services related to land use right certificate; birth certificate, health insurance and personal identity number for children under 6 years old.

b. Recommendations to Central Government

Administrative procedures are largely regulated by the central authority, so the central-level respective agencies are responsible first to restructure the process of administrative procedures to put them into practice, and then guide local governments to implement them. Priority should be given to public services which are directly related to people's daily lives instead of giving to many procedures causing difficulties for localities in implementation.

In the coming time, at least by 2025, encourage local authorities to deliver different forms of procedures issuing land use right certificates; birth certificates, permanent residence registration and health insurance cards for children under 6 years old, such as face-to-face public services at one stop-shop units at all authority levels, mobile one stop-shop, one stop-shop through the public postal service, online public administrative service, and mobile online public administrative service.

Request ministries and agencies related to each group of administrative services to build shared synchronous software or a shared platform, taking the personal identity number as the user profile root; take the electronic signature associated with the personal identity number of the civil servants in their role of being mainly responsible for confirming and approving of the dossier (electronic authentication).

Request authorities at all levels to develop detailed instructions on above-mentioned types of OPAS and disseminate to users through the Youth Union, village heads, village elders, village head etc. to help people, especially ethnic minorities who are not fluent in Vietnamese, gradually get used to online public services.

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