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Annual Progress Report

2020 PROGRESS REPORT

PROJECT NAME:	The Viet Nam Provincial Governance and Public Administration Performance Index (PAPI) Research
REPORTING PERIOD:	1 January 2020 – 31 December 2020

Report prepared by UNDP Viet Nam Country Office
with Provisional Expenditure Information as of 15 December 2020

Project Summary

Project Duration	1 January 2018 – 30 June 2025
Project Location	Viet Nam
Project Budget	<p>10,749,944 USD as committed for the period from January 2018 – June 2025</p> <ul style="list-style-type: none"> • Total DFAT’s Contribution (2018-2025): 13,054,500 AUD (equivalent to 9,648,559 USD) • Total Irish Aid’s Contribution (2018-2021): 600,000 EUR (equivalent to 701,385 USD) • Total UNDP’s Contribution: 400,000 USD (to be mobilised) <p><i>(See Table 1 Development Partners’ Contributions to PAPI, 2018-2025 on Page 3)</i></p>
Status of Disbursement	<p>Accumulated total disbursement: 6,432,944USD (as of 15 December 2020):</p> <ul style="list-style-type: none"> - DFAT: 5,631,559 USD - IRISH AID: 701,385 USD - UNDP: 100,000 USD <p><i>(See Table 1 Development Partners’ Contributions to PAPI, 2018-2025 on Page 3)</i></p>
Implementing Organisation	UNDP in collaboration with national institutions including: the Viet Nam Fatherland Front, the Centre for Community Support and Development Studies, the Real-Time Analytics, the Ho Chi Minh National Academy of Politics, 63 provinces and other institutions
Project Director/Manager	<p>Diana Torres, Head of Governance and Participation Unit, UNDP Viet Nam</p> <p>Do Thanh Huyen, Policy and Programme Analyst, Governance and Participation Unit, UNDP Viet Nam</p> <p>Le Thi Thu Hien, Programme Analyst, Governance and Participation Unit, UNDP Vietnam, for Citizen Powered Innovation Initiative under Output 5</p>
DFAT & Irish Aid POs Responsible for the Project	<p>Nguyen Quang Anh, Senior Trade and Development Manager, DFAT</p> <p>Pham Thi Hanh Nguyen, Programme Officer, Irish Aid</p>

Project Goal	To improve the performance of public sector institutions at national and sub-national levels, through enhanced participation, accountability, transparency and anti-corruption efforts and to reduce disparities in access to good governance and public administration for citizens.
Project Objectives/Purposes	To measure provinces’ performance of governance and public administration (i.e. outputs of local governance, public administration and public services that are experienced by citizens at the provincial level) based on experiences and feedback of citizens randomly selected from all 63 provinces in Vietnam.

TABLE 1: DEVELOPMENT PARTNERS'S CONTRIBUTIONS TO PAPI (2018-2025)

DFAT's Contribution*	AUD	USD
Total Disbursed	7,619,500	5,631,559
Nov-17	2,000,000	1,478,197
Aug-20	900,000	665,188
Apr-20	454,500	335,920
Jun-20	4,265,000	3,152,254
To be disbursed	5,435,000	4,016,999
May-21	835,000	617,147
May-22	2,000,000	1,478,197
May-23	2,600,000	1,921,656
Total DFAT's Contribution (2018-2025)	13,054,500	9,648,559
Irish Aid's Contribution^	EUR	USD
Total Disbursed	600,000	701,385
Oct-17	100,000	118,483
Oct-18	200,000	238,949
Dec-19	100,000	110,011
Nov-20	200,000	233,942
Total Irish Aid's Contribution	600,000	701,385
TOTAL DONORS' CONTRIBUTION IN USD (2018-2025)		10,349,943.61
TOTAL UNDP'S CONTRIBUTION IN USD (2018-2025)		400,000
Total Disbursed		100,000
Apr-18		40,000
Apr-19		25,000
Apr-20		35,000
TOTAL PAPI PROGRAMME BUDGET (2018-2025)		10,749,944
Accumulated Total Disbursement by Dec 2020		6,432,944
To be disbursed and mobilized towards 2025		4,316,999

* Under the Third-Party Cost Sharing Agreement between DFAT and UNDP dated 8 December 2017 [DFAT INSTRUMENT No. 72409/XX] and its Amendments 1&2

^ Under the Third-Party Cost Sharing Agreement between Irish Aid and UNDP dated 12 December 2017 for 2017-2018, the Financing Agreement between Irish Aid and UNDP dated 11 October 2018 for 2018-2021 and Amendment #1 to the Financing Agreement

TABLE OF CONTENTS

Project Summary..... 2
Boxes..... 4
Executive Summary 5
1. Project Context and Overview..... 7
2. Project Implementation and Progress in 2020 11
 2.1. The 2019 PAPI Research Cycle: Progress from January to December 2020..... 11
 2.2. The 2020 PAPI Research Cycle: Progress from May to December 2020..... 13
3. Project Budget Expenditure 15
 3.1. Status of Expenditure by Output for the Period from 1 January – 31 December 2020..... 15
 3.2. A Narrative of Budget Plan by Outputs for 2020..... 16
4. Recommendations and Follow-ups..... 16
Annexes..... 17
 Annex 1a: Key PAPI Events, Knowledge and Advocacy Products in 2020..... 17
 Annex 1b: Scoping Study of the Citizen Powered Innovation Initiative..... 20
 Annex 2: Assessment of Project Results (1 January 2020 – 31 December 2020) 22
 Annex 3: Provisional Annual Work and Budget Plan for 2021 31

Boxes

- Box 1: Snapshot of PAPI from 2009-2020
- Box 2: A Timeline of Ho Chi Minh City’s Responses to PAPI Findings
- Box 3: PAPI Used by the Politburo during Review of Ha Noi’s Strategic and Staffing Plans

Executive Summary

With the arrival of the COVID-19 pandemic and La Nina natural disasters facing Viet Nam, the year 2020 has proved to be the one of the most challenging years the Viet Nam Provincial Governance and Public Administration Performance Index (PAPI) has faced. Nonetheless, thanks to the effective collaboration between the Viet Nam Fatherland Front, the Centre for Community Support and Development Studies and the United Nations Development Programme since 2009, PAPI has obtained almost every result it set out for 2020.

PAPI captures citizens' experiences and perceptions to benchmark the performance and quality of policy implementation and services delivery of all 63 provincial governments in Viet Nam to advocate for effective and responsive governance. Annually conducted from May to April per cycle, PAPI has so far been the country's largest annual citizen-centric, nationwide policy monitoring tool. Since its inception in Viet Nam 12 years ago, PAPI has collected the views of 146,233 randomly selected citizens regarding the country's performance in governance and public administration in various sectors and at all administration levels, based on their direct interactions with local governments.

In 2020, as many as 14,732 respondents shared their reflections on how they perceive of and experience local governments' performance in governance, public administration and public service delivery in all 63 provinces. These results include 267 non-permanent residents from six major internal migrants receiving provinces (i.e. Ha Noi, Ho Chi Minh City, Dong Nai, Binh Duong, Da Nang and Bac Ninh), as part of extended sampling efforts to understand how internal migrants assess their host provinces in terms of governance performance and public service delivery. Data analysis and reporting phases started from December 2020 and the final 2020 PAPI Report and findings will be launched in April 2021.

During the data collection process, PAPI faced some delays due to the 2nd wave of COVID-19 and cyclones affecting the central part of Viet Nam. However, thanks to Viet Nam's success in containing coronavirus and PAPI partners' swift collaboration and proactiveness, the data collection process, commencing on 30 July, was completed on 9 December, about one month later than previous years' usual cycles.

Another remarkable but abnormal milestone PAPI reached in 2020 was the virtual launch of the 2019 PAPI Report in April 2020. In previous years, PAPI launching events usually attracted between 500 to 600 participants at physical venues. On 28 April 2020, as some social distancing measures remained in place, the launch of the 2019 PAPI Report was live-streamed and had nearly 900 live viewers across the country, including those from commune governments. Within one month after the launching day, the live clips were seen by 15,000 viewers and reached 40,000 Facebookers.

While 2020 PAPI survey teams were sent to the field, 2019 PAPI diagnostic workshops and dissemination efforts continued with provinces both offline and online. From May to December, diagnostic workshops were convened by 14 provinces with UNDP's or Ho Chi Minh National Academy of Politics' experts delivering on 2019 PAPI findings. Also, six (6) policy discussion papers and articles using PAPI data and findings were produced to discuss policy issues like land governance, public administration reform, provincial performance and human resources in the public sector.

In addition to the core PAPI outputs, including the indices, national dissemination and interactions with provinces to advocate for improvement in local government performance, the PAPI programme has embarked on two important new areas of research and advocacy. These include initiatives being funded by DFAT: (1) the on-going Citizen Powered Innovation (CPI) initiative co-convened with the Fulbright School of Public Policy (Fulbright University) and (2) the telephone-based survey "Citizens' Opinions of and Experience with Government Response to COVID-19 Pandemic" co-conducted by UNDP and the Mekong Development Research Institute.

On the CPI initiative, a scoping study has been rolled out since October 2020 and is expected to finish by August 2021 to inform the next stages of working with selected provinces on innovative measures initiated by citizens and authorities and to provide technical advice for scaling up to other interested

provinces. The CPI also advocates for better e-governance and digital transformation at the local levels by creating synergies with the central government's efforts in digitalizing public administrative services.

On the COVID-19 related report, it was completed through a telephone-based survey of 1,335 respondents, randomly selected from the 2019 PAPI sample. The research findings were launched on 8 December 2020 with about 200 participants offline and online and large media coverage. The findings have been referred to in several events with the Government of Viet Nam, including a recent convention on the Impact of COVID-19 on Human Rights with the Ministry of Foreign Affairs and in a disaster relief seminar with the Ministry of Agriculture and Rural Development. The study helped capture citizens' opinions of and experiences on how central and local governments have responded to the COVID-19 pandemic and how the Vietnamese citizens themselves have coped with it. Findings from the survey also help explain, to a certain extent, why Viet Nam has been successful in containing COVID-19 and obtaining a modest economic growth rate at 2.62 percent. This quantitative study complemented the Rapid Assessment of COVID-19 Impact on People with Disabilities conducted by UNDP utilizing a modest financial and technical resources from PAPI.

In addition, in 2020, under PAPI the research and advocacy work called "The Role of Women Representatives in Viet Nam's 2016-2021 Socio-Economic Development" has been rolled out by UNDP and the University of Social Sciences and Humanities. The study, co-funded by DFAT, Irish Aid and UNDP, aims to take stock of and highlight how women representatives in the 2016-2021 National Assembly and People's Councils have contributed to Viet Nam's development so their experience can motivate more women to take up representative roles at the National Assembly and People's Councils in the 2021-2026 term and to speak up for women's concerns as PAPI findings over time have shown as different from men's concerns.

Despite challenges facing the PAPI programme due to the COVID-19 pandemic and natural disasters happening during the data collection process, the programme has delivered most of the outputs and the financial resources planned for 2020. By 15 December, up to 95.45 percent of the planned budget for PAPI for the 2020 fiscal year was delivered. Such achievements have been possible because the proactiveness and competence of all partners involved during the year.

The theory of change PAPI has been pursuing is to improve the quality of government functioning, responsiveness, transparency and accountability of public institutions and ensuring basic human rights in terms of freedom of expression, access to information and access to quality basic services. With evidence collected from citizens as the end-users of government services through not only PAPI surveys but also thematic research and policy advice beyond the PAPI data goldmine, PAPI helps identify policy gaps to inform policymaking agencies for policy change towards such aims and motivate improvement in government performance. After twelve years of operation, PAPI has been increasingly recognized as a facilitator of the shift towards evidence-based governance and public administration reforms through citizen engagement in Viet Nam. PAPI has been used by central state agencies, including Vietnam Communist Party Politburo, the National Assembly and the Government of Viet Nam have referred to PAPI findings in their official reports and provincial visit conclusions.

PAPI has also been referred to widely at the provincial level. By 2020, all 63 provinces have hosted PAPI diagnostic workshops to inform local leaders from provincial to commune levels about how citizens have assessed their past-year performance and discuss about solutions to address their short-comings and areas of weaknesses. Except for Long An, 62 other provinces have developed workplans, resolutions and directives on how to improve their performance in the following year.

With its coverage of two government terms (2011-2016 and 2016-2021), PAPI datasets have been a goldmine for important policy research and advocacy products, on land governance, environmental governance, gender in politics, women representatives and public administration reforms being conducted by UNDP, research institutions and non-governmental organisations as well as being covered by national and international media.

1. Project Context and Overview

The Viet Nam Provincial Governance and Public Administration Performance Index (PAPI), which was initiated in 2009, has been the largest time-series, independent citizen-centric national monitoring tool over the past twelve (12) years. PAPI has become an increasingly reliable and trusted source of annual survey data on how well central and local governments in Viet Nam perform from citizens' perspectives.

PAPI is a quantitative measurement tool that offers a comprehensive picture of how central and provincial governments have performed on an annual basis. PAPI provides data and evidence that reflect eight dimensions of government performance: (i) participation in elections and policymaking at the local level, (ii) transparency in decision-making, (iii) vertical accountability, (iv) control of corruption in the public sector, (v) public administrative procedures, (vi) public service delivery, (vii) environmental governance and (viii) e-governance. The last two dimensions have been included in PAPI since 2018 to provide evidence for gauging progresses in these emerging matters of public concern and policy responses. PAPI has helped different national stakeholders to understand how governance and public administration in Viet Nam has changed over time and has suggested which governance bottlenecks should be addressed for greater citizens' trust and satisfaction.

PAPI, with its objective, rigorous and state-of-the-art methodology, has gradually helped shift central and local governments' mindsets towards an openness to external reviews and citizen feedback of the system's performance in governance and public administration. The policy-monitoring barometer has become more relevant in the current context that the central Government is working towards creating a "*chính phủ kiến tạo phát triển*" ("*a development facilitating government*") that aims to foster development opportunities for all during the 2016-2021 government term. PAPI will become more important to provide evidence to inform the state sector of citizens' needs and expectations during the critical time of the COVID-19 pandemic in 2020 and beyond until treatments are found to control the pandemic, amidst other uncertainties because of extreme weather conditions like La Nina and cyclones hitting the Central provinces in 2020. The state sector needs to build and consolidate citizens' trust while strengthening its responsiveness, readiness and agility in providing necessities for its people.

The year 2020 is also the final year of the 2016-2021 government term. It is when reviews of important government policies and master plans were conducted. Two important strategy papers that are relevant for PAPI and under review are the 2011-2020 Socio-Economic Development Strategy (SEDS) and the 2011-2020 Public Administration Reform Master Plan. Findings from the reviews suggest that Viet Nam should do more in terms of institutional reforms, citizen participation in a more open, transparent, responsive and strong government system in the next decade. This is in line with what Viet Nam has committed to obtaining in its Sustainable Development Goals towards 2030.

Also, during 2020, major policies under discussion and deployment set part of the context for the 2020 PAPI survey, research and advocacy work. As the Law No. 36/2013/QH13 on Residence was under final rounds of review before the National Assembly passed it in November 2020. There was a high hope for a potential removal of the '*hộ khẩu*' system that make it hard for migrants to integrate and get prompt access to public services in the new destination localities—and the approved amendment has not yet endorse the removal¹. If this is the case, from 2021, PAPI will have to change its sampling approach and procedures. More importantly, inter-provincial migration for livelihoods has become a phenomenal trend over the past decade as Viet Nam develops to be a more industrialized, service-oriented, urbanized and modernized nation at the annual growth rate of 6.5 percent. According to the 2019 Census released in early 2020, as many as 12 among 63 provinces have become inter-provincial migrant receiving provinces. In major industrial provinces like Binh Duong, Dong Nai and Bac Ninh, a larger share of populations are migrants-residents with temporary residency registrations. For instance, in Binh Duong, among every 5 persons from the age of 5 years old, one person is a migrant from another province. Similarly, in Ha Noi, Da Nang and Ho Chi Minh City, urbanization and employment opportunities have

¹ See <https://thuvienphapluat.vn/tintuc/vn/thoi-su-phap-luat/chinh-sach-moi/32577/mot-so-diem-moi-cua-luat-cu-tru-sua-doi>

been major pulls of migrants from other provinces. Receiving provinces therefore face more challenges in responding to their residents’ needs of quality public services and local governance at the increasing population pressure. These were reasons for the 2020 PAPI survey to expand its sampled population to a small portion of temporary residents in six largest internal migrants receiving provinces (i.e. Bac Ninh, Ha Noi, Da Nang, Dong Nai, Binh Duong and Ho Chi Minh City) to examine possibility of open sampling of residents of all types from 2021, to examine what types of discrimination registered temporary residents (internal migrants) face in receiving provinces and to understand what pressures receiving provinces are burdened with when implementing their government functions.

Box 1 provides a snapshot of 2009-2020 PAPI development. Over the years PAPI has collected the views of 146,233 randomly selected citizens about the country’s performance in governance and public administration, based on their direct interactions with local governments at different levels. In 2020 alone, as many as 14,732 respondents provided their responses to PAPI’s face-to-face interviews conducted in all 63 provinces. By gauging citizens’ experience with government performance in eight core pillars of the public system, PAPI has promoted self-reflection among local government leaders as well as experience sharing among provinces.

Box 1: Snapshot of PAPI from 2009-2020

PAPI:	The Viet Nam Provincial Governance and Public Administration Performance Index	
Aims:	PAPI aims to generate information that can improve the performance of local governments in meeting their citizens’ needs by: (i) enabling citizens to benchmark their local government’s performance and advocate for improvement; and (ii) creating constructive competition and promoting learning among local authorities.	
Approach:	Citizens are at the heart of Viet Nam’s development. As ‘end users’ of public administration and public services they are fully capable of assessing the performance of the State and local authorities, and supporting the State in establishing a State that is “of the people, by the people and for the people.”	
Beneficiaries:	Vietnamese citizens <ul style="list-style-type: none"> • 63 provincial governments (including Provincial Party Committees, People’s Committees, and People’s Councils) and their district and commune affiliates • Relevant central agencies (the Viet Nam Communist Party, the National Assembly, and the Government and its ministries) • The media, mass organisations, and civil society organisations • The research community in Viet Nam and abroad • The international community in Viet Nam and abroad 	
What PAPI measures:	Eight dimensions, 29 sub-dimensions, more than 120 indicators, and more than 500 substantive questions about Viet Nam’s policy matters covering <ol style="list-style-type: none"> 1. Participation at local levels 2. Transparency in local decision-making 3. Vertical accountability towards citizens 4. Control of corruption in the public sector 5. Public administrative procedures 6. Public service delivery 7. Environmental governance 8. E-Governance 	
Method:	Face-to-face interviews	Duration: 45-60 minutes per interview on average
Sampling:	International state-of-the-art methodological standards: probability proportional to size (PPS), and random selection	
Where:	Across all 63 provinces and municipalities in Viet Nam since 2011, covering <ul style="list-style-type: none"> • 208 districts (including 64 capital districts and PPS-sampled districts) • 416 communes (including district-seated communes and PPS-sampled communes) • 832 villages (including commune-seated villages and PPS-sampled villages) 	

<p>Who: 146,233 citizens from all demographic backgrounds since 2009 interviewed</p> <ul style="list-style-type: none"> • 2020: 14,732 (53.5% women) • 2019: 14,138 (52.5% women) • 2018: 14,304 (52.05% women) • 2017: 14,097 (52.6% women) • 2016: 14,063 (54.8% women) • 2015: 13,955 (54.1% women) • 2014: 13,552 (52.9% women) • 2013: 13,892 (52.7% women) • 2012: 13,747 (52.6% women) • 2011: 13,642 (52.9% women) • 2010: 5,568 (30 provinces; 47.5% women) • 2009: 543 (3 provinces; 40.3% women) 	<p>Samples representative of all ethnicities in Viet Nam since 2010</p> <ul style="list-style-type: none"> • 2020: Kinh 84.4%; Non-Kinh 15.6% • 2019: Kinh 84%; Non-Kinh 16% • 2018: Kinh 84.54%; Non-Kinh 15.46% • 2017: Kinh 83.5%; Non-Kinh 16.5% • 2016: Kinh 83.7%; Non-Kinh 16.3% • 2015: Kinh 83.9%; Non-Kinh 16.1% • 2014: Kinh 83.9%; Non-Kinh 16.1% • 2013: Kinh 84.6%; Non-Kinh 15.4% • 2012: Kinh 84.4%; Non-Kinh 15.6% • 2011: Kinh 84.5%; Non-Kinh 15.5% • 2010: Kinh 85.0%; Non-Kinh 15.0%
<p>Implementing partners:</p>	<ul style="list-style-type: none"> - United Nations Development Programme (UNDP) - Centre for Community Support and Development Studies (CECODES) - Centre for Research and Training of the Viet Nam Fatherland Front (VFF-CRT) - Real-Time Analytics (RTA) - Ho Chi Minh National Academy of Politics (HCMA) - Fulbright University’s School of Public Policy and Management (FSPPM)
<p>Donors</p>	<ul style="list-style-type: none"> - The Government of Spain (2009-2010) - The Government of Switzerland (2011-2017) - The Government of Australia (2018-2025) - The Government of Ireland (2018-2021) - United Nations Development Programme (2009-2025)
<p>Information gateway:</p>	<p>Website: www.papi.org.vn Facebook: www.facebook.com/papivn Twitter: @PAPI_Vietnam YouTube: www.youtube.com/user/PAPIVietNam</p>

2020 is also the year of COVID-19 responses from the government at all level. Although it is a national rather than provincial responsibility to contain and control the pandemic, PAPI surveys, including the thematic research on COVID-19 impact on citizens and governments and the 2020 PAPI survey were initiated to capture how citizens perceive of and experience with government responses to the pandemic and how they have been impacted by COVID-19 at personal and household levels. The thematic research findings from a telephone-based survey with 10 percent of the 2019 PAPI respondents were launched in early December 2020, while the results from the 2020 PAPI survey will be launched in April 2021. Earlier on, in May 2020, a rapid assessment of COVID-19 impact on people with disabilities was conducted to have important insights into the challenges faced by persons with disabilities especially in the context of COVID-19 and represents the first step on a longer journey of responding to these challenges.

In preparation for the 2021 National Election, with an aim to promote the role of women representatives through elected bodies like the National Assembly and in People’s Councils, an action research with the participation of National Assembly delegates and People’s Councils’ members from three provinces (i.e. Ha Noi, Dak Nong and Can Tho) was included in the 2020 PAPI workplan under Output 5. The outputs, to be delivered in the first quarter of 2021 are expected to be baselines and stories of women representatives’ contribution to Viet Nam’s socio-economic development in the current term to motivate women representatives in the 2021-2026 National Assembly and People’s Council term.

Last but not the least, a new initiative called “Citizen Powered Innovation” was introduced thanks to additional funding from DFAT in Output 5 for 2021-2025. The initiative aims to increase PAPI’s impact through targeted support to selected provinces to facilitate their use of citizens’ feedback and proposals in designing evidence-based development solutions. It is also expected that, with such support from

experts in different governance fields, local governments will have capabilities on innovation and systems thinking developed and improved to transit to more modern forms of governance.

PAPI has had an increasing and large impact, inspiring the continuation of this important project. To date, every province has hosted or convened a PAPI diagnostic workshop. Of the nation’s 63 provinces, except for Long An, 62 have issued action plans, directives, official letters and/or resolutions to request that local government agencies respond to citizen feedback through PAPI. In 2020 alone, 30 out of these 62 provinces issued new or renewed provincial responses to PAPI findings with a one- or three-year perspective, aiming at attaining higher citizen satisfaction with their performance². Several provinces have localized the PAPI tools is taking place. The most recent one is Ho Chi Minh City, which follows the PAPI approach to real-time surveys on users of public services (see **Box 2** for the timeline about how Ho Chi Minh City has responded to PAPI findings). Therefore, PAPI has been used as a means of verification for better governance and public administration at the local level, while also informing the policy cycle for the central level in Viet Nam.

Box 2: A Timeline of Ho Chi Minh City’s Response to PAPI Findings	
• 28 June 2016	Decision No. 3292/QĐ-UBND issuing the Action Plan to Improve Governance and Public Administration Performance for Higher PAPI Scores for the Period from 2016-2020.
• 10 September 2018	Decision No. 3897/QĐ-UBND issuing the Action Plan to improve Governance and Public Administration Performance for Higher PAPI Scores for the Period from 2016-2020 in Ho Chi Minh City from 2018 – 2019.
• 2 June 2020	Official Document No. 2308/UBND-KSTT to sectoral leaders, chairpersons of People’s Committees of all districts on measures to improve PCI, PAR Index, PAPI 2020.
• 29 July 2020	2019 PAPI Diagnostic Workshop with municipal and departmental leaders for better understanding of PAPI findings
• 4-5 November 2020	Nearly 750 public officials holding leadership positions from all 322 communes, wards and townlets in Ho Chi Minh City were briefed about citizen feedback through 2019 PAPI and discuss solutions to problems facing the commune government level at HCMC Academy for Public Officials.

PAPI has also been used more frequently by top leaders from the Communist Party of Viet Nam, the Government and the National Assembly. They have frequently referred to PAPI findings when engaging with provinces or sectors, using it as a valuable dashboard to guide and improve governance and to gain citizens’ higher satisfaction with public services. The Politburo, during their meeting with Ha Noi authorities, referred to PAPI to remind the local governments of Ha Noi to pay attention to citizens’ feedback (see **Box 3**).³

Box 3: PAPI Used by the Politburo during Review of Ha Noi’s Strategic and Staffing Plans
<p>The Vietnam Communist Party Politburo, during their meeting to review Ha Noi’s Communist Party Committee’s draft document and staffing plans for the Committee’s XVII Tenure from 2020 to 2025 on 19 September 2020 noted the municipal’s leaders on short-comings in local governance of the Capital City: “On its short-comings, the Politburo noted that the Capital’s economy has not yet been able to make a breakthrough. [Ha Noi’s] rankings on the Satisfaction Index of Public Administrative Services (SIPAS) and the Provincial Governance and Public Administration Performance Index (PAPI) remain low compared to other provinces.” (See PAPI’s September Bulletin)</p>

² Collected from [Thu vien phap luat](#)

³ See Cong An Newspaper (19/09/2020) at http://congan.com.vn/tin-chinh/bo-chinh-tri-muon-ha-noi-lam-ro-vai-tro-dau-tau-dan-dat-ca-nuoc_99943.html?fbclid=IwAR1n1JFu_0-Om7aaWGyTKel7OBRgZZ5ddvuCv7V-XPb94SxT34-HkoZ6HQo

PAPI is also used as means of verification in the GoV's review of provincial performance. Government Prime Minister and Deputy Prime Ministers, during their missions to different provinces in 2020, requested that the provincial governments maintain and/or improve their PAPI scores (for instance, Thai Nguyen, Binh Thuan, Tuyen Quang, Ca Mau, Bac Giang, Quang Ninh, and Phu Yen). Furthermore, PAPI findings about provincial performance in transparency were highlighted in the review remarks by the National Assembly Judicial Committee on the Government Inspectorate's report on anti-corruption work in 2020 presented by Inspector General Le Minh Khai at the National Assembly's October Session⁴. PAPI would not have been possible without generous funding from the Government of Switzerland from 2011 to 2017, from the Government of Australia from December 2017 to 2025, and from the Government of Ireland from October 2017 to December 2021. At the same time, PAPI owes its visibility and popularity to the fact that it is embraced by a variety of stakeholders, from ordinary citizens, development partners, government agencies at multiple levels, the media to national and international research community.

2. Project Implementation and Progress in 2020

Overall, the project implementation in the reporting period from January to December 2020 has been in line with the project plan and with significant results and impacts achieved despite the fact that 2020 has been a challenging year for different PAPI partners due to the COVID-19 pandemic and severe cyclones in the Central region. Great efforts have been made, especially to improve PAPI survey quality, communicate PAPI findings and messages at different levels, to maximise policy impact of the data, and to engage different actors in using PAPI data and harness its outcomes. The following sections brief the project progress for the 2019 PAPI cycle in the first four months of 2020 and throughout the year, and the 2020 PAPI cycle in the last eight months of 2020. It should be noted that a PAPI cycle starts from May in Year 1 to April in Year 2, and this may fall outside of a normal fiscal year.

2.1. The 2019 PAPI Research Cycle: Progress from January to December 2020

The 2019 PAPI Report, virtually launched on 28 April 2020, resulted from the 10th nationwide survey. The 2019 PAPI survey was successfully completed 6 November 2019 for data analysis and reporting in the first quarter of 2020. It reflected experiences and views of 14,138 randomly selected citizens (with 52.5% being women), resulting in 131,501 of citizens directly interviewed for PAPI since 2009 in total.

The 2019 PAPI Report gained great attention at all levels. The national virtual launch of the report attracted more than 900 instant viewers/participants from Viet Nam and abroad when the livestream was on (see the livestream link [in English](#) and [in Vietnamese](#)). The number of views within and after the launch reached 3,200 views for the English version, and 13,000 views for the Vietnamese versions. Due to the COVID-19 pandemic, Viet Nam conducted the national lock-down for three weeks in April 2020 and requested for social distancing measures to be applied. The launch, initially planned for 8 April, was delayed until 28 April after the lockdown was lifted. Despite the virtual launch, instant viewers that were local government officials were high (see [PAPI's May Bulletin](#)). Many provinces shared the link with commune governments for their updates. After the launch, talks and articles discussing 2019 PAPI findings continued to be aired on different television, radio, newspaper and journal outlets.

After each national launch, PAPI findings are further disseminated at different levels. In 2020, at the central level, PAPI findings and data have been used cited as evidence by key ministries like the Government Inspectorate, the Ministry of Natural Resources and Environment, the Ministry of Health as well as by National Assembly delegates in different query sessions. More importantly, PAPI has been mentioned by high-level CPV (see **Box 1**), GoV and National Assembly officials. For instance, Prime Minister Nguyen Xuan Phuc, during his missions to for instance Ca Mau and Binh Thuan, and Deputy

⁴ See VTV (09 November 2020) at https://vtv.vn/chinh-tri/tham-nhung-o-viet-nam-dang-duoc-kiem-che-co-so-nao-de-danh-gia-20201109112235629.htm?fbclid=IwAR3ump_dHkIX_yvPk6onJ79pYBI0TEG6Smhwb6t6tblRFDotiDqKDPWersk

Prime Minister Pham Binh Minh during his missions to Tuyen Quang and Thai Nguyen requested that the provincial governments maintain and/or improve their PAPI scores. During the National Assembly session in November 2020, the Inspectorate General of the Government Inspectorate informed the National Assembly that their report on corruption statuses and anti-corruption work progress in 2020 was grounded on PAPI among other sources.⁵ In addition, the National Assembly Library shared 2019 PAPI reports (300 copies) with parliament members to bring PAPI findings to the table for discussions for the May 2020 National Assembly session. Also, PAPI findings and their policy implications were shared at the Ministry of Home Affairs' conference on Review of 2011-2020 Public Administration Reforms and Orientation towards 2030 to inform the PAR process about how citizens assessed the progress in PAR in Viet Nam, at the National Conference on E-Governance in Hue City convened by the Office of the Government (see [PAPI's July Bulletin](#)), and at the national launch of the Digital Transformation Index initiative by the Ministry of Information and Communication⁶, for instance.

At the provincial level—the key targets for change and reform in PAPI—17 provinces (including for example, Ho Chi Minh City, Ha Noi, Ba Ria-Vung Tau, Hung Yen, Khanh Hoa, Quang Ninh, Ninh Thuan and Thanh Hoa) convened and invited the PAPI team to share the 2019 findings to get informed for follow-up responses for improved performance in 2020 and beyond. For instance, Ho Chi Minh City convened one diagnostic workshop for municipal leaders on 29 July and four consecutive seminars with more than 740 public officials from all commune and district governments in the City. Ha Noi also did the same, with the first session with key sectoral leaders in the Capital City and then with commune and district leaders from 50% of the City's communes and districts. (See [PAPI's November Bulletin](#) for more information). At these provincial diagnostic workshops, provincial leaders reiterated or announced their commitments to responding to citizens' expectations from PAPI through their action plans on improving their performance in governance and public service delivery. These examples do not include many provincial briefings conducted by provincial authorities themselves after the national launch⁷.

Dissemination of the PAPI findings at local levels has generated significant influence. Up to now, at least 62 out of 63 provinces have issued official documents and/or action plans to call for concrete responses from different local government agencies, districts and communes to improve their performance on the index. The 2020 entry was Cao Bang.⁸ In addition, in 2020 alone, at least 30 provinces (including, for example Dak Nong, Son La, Lang Son, Yen Bai, Hung Yen, Bac Kan, Ha Noi, Nghe An, Binh Dinh, Dong Nai, Dong Thap, Ninh Thuan, and Ca Mau) renewed their commitment to respond to PAPI findings. Such outcomes have been thanks to the proactive dissemination and policy advocacy by different partners involving in PAPI, including UNDP, the VFF-CRT, CECODES, the Ho Chi Minh National Politics Academy (HCMA) and development partners.

At the international level, the index has been highlighted as a useful tool and a good practice to measure citizen satisfaction with governance and public services at the global level by the GoV and UN agencies. PAPI provides data and evidence for Viet Nam's measurement of the country's progress in implementation of the Sustainable Development Goals. The PAPI data and methodology have also been widely shared with and used by global research institutions (e.g. Oxford University Clinical Research Unit, Duke University's International Development Policy Program, the Gothenburg-based Programmes on Governance and Local Development) as well as individual researchers to make use of the PAPI's goldmine of data on governance. International publications using PAPI data have been on the rise as well.

⁵ See PAPI's November monthly bulletin at <http://papi.org.vn/eng/ban-tin-papi-so-7-thang-11-nam-2020/>

⁶ See <https://viettimes.vn/4-diem-can-luu-y-ve-bo-chi-so-danh-gia-muc-do-chuyen-doi-so-cac-bo-tinh-thanh-post140231.html>

⁷ See more in PAPI's monthly bulletins and updates at <http://papi.org.vn/eng/category/tin-tuc-en-eng/#!>

⁸ See the [Directive No. 01/CT-UBND](#) of Cao Bang province

2.2. The 2020 PAPI Research Cycle: Progress from May to December 2020

The tenth (10th) national PAPI survey cycle started from May and will finish by April 2021 when the 2020 PAPI Report is launched with intensive preparation and undertakings in the second half of 2020. Upon a thorough review and refinement of the 2020 PAPI Questionnaire in May and June, the programming of the tablet-based survey application finished in early July for actual fieldwork from 30 July to 9 December 2020. In 2020, apart from survey questions to construct the main PAPI indices, the survey questionnaire consisted of a battery of questions on how local governments and citizens respond to the COVID-19 pandemic. This battery is in addition to the separate phone-based survey “Citizens’ perceptions of and experience with government responses to the COVID-19 pandemic” conducted by between September and November 2020 and launched on 8 December 2020⁹.

Below are key highlights of the outputs of the 2020 PAPI research cycle as of December 2020 (see Annex 1a for more details):

- **27 July:** 2020 PAPI Questionnaire, Interviewers’ Manual and Standard Operational Procedures (SOPs) refined and programmed, ready training of trainers cum field controllers;
- **24-25 July:** 27 trainers cum fieldwork controllers trained in Ha Noi;
- **30 July-9 December:** 315 qualified enumerators (253 female and 62 male) recruited to conduct the surveys under virtual and field controllers’ supervision;
- **June-September:** PAPI sampling (at communes, villages, and respondent levels) for any change in administration units in 63 provinces;
- **30 July-9 December:** Field surveys conducted and face-to-face interviews conducted in all 63 provinces; quality control conducted through the PAPI [real-time data monitoring website](#) and rtSurvey application (see Figure 1) on phones and tablets; spot-checks conducted in 14 provinces (including Bac Kan, Phu Tho, Lao Cai, Thai Binh, Thanh Hoa, Nghe An, TT-Hue, Vinh Long, Bac Lieu, Da Nang, Binh Duong, Bac Ninh, HCMC and Dong Nai) to check compliance of field surveys in selective provinces; interviews regularly checked by hearing recorded interviews from the [papi.rta.vn](#) platform to promptly advise field controllers; and regular check-ins with field controllers to remind of survey and enumeration quality conducted throughout the period. Strong measures were undertaken to protect respondents and field teams from possible COVID-19 infection throughout the survey duration (see [PAPI’s August Bulletin](#)).
- **09 December:** Fieldwork completed in **63 provinces** with a total number of **14,732 respondents interviewed face-to-face**. Some deviation of one month from previous cycles for the completion of the data collection process was due to the impact of the COVID-19 in some central provinces (Da Nang and Quang Nam) and severe cyclones affecting Thua Thien-Hue and Quang Binh. Also, in 2020, PAPI experimented with surveys on non-permanent citizens in 6 largest internal migrants receiving provinces (i.e. Ha Noi, Ho Chi Minh City, Bac Ninh, Da Nang, Dong Nai and Binh Duong). Below are some key demographic statistics about our respondents as follows:
 - Gender: 46.5% male, 53.5% female
 - Urban/rural area: 61% urban; 39% rural
 - Ethnicity: 84.4% Kinh, 15.6% others
 - National age ranges: 20-69 years old respondents accounting for the largest share (96.3%)
 - National average interview duration: 50 minutes per interview
 - National average response rate: 81.22%
 - Long-term and short-term residents: 267 respondents

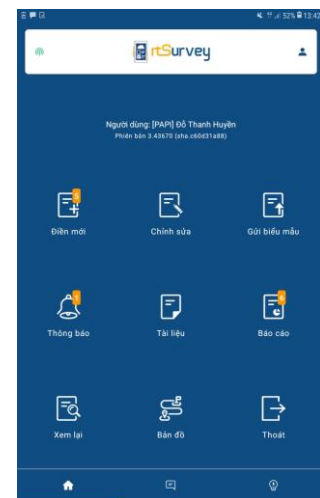


Figure 1: rtSurvey for 2020 PAPI Data Collection

⁹ See <http://papi.org.vn/eng/citizens-opinions-of-and-experiences-with-government-responses-to-covid-19-pandemic-in-viet-nam/>

- **December:** The 2020 PAPI Dataset cleaned and data analysis undertaken, ready for preliminary screening with 2020 PAPI Advisory Board members being rescheduled to mid-January 2021 and for report writing from December 2020 to February 2021.

The final 2020 PAPI Report will be launched in April 2021 after being drafted, finalised, copy-edited, laid out for publication in the first Quarter of 2021.

In a nutshell, the year 2020 saw great progress made by the PAPI survey program in fulfilling and going beyond its objectives despite challenges and delays due to the COVID-19 pandemic and natural disasters facing several provinces. Continued efforts will need to be made to improve quality control of field surveys by putting into place measures to reduce and restrict provincial interventions before and during field surveys.

On policy impact front, more proactive outreach by PAPI implementing partners (including UNDP, development partners, VFF, CECODES, HCMA and others being engaged) in dissemination, action research, policy advocacy and policy interventions will help promote better use of PAPI data to support Viet Nam in its effort to build a facilitating state and democratic, just and civilised society. It is also expected that provinces will take more proactive roles in using PAPI findings to inform their annual socio-economic development plans.

Apart from the core PAPI surveys and indexing under Outputs 1-4, in 2020, three other research and advocacy studies were initiated under Output 5. The first thematic research on COVID-19 impact on citizens and governments was done from August to December 2020 to capture how citizens perceived of and experienced with government responses to the pandemic and how they have been impacted by COVID-19 at personal and household levels. The telephone-based survey was conducted on 10 percent of the 2019 PAPI respondents to take use of the sample with telephone numbers and to have some comparative perspectives of citizens' experiences with local governance and their well-being before and after the arrival of the pandemic. Findings from the survey was launched on 8 December 2020 and they were largely covered by the media ([click here](#) for more information). Findings from the survey have subsequently been referred to in several events with the Government of Viet Nam, including a recent convention on the Impact of COVID-19 on Human Rights with the Ministry of Foreign Affairs and in a disaster relief seminar with the Ministry of Agriculture and Rural Development. Earlier on, in May 2020, a rapid assessment of COVID-19 impact on people with disabilities was conducted to have important insights into the challenges faced by persons with disabilities especially in the context of COVID-19 and represents the first step on a longer journey of responding to these challenges¹⁰.

Second, in preparation for the 2021 National Election, with an aim to promote the role of women representatives through elected bodies like the National Assembly and in People's Councils, an action research with the participation of National Assembly delegates and People's Councils' members from three provinces (i.e. Ha Noi, Dak Nong and Can Tho) commenced from September 2020, also under Output 5. The research, as introduced in [PAPI's September Bulletin](#), will be delivered following a phasing-in approach to share findings and motivate women candidates for representative offices in the National Assembly and elected agencies at provincial, district and commune levels in the first quarter of 2021. The findings are also expected to provide baselines and stories of women representatives' contribution to Viet Nam's socio-economic development in the current term to motivate women representatives in the 2021-2026 National Assembly and People's Council term. They will also inform PAPI's 2021 advocacy activities through mentoring and coaching of the 2021-2026 term's elected women representatives, for which Irish Aid has provided additional financial support to be used in 2021. UNDP will partner with the National Assembly Center for Training of Elected Representatives and the National Assembly Committee on Elected Representatives in these activities.

¹⁰ See https://www.vn.undp.org/content/vietnam/en/home/library/democratic_governance/ImpactPwDs.html.

This assessment was organized under the framework of PAPI, funded by the Australian Department of Foreign Affairs and Trade, the Embassy of Ireland in Viet Nam, and the Korea-Viet Nam Mine Action Project supported by the Korean International Cooperation Agency (KOICA).

Last but not the least was a new initiative called “[Citizen Powered Innovation](#)”, which has been made possible thanks to DFAT’s additional funding for the period from 2021-2025. The initiative, as introduced in [PAPI’s October Bulletin](#), aims to increase PAPI’s impact through targeted support to selected provinces to facilitate their use of citizens’ feedback and proposals in designing evidence-based development solutions. Within 2020, UNDP partnered with the Fulbright University School of Public Policy and Management to conduct a scoping study to design practical criteria to select innovation ideas from a handful of provinces to experiment, accelerate and put in use citizen-powered initiatives in 2021 and beyond. The study started from October 2020 and is expected in August 2021 before the experimental phase with selected provinces. (See Annex 1b for more information about the progress to date). This initiative will be complementary to the 2021 action research to understand bottlenecks in and motivate for innovation in public administrative services in provinces with large ethnicity minority population (i.e. Ha Giang, Gia Lai and Tra Vinh). The action research, to be conducted by UNDP and Ho Chi Minh National Academy of Politics (HCMA), is also expected to provide evidence and inputs for rethinking e-governance and digital transformation policy so that such macro-level policy will take into account ethnic minorities’ needs and expectations and will leave no-one behind.

3. Project Budget Expenditure

3.1. Status of Expenditure by Output for the Period from 1 January – 31 December 2020

The overall status of expenditure is as planned, despite challenges facing the programme due to COVID-19 and cyclones affecting central provinces. As of 15 December 2020, the actual expenditure accounted for 95.45% of the total budget plan for 2020 at 1,076,649USD (see details in Annex 2.b). The actual expenditure amount includes expenditures and accrued payables for all activities under Outputs 1-5 (including service contracts, personnel, consultancy, transports, supplies and other direct costs, general management service charge for the funding jointly contributed by DFAT, Irish Aid and UNDP), and human resources (National Policy Analyst), GMS and implementation support expenditures incurred during the reporting period.

At the Outputs level (see also Annex 2.b), Output 1 took the largest share (691,225.12USD) of the total expenditure from the total budget. This amount was for the making of PAPI, i.e. methodology, questionnaire refinement, training of field controllers and enumerators, nation-wide surveys in all 63 provinces to collect 2020 PAPI data, quality control through tablet-based approach to surveys and field reporting, as well as updating and maintaining the www.papi.org.vn website and support for the launch of the 2019 PAPI Report on 28 April 2020. The expanded sampling of non-permanent respondents from 6 largest internal migrants receiving provinces also added up for Output 1 expenditure in 2020.

Output 2 made a small share of 25,106.8USD in the total actual expenditure. The expenditure was mainly international experts’ inputs in 2020 in terms of refinements of methodology, questionnaire revision, data testing, and data quality control, and copy editing. The lower percentage of expenditure against the Output 2 plan was because international experts could not travel to Viet Nam for the 2019 PAPI launching events and for the Advisory Board meeting, which is rescheduled for January 2021. It is noted that one cycle of PAPI lasts from May this year to April in the following year, and timelines for international experts’ deliverables go along with each PAPI cycle.

Output 3 took up 23,498.16USD for the reporting period, accounting for 72.3% from the Output budget plan. This is largely thanks to provinces that took their initiative to cover expenses for provincial diagnostic workshops. The Programme paid only for UNDP experts’ travelling costs to present at nine provincial diagnostic workshops funded by provinces.

During the reporting period, 43,792.9USD was spent on Output 4 to disseminate and communicate PAPI. The exceeding percentage of 7.14% from the planned budget was attributed to the fact that PAPI has recruited a Junior Communication Consultant to assist the programme with communication activities during the 2019 PAPI report launch and thereafter. The budget was also used for printing 2019 PAPI reports, the virtual national launch on 28 April 2020 and for launching events of two thematic reports on the impact of the COVID-19 pandemic on citizens and people with disabilities.

Output 5 costed 156,627.04USD of the total reported expenditure for three additional research and advocacy activities (1) Citizens' Opinions of and Experience with Government Response to COVID-19, (2) Rapid Assessment of COVID-19 Impact on People with Disabilities; and (3) the Citizen Powered Innovation initiative. The delivery rate has been at 97.36% of the total budget plan for this Output 5.

General management support and auditing costs totalled 87,358.65USD as of 14 December 2020, accounting for 95.45% of the budget plan.

3.2. A Narrative of Budget Plan by Outputs for 2020

As per the expenditure composition reported hereinabove, the budget plan for the period from January 2020 to December 2020 was revised in September 2020 to accommodate actual compositions of budget available thanks to DFAT's additional funding for the 2020 PAPI cycle and to cover addendum research and advocacy activities in response to the needs to understand better insights into the COVID-19 pandemic impact on citizens, on people with disabilities, and to the upcoming 2021 National Election. Annex 2 provides details about the 2020 Work and Budget Plan as revised in September 2020.

4. Recommendations and Follow-ups

4.1. Enhanced PAPI Impact

- Proactive communication of PAPI findings in different national and provincial fora and dialogues so that PAPI can reach politicians and practitioners to motivate change towards citizen-centric government functioning;
- Monitoring implementation of provincial action plans/decisions, supporting local actions/initiatives to respond PAPI findings and assessing impact on local governance, where possible;
- Motivating the academia to do in-depth research to inform policymakers and the public about findings beyond what have been presented in annual PAPI reports;
- Promoting the use of PAPI findings as evidence and means of verification for programming activities by the UN (e.g. the One Plan) and donors as evidence for potential policy and practice recommendations for Viet Nam;
- Promoting the use of PAPI findings in national reports on monitoring of the implementation of Viet Nam's Sustainable Development Goals;
- Promoting replication of the PAPI model in other countries through South-South Cooperation and international venues (forums, conferences, experiencing sharing);

4.2. Improved Project Implementation Performance

- Continuously keeping track of project implementation, especially during the data collection process, to mitigate opportunities for provincial manipulation and data noises;
- Mobilizing additional funding to facilitate dialogues with provincial actors to accelerate meaningful responses to PAPI findings (through action-based research and advocacy activities with provinces);
- Further taking proactive steps in communicating project processes and results;

4.3. Priorities for 2021 Annual Work Plan

- Finalizing the 2020 PAPI Report for national launching (by April 2021);
- Reviewing the methodology, the questionnaire and approaches to the 2021 PAPI research cycle taking on new development contexts and policy priorities before implementation and expanding the sample of migrants;
- Communicating 2020 PAPI results through provincial dialogues (throughout the year) and in any event that involves governance and public administration matters;

Annexes

Annex 1a: Key PAPI Events, Knowledge and Advocacy Products in 2020

a) On 2019 PAPI Findings (since January 2020)

- **28 April 2020:** Virtual launch of 2019 PAPI Report, with over 900 instant viewers from both [English](#) and [Vietnamese](#) channels;
- **22 May 2020:** 2019 PAPI diagnostic workshop with Ha Noi Department of Internal Affairs and other related departments
- **3 June 2020:** UNDP Senior Management met with Thua Thien-Hue leaders presenting 2019 PAPI findings;
- **4 June 2020:** 2019 PAPI diagnostic workshop with Quang Ninh provincial, departmental and district leaders;
- **18 June 2020:** 2019 PAPI diagnostic workshop with Thai Nguyen provincial, departmental and district leaders;
- **10 July 2020:** Findings about e-governance presented at “Improving access to e-public services for citizens through the national e-services portal” workshop, co-convened with the Office of the Government in Hue;
- **29 July 2020:** 2019 PAPI diagnostic workshop with Ho Chi Minh City’s municipal, departmental and district leaders and with commune leaders via teleconferencing;
- **12 August 2020:** 2019 PAPI diagnostic workshop with Hung Yen provincial, departmental and local leaders;
- **16 September 2020:** UNDP Senior Management met with Khanh Hoa leaders, also presenting 2019 PAPI findings;
- **17 September 2020:** UNDP Senior Management met with Ninh Thuan leaders, also presenting 2019 PAPI findings;
- **4-5 November 2020:** 2019 PAPI diagnostic workshop in Ho Chi Minh City with the participation of nearly 750 public officials from all 322 communes;
- **25 November 2020:** 2019 PAPI diagnostic workshop in Ha Noi with the participation of nearly 300 public officials from half of all communes in the capital;

b. On 2020 PAPI (May – December 2020)

- **24-25 July 2020:** Training of Field Controllers for 2020 PAPI Survey Round convened in Ha Noi for 27 field controllers before fieldwork started;
- **30 July 2020:** 2020 PAPI survey fieldwork started;
- **8 December 2020:** The hybrid launching of findings from the phone-based survey “[Citizens’ Opinions and Experiences with Government Responses to COVID-19 Pandemic in Viet Nam](#)”, with 80 participants offline and 100 instant viewers online. Also, the launching clip has been reviewed online so far by more than 3,000 viewers;
- **9 December 2020:** Fieldwork in all 63 provinces completed with the total number of 14,732 respondents

c. Knowledge and advocacy products in 2020

Below are knowledge and advocacy products that have been commissioned, produced, published and/or presented at high-level/key events from January to December 2020:

In Vietnamese:

1. UNDP, VFF-CRT, CECODES & RTA (2020). Chỉ số Hiệu quả quản trị và hành chính công cấp tỉnh (PAPI) năm 2019. [in Vietnamese]. Available at <http://papi.org.vn/eng/bao-cao/>
2. Đỗ Thanh Huyền (30 Nov 2020). Đã đến lúc kêu gọi trách nhiệm xã hội từ công bộc của dân. Available at <https://vietnamnet.vn/vn/tuanvietnam/dachieu/da-den-luc-keu-goi-trach-nhiem-xa-hoi-tu-cong-chuc-vien-chuc-693507.html>
3. Đỗ Thanh Huyền (14 Aug 2020). Nông dân như đứng giữa ngã tư đường. Available at <https://www.phunuonline.com.vn/nong-dan-nhu-dung-giua-nga-tu-duong-a1415485.html>
4. Viện Nghiên cứu phát triển Mekong và UNDP (8/12/2020). Cảm nhận và trải nghiệm của người dân về một số biện pháp ứng phó với đại dịch COVID-19 của các cấp chính quyền. Available at <http://papi.org.vn/ngghien-cuu-cam-nhan-va-trai-nghiem-cua-nguoi-dan-ve-mot-so-bien-phap-ung-pho-voi-dai-dich-covid-19-cua-cac-cap-chinh-quyen/>
5. Đỗ Thanh Huyền (17/12/2020). Cải cách hành chính Nhà nước: Nhân sự là cốt lõi. Available at <https://vietnamnet.vn/vn/tuanvietnam/viet-nam-hung-cuong/cai-cach-hanh-chinh-nhan-su-la-cot-loi-697969.html?fbclid=IwAR33EL5N0C3N71F2YoHveqxXvdhQnklwsiknAtzAXQwRuVOlyQFQ6GcZToQ>

In English:

- UNDP, VFF-CRT, CECODES & RTA (2020). The Viet Nam Governance and Public Administration Performance Index (PAPI) 2019. Available at <http://papi.org.vn/bao-cao/>
- Center for Community Support and Development Studies and United Nations Development Program (22 May 2020). Poverty, economic growth and environment as top concerns for citizens in 2019, even before the arrival of Covid-19 pandemic. Available at <https://vietnamlawmagazine.vn/poverty-economic-growth-and-environment-as-top-concerns-for-citizens-in-2019-even-before-the-arrival-of-covid-19-pandemic-27183.html>
- United Nations Development Programme (UNDP) (May 2020). Rapid assessment of the socio-economic impact of Covid-19 on persons with disabilities in Viet Nam. Available at https://www.vn.undp.org/content/vietnam/en/home/library/democratic_governance/ImpactPWDS.html
- Đỗ Thanh Huyền (10 Jul 2020). Land conflicts in emerging suburban areas in Vietnam: causes and effects. Available at <https://vietnamlawmagazine.vn/land-conflicts-in-emerging-suburban-areas-in-vietnam-causes-and-effects-27258.html>
- Mekong Development Research Institute (MDRI) and UNDP (8 December 2020). Citizens' Opinions of and Experience with Government Responses to COVID-19 Pandemic. Research findings presentation launched on 8 December 2020. Available at <http://papi.org.vn/eng/citizens-opinions-of-and-experiences-with-government-responses-to-covid-19-pandemic-in-viet-nam/>

d. Use of PAPI data for research and projects in 2020:

- Dang, Hai-Anh H. and Trinh, Trong-Anh (2020). The Beneficial Impacts of Covid-19 Lockdowns on Air Pollution: Evidence from Vietnam. IZA Discussion Paper No. 13651, Available at <https://www.econstor.eu/bitstream/10419/223310/1/GLO-DP-0647.pdf>
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- Hung Thanh NGUYEN, Thuy Hoang Ngoc VO, Duc Doan Minh LE, Vu Thanh NGUYEN (2020). Fiscal Decentralization, Corruption, and Income Inequality: Evidence from Vietnam. Journal of Asian Finance, Economics and Business Vol 7 No 11 (2020) 529–540. Available at <https://www.koreascience.or.kr/article/JAKO202032462597041.pdf>
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- Huyen, Thanh Do (2020). Land Conflicts in Emerging Suburban Areas in Viet Nam: Causes and Effects. Local Administration Journal 13(4) • October – December Issue. [Forth coming]
- Laura Bakkensen and Paul Schuler (2020). A preference for power: Willingness to pay for energy reliability versus fuel type in Vietnam, Energy Policy, Volume 144, 2020, 111696, ISSN 0301-4215, Available at <https://www.sciencedirect.com/science/article/abs/pii/S0301421520304249>
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- Bauhr, M, Carlitz, R. (2020) When does transparency improve public services? Street-level discretion, information, and targeting. *Public Administration*. 2020; 1-17. Available at <https://onlinelibrary.wiley.com/action/showCitFormats?doi=10.1111%2Fpadm.12693>
- Schuler, P., & Truong, M. (2020). Vietnam in 2019: A Return to Familiar Patterns. Southeast Asian Affairs 2020(1), 392-410. <https://www.muse.jhu.edu/article/754757>.
- Sharma, Smriti and Singhal, Saurabh and Tarp, Finn (2020) *Corruption and mental health: Evidence from Vietnam*. Working Paper. Lancaster University, Department of Economics, Lancaster. Available at <https://eprints.lancs.ac.uk/id/eprint/144152/>
- Thang V. Nguyen Ngoc T. B. Le, Ha L. H. Dinh & Huong T. L. Pham (2020). Do entrepreneurial firms suffer more from bribery? An empirical study of businesses in Vietnam. Available at <https://www.tandfonline.com/doi/full/10.1080/14631377.2020.1722585>

Annex 1b: Scoping Study of the Citizen Powered Innovation Initiative

Under the PAPI program, a new initiative on Citizen Powered Innovation (CPI) was proposed and supported by the Australian Embassy who is primary contributor of the PAPI funding from 2017 to 2025. The CPI aims to foster innovative citizen engagement and digital solutions to increase government efficiency, transparency and accountability in developing effective and sustainable solutions to local development challenges.

The CPI is envisioned to start in the new funding phase of the PAPI program which is from 2021 to 2025. The [CPI](#) is designed to capture and promote innovative solutions at the local levels through engaging with selected provinces over three phases: i) experiment, ii) accelerated learning, and iii) monitoring and developing a sharing platform. UNDP has collaborated with the Fulbright School of Public Policy and Management, which is a leading institution in public policy training and providing high quality governance advice to central and local governments to implement provincial CPI initiatives (see [TOR](#)).

Upon consultation with implementing partners, UNDP has initiated the Identification and Engagement phase from November 2020 to August 2021. The aims of this phase are (i) inform the research team about on-going local innovative solutions in citizen engagement and their enabling factors, and (ii) to enable UNDP to develop a grounded mechanism and fair assessment to engage with interested provinces to foster a successful implementation of provincial CPI initiatives.

The research team has agreed with two key findings, including i) the need to conduct a scoping study in few provinces to collect evidences of local innovative solutions and validate assumptions of their enabling factors, and ii) the utilization of digital tools in broad-based promotion of these novel solutions which link to assessing and improving the digital competencies of public servants. UNDP has worked with the Fulbright team to design a detailed [workplan](#) for the Identification and Engagement phase. The Fulbright team and UNDP held a seminar with their alumni on November 21, 2020 to present and seek buy-ins of the CPI concept as well as to have insights into important issues to be further researched during the scoping study (see the CPI [concept](#) in Vietnamese that was presented to the attending alumni). The seminar was attended by approximately 35 people who are on-going or former students of the Fulbright school and come from different backgrounds including civil servants in the public sector, professors, journalist, CSO members, etc. Participants found the CPI a useful approach in encouraging provincial governments to be innovative in the public sector by, for instance, to sharing models of apps for citizens' real-time reporting and feedbacks, setting a Zalo community group for sharing information, and launching online public services integrating citizens' feedback to promote citizen engagement.

During the seminar, a group of five below provinces were selected for the scoping study based on the PAPI's top reforming groups. They all had the average annual change in the Core PAPI well above the country average rate between 2011 and 2019. They show evidence of innovative solutions in citizen engagement, and cover the North, Central, South, mountainous, urban and rural areas.

Objectives of the scoping study:

- To engage with local governments on the concept of the CPI and seek their interest and buy-ins
- To identify local innovative solutions in citizen engagement and understand their enabling factors as well as future intent with these solutions
- To identify key challenges in adopting these solutions from both the end-users and the local governments' side
- To assess the capabilities of public servants in applying digital tools in line with government priorities in e-government and digital transformation.

Selected provinces and timelines:

- Thua Thien-Hue: December 8-11, 2020
- Quang Ninh: December 16-18, 2020
- Ha Giang: December 21-23, 2020
- An Giang & Tay Ninh: January 4-8, 2020 (tentative)

Key findings from the scoping study in Thua Thien-Hue province

Location: Thua Thien-Hue province (field visits in Hue city and Quang Dien district)

Team: The Fulbright School of Public Policy and Management led by Dr Vu Thanh Tu Anh, (Dean on sabbatical leave), three professors, an office manager and a research assistant and Le Thi Thu Hien from UNDP.

December 8-11, 2020

The team conducted 14 meetings and 10 interviews with local citizens. The Fulbright has about 40 alumni students in Thua Thien-Hue led by Mr Nguyen Van Phuong, Vice Chairman of Thua Thien-Hue Provincial People's Committee (Thua Thien-Hue PPC) who also attended the seminar on November 21, 2020. With his strong support, the team has met with representatives of local authorities led by the Vice Chairman of Hue People's Committee, leaders and staff of Hue Provincial People's Council, Vietnam Fatherland Front, Women Union, Department of Home Affairs, Department of Planning and Investment, Department of Information and Communication, Department of Science and Technology, Department of Natural Resources and Environment, Department of Transportation, Hue Institute for Development Studies, Hue University, Business Association, Vice chairman of Hue city and Quang Dien district, chairmen of Quang Tho and Quang Thai communes, and local citizens.

Key findings

Leaders of Thua Thien Hue province have started two initiatives to engage with citizens. They include the [Green Sunday](#) campaign on keeping the local environment clean and the [Hue-S](#) app to initially enable citizens to report on "black waste spots", urban disorders and traffic issues on the spot. The initiatives have been considered highly successful since early 2019. Mr Phan Ngoc Tho, Chairman of Thua Thien-Hue Provincial People's Committee has initiated and strongly led the implementation of these solutions. The Hue-S is a digital tool to allow citizens to post a short clip reporting any issues at the site. It is operated under the Intelligent Operation Center ([IOC](#)) of Thua Thien-Hue Department of Information and Technology. The Hue-S app has been widely downloaded and used by citizens (currently with about 70,000 active users). With surveillance cameras installed in prime locations, a clearly designed process for handling and reporting results of citizens' complaints, and power authorization directed by the Chairman of Thua Thien-Hue PPC, the Hue-S is widely reported as an effective tool to engage citizens, monitor the performance of top leaders, all line departments, district and commune governments (particularly issues related to urbanization, traffic and security issues). It is said that it has reinforced the independent monitoring mechanism led by citizens to keep local governments in check and accountable for their public behaviour and performance. Since 2020, the Hue-S has extended its services to informing citizens on Covid-19 updates and prevention measures, allowing citizens to do the health declaration, social contacts tracing, and reporting flooding spots/seeking helps during the long flooding period in October and November 2020.

However, local people outside of Hue city are much less aware of the Hue-S app. They also face with difficulties in possessing a smart-phone and accessing the Internet. The traditional channels including meeting directly with commune government chairpersons are still popular. In some areas where commune leaders are active in using ICT, local people are connected in several Zalo groups to share information. The Women Union is among the active utilizer of Zalo and Facebook Fanpage to successfully mobilize aid for flood victims in Thua Thien-Hue. Moreover, women in general are less active in exploring digital tools to be informed about new policies and procedures applicable in their location and about online public services. There is not much documentation on criteria to assess digital competencies of public servants at all provincial, district and commune level. The digital transformation is currently initiated at the provincial level and some more advanced districts. Lack of adequate infrastructure and overloading tasks on commune public servants are frequently cited as main hindrance to ICT application in the public sector.

Annex 2: Assessment of Project Results (1 January 2020 – 31 December 2020)

a. Project Plan and Results

Objectives (as in the project Logframe)	Expected results of the year (as in yearly operation plan)	Indicators of achievement (as in yearly operation plan)	Actual results of the year	Assessment	Budget allocated (as in the yearly operation plan)	Actual disbursement (total amount)
OUTPUT 1: METHODOLOGY, FIELDWORK AND REPORT					719,628.00	691,225.12
Output 1.1: Refined methodology, indicators and survey for rolling out in 63 provinces	<ul style="list-style-type: none"> PAPI methodology, indicators and the questionnaire refined to improve research quality and relevance Refined PAPI methodology, indicators and the questionnaire with national and international experts for finalization 	<ul style="list-style-type: none"> Robust international standard methodology refined; a full set of indicators reviewed and agreed upon for further implementation by UNDP and international experts, national partners and National Advisory Board members before data collection 	<ul style="list-style-type: none"> Robust international standard methodology refined; a full set of indicators reviewed and agreed upon for further implementation for 2020 PAPI 	<ul style="list-style-type: none"> Achieved for 2020 PAPI 		
Output 1.2: Fieldwork in 63 provinces completed with data for analysing and ranking provinces	<ul style="list-style-type: none"> Enumerators and field controllers recruited and well-trained for fieldwork surveys 	<ul style="list-style-type: none"> A strong team of around 60 field controllers and 600 enumerators recruited and trained 	<ul style="list-style-type: none"> A strong team of 30 field controllers and 300 enumerators recruited and trained for 2020 PAPI fieldwork; 	<ul style="list-style-type: none"> Achieved 27 qualified field-controllers and 315 qualified enumerators (253 female and 62 male) trained and deployed for fieldwork for 2020 PAPI 		

Objectives (as in the project Logframe)	Expected results of the year (as in yearly operation plan)	Indicators of achievement (as in yearly operation plan)	Actual results of the year	Assessment	Budget allocated (as in the yearly operation plan)	Actual disbursement (total amount)
	<ul style="list-style-type: none"> • Village-level population data collected for random sampling • Fieldwork surveys rolled out in all 63 provinces 	<ul style="list-style-type: none"> • A full set of data of PAPI made available in STATA format • Good quality data collected from all 63 provinces for PAPI; 	<ul style="list-style-type: none"> • A full set of data of 2020 PAPI made available in STATA format for data analysis • Good quality data collected from 63 provinces for 2020 PAPI 	<ul style="list-style-type: none"> • Achieved for 2020 PAPI • Achieved for 2020 PAPI 		
Output 1.3: Data cleaning and entry processed ready for data analysis	<ul style="list-style-type: none"> • Collected and cleaned data for inputs into a single dataset • International experts provided with notes about contexts of data collection for analysis 	<ul style="list-style-type: none"> • A single set of data of high quality for analysis • Meeting sessions debriefing contextual happenings during the process of data collection for identification of possible noise affecting the quality of data 	<ul style="list-style-type: none"> • A single set of data of high quality for analysis for 2020 PAPI • Regular exchanges of emails and ad-hoc meetings describing contextual happenings during fieldwork in 2020 for projection of possible impact on data quality • Prompt advice on refinement of methodology, strengthening of fieldwork procedures and sampling for 2020 PAPI 	<ul style="list-style-type: none"> • Achieved for 2020 PAPI • Achieved for 2020 PAPI • Achieved for 2020 PAPI 		

Objectives (as in the project Logframe)	Expected results of the year (as in yearly operation plan)	Indicators of achievement (as in yearly operation plan)	Actual results of the year	Assessment	Budget allocated (as in the yearly operation plan)	Actual disbursement (total amount)
Output 1.4: Completed report revealing performance statuses of all 63 provinces validated by key national and provincial stakeholders	<ul style="list-style-type: none"> • National validation workshop to report to and consult with national and provincial stakeholders (including policy makers and practitioners at the national and provincial levels) annual PAPI preliminary findings • Final annual PAPI report ready for dissemination of results and continued policy dialogues • PAPI website (www.papi.vn) maintained and 	<ul style="list-style-type: none"> • Validation workshops with participation of National Advisory Board members and relevant stakeholders organised to get feedback and advice on key PAPI preliminary findings • PAPI published and launched at a national launching event with participation of representatives from different state and non-state stakeholders and the media • Website www.papi.org.vn maintained and 	<ul style="list-style-type: none"> • Validation workshops with participation of National Advisory Board members and relevant stakeholders organised to get feedback on 2020 PAPI preliminary findings held in December 2020 • 2019 PAPI published and launched at a national launching event with participation of representatives from different state and non-state stakeholders and the media • Website www.papi.org.vn maintained and 	<ul style="list-style-type: none"> • Not yet achieved for 2020 PAPI due to busy schedules of partners involved. Rescheduled for January 15, 2021. • Achieved for 2019 PAPI (with more than 900 participants partaking in the national virtual launch on 28 April 2020) • Preparation for 2020 PAPI Report underway • Updated and maintained website at www.papi.org.vn 		

Objectives (as in the project Logframe)	Expected results of the year (as in yearly operation plan)	Indicators of achievement (as in yearly operation plan)	Actual results of the year	Assessment	Budget allocated (as in the yearly operation plan)	Actual disbursement (total amount)
	updated for consultation and dissemination	updated	updated with over time PAPI data, reports, news and provincial impacts			
OUTPUT 2. ROBUST INTERNATIONAL EXPERTISE INCORPORATED INTO PAPI					31,250.00	25,106.80
Output 2.1: International expertise on Statistics/Quantita tive analysis for annual PAPI	<ul style="list-style-type: none"> World-class international experts on statistical and quantitative analysis for technical support for PAPI construction and analysis recruited Proof-readers to review PAPI working paper presenting final results contracted 	<ul style="list-style-type: none"> 01 Senior International Expert on quantitative analysis for technical support for PAPI; 01 Senior International Adviser on sampling strategies and sample quality control 01 International Expert as proof-reader of PAPI reports in English; 	<ul style="list-style-type: none"> 01 Senior International Experts on quantitative analysis for technical support on regular basis; 01 Senior International Adviser on sampling strategies and sample quality control 01 International Expert as proof-reader of PAPI reports in English; 	<ul style="list-style-type: none"> Achieved for 2020 PAPI Achieved for 2020 PAPI Achieved for 2020 PAPI 		
OUTPUT 3. POLICY DIALOGUES WITH PROVINCES OF PAPI DIMENSIONAL FINDINGS					32,500.00	23,498.16
3.1. Strengths and weaknesses in provincial performance by	<ul style="list-style-type: none"> In-depth analysis of eight dimensions of PAPI based on datasets 	<ul style="list-style-type: none"> In-depth analysis of eight dimensions of PAPI based on datasets 	<ul style="list-style-type: none"> Presentations of in-depth analysis of eight dimensions of 2019 PAPI made available 	<ul style="list-style-type: none"> Achieved for 2019 PAPI (available at http://papi.org.vn/en/du-lieu-papi/) 		

Objectives (as in the project Logframe)	Expected results of the year (as in yearly operation plan)	Indicators of achievement (as in yearly operation plan)	Actual results of the year	Assessment	Budget allocated (as in the yearly operation plan)	Actual disbursement (total amount)
dimension discussed with provinces for PAPI	<ul style="list-style-type: none"> Policy brief papers analysing provinces' performance (i.e. provincial profiles) developed 	<ul style="list-style-type: none"> 63 provincial profiles developed in both English and Vietnamese for further discussion with provinces 	<p>for dialogues with provinces;</p> <ul style="list-style-type: none"> 63 provincial profiles on 2019 PAPI developed in both English and Vietnamese for further discussion with provinces 	<ul style="list-style-type: none"> Achieved for 2020 PAPI (available at http://papi.org.vn/en/g/ho-so-tinh/) 		
3.2. Interested provinces informed and aware of their performance levels through in-depth discussions with PAPI research team	<ul style="list-style-type: none"> Policy brief papers printed out to present provinces' performance profiles based on PAPI findings Seminars/internal discussions with interested provinces on findings of their performance levels in specific dimensions 	<ul style="list-style-type: none"> Policy brief papers printed out to present provinces' performance profiles based on PAPI findings Seminars/internal discussions with interested provinces on findings of their performance levels in specific dimensions organised 	<ul style="list-style-type: none"> Policy brief presentations on different topics printed to serve different venues for discussions of 2019 PAPI findings; provincial profiles for provincial diagnostic workshops Seminars/internal discussions with interested provinces on findings of their performance levels in specific dimensions organised 	<ul style="list-style-type: none"> Achieved for 2020 PAPI (a continuous process with more knowledge products to be launched) Achieved for 2019 PAPI (14 provincial diagnostic workshops convened although 2020 has been a tough year for travels due to COVID-19 pandemic) 		

Objectives (as in the project Logframe)	Expected results of the year (as in yearly operation plan)	Indicators of achievement (as in yearly operation plan)	Actual results of the year	Assessment	Budget allocated (as in the yearly operation plan)	Actual disbursement (total amount)
OUTPUT 4. PAPI REPORTS DISSEMINATED AND OUTREACHED					40,875.00	43,792.90
4.1. PAPI reports published for dissemination and further policy discussions	<ul style="list-style-type: none"> Vietnamese version of PAPI Reports reviewed (peer reviews and proof-reading) Final PAPI reports in English and Vietnamese published for outreach and dissemination 	<ul style="list-style-type: none"> 01 National Expert as proof-reader of PAPI reports in Vietnamese 1000 copies of PAPI reports in both Vietnamese and English published every year 	<ul style="list-style-type: none"> Proof-reading of Vietnamese version of 2019 PAPI Report was done in house by UNDP 1900 copies of 2019 PAPI (in Vietnamese and English) printed for dissemination 	<ul style="list-style-type: none"> Achieved for 2019 PAPI Report Achieved for 2019 PAPI Report (1,900 copies provided at national, provincial diagnostic workshops and for the May 2020 National Assembly session) 		
OUTPUT 5. GOOD PRACTICES IDENTIFIED, ANALYSED AND ADVOCATED					160,875.00	156,627.04
5.1. Good practices of good performing provinces shared	<ul style="list-style-type: none"> Case studies conducted on performance levels of provinces using PAPI data and secondary data collected from the provinces to withdraw lessons learnt 	<ul style="list-style-type: none"> A series of case studies conducted on performance levels of provinces using PAPI data and secondary data collected from the provinces to withdraw lessons learnt 	<ul style="list-style-type: none"> None organised due to budget constraint 	<ul style="list-style-type: none"> Not realised due to budget constraint 		
	<ul style="list-style-type: none"> 5.1.2. To support innovation for 	<ul style="list-style-type: none"> The Citizen Powered Innovation Initiative 	<ul style="list-style-type: none"> A scoping study to kick start the Citizen 	<ul style="list-style-type: none"> [On-going] 		

Objectives (as in the project Logframe)	Expected results of the year (as in yearly operation plan)	Indicators of achievement (as in yearly operation plan)	Actual results of the year	Assessment	Budget allocated (as in the yearly operation plan)	Actual disbursement (total amount)
	better performance at the provincial levels in 2020-2025.	established and replicated motivate local governments' readiness to engage citizens in innovation for better governance.	Powered Innovation kicked start to understand local governments' readiness to engage citizens in innovation for better governance in a few selected provinces (Thua Thien-Hue, Ha Giang, Quang Ninh, An Giang and Tay Ninh)			
5.2. Thematic Research Using PAPI Data for Policy Advocacy	<ul style="list-style-type: none"> 5.2.1 To enhance women elected representatives' parliamentary functions of policymaking and oversight for 2021-2026 administration 	<ul style="list-style-type: none"> A quantitative and qualitative study on the role of women representatives at the National Assembly and People's Councils in three provinces successfully conducted; A report reflecting the roles and contribution of women representatives in the 2016-2021 National Assembly and People's 	<ul style="list-style-type: none"> Survey questionnaires answered by more than 200 National Assembly members and nearly 100 People's Council members in Ha Noi; 	<ul style="list-style-type: none"> [On-going] [To be launched in Quarter 1 of 2021] 		

Objectives (as in the project Logframe)	Expected results of the year (as in yearly operation plan)	Indicators of achievement (as in yearly operation plan)	Actual results of the year	Assessment	Budget allocated (as in the yearly operation plan)	Actual disbursement (total amount)
		Councils convened to motivate women candidates to participate in the 2021-2026 National Assembly and People's Councils term.				
	<ul style="list-style-type: none"> 5.2.2 To have insights into COVID-19 impact on people with disabilities (PwDs) to call for better government's response to PwDs' needs during the pandemic 	<ul style="list-style-type: none"> A rapid assessment of COVID-19 impact on people with disabilities conducted online with PwDs in April and May 	<ul style="list-style-type: none"> A final report and a launching event to disseminate the rapid assessment 	<ul style="list-style-type: none"> Achieved for 2020 		
General Management Support and Auditing Costs (USD)					91,521.00	87,358.65
Total Planned Budget and Expenditure (USD)					1,076,649.00	1,027,608.66

b. Summary of provisional budget plan and expenditure by output for the reporting period from 1 January 2020 to 31 December 2020

Items	DFAT		UNDP		Irish Aid		Total		
	Planned	Expenditure	Planned	Expenditure	Planned	Expenditure	Planned	Expenditure	Percentage
Output 1	678,883.19	653,294.94			40,744.81	37,930.17	719,628.00	691,225.12	96.05%
Output 2	21,063.80	15,624.26			10,186.20	9,482.54	31,250.00	25,106.80	80.34%
Output 3	12,127.59	4,533.00			20,372.41	18,965.16	32,500.00	23,498.16	72.30%
Output 4	25,595.69	29,569.07			15,279.31	14,223.83	40,875.00	43,792.90	107.14%
Output 5	110,595.69	114,738.89	35,000.00	20,913.53	15,279.31	20,974.62	160,875.00	156,627.04	97.36%
General Management Services (GMS) & Auditing	83,372.04	79,232.54			8,148.96	8,126.11	91,521.00	87,358.65	95.45%*
Total 2020	931,638.00	896,992.69	35,000.00	20,913.53	110,011.00	109,702.43	1,076,649.00	1,027,608.66	95.45%
Percentage Delivered		96.28%		59.75%		99.72%		95.45%	

* Full GMS and Auditing costs to be charged by end of Quarter 4, 2020.

Annex 3: Provisional Annual Work and Budget Plan for 2021

a. Provisional Annual Work Plan for 2021

EXPECTED OUTPUTS and indicators including annual targets	PLANNED ACTIVITIES Activities to be undertaken during the year towards stated output	TIMEFRAME				Implementation Counterparts
		Q1	Q2	Q3	Q4	
OUTPUT 1. METHODOLOGY, FIELDWORK AND REPORT						CECODES-VFF-RTA & UNDP
1.1. Refined methodology, indicators and survey for rolling out in 63 provinces	1.1.1. To refine PAPI methodology, indicators and the questionnaire		x			CECODES-VFF-RTA & UNDP
	1.1.2. To consult refined PAPI methodology, indicators and the questionnaire with national and international experts for finalization		x			CECODES-VFF-RTA & UNDP
1.2. Fieldwork in 63 provinces completed with data for analysing and ranking provinces	1.2.1. To recruit and train enumerators and field controllers for fieldwork surveys		x			CECODES-VFF-RTA & UNDP
	1.2.2. To collect village-level population data for random sampling		x			CECODES-VFF-RTA & UNDP
	1.2.3. To roll out fieldwork surveys in all 63 provinces			x	x	CECODES-VFF-RTA & UNDP
1.3. Data cleaning and entry processed ready for data analysis	1.3.1. To enter collected and cleaned data into a single dataset			x	x	CECODES-VFF-RTA & UNDP
	1.3.2. To support international experts in data analysis	x	x			CECODES-VFF-RTA & UNDP
1.4. Completed report revealing performance statuses of all 63 provinces validated by key national and provincial stakeholders	1.4.1. To organise national validation workshop to report to and consult with national and provincial stakeholders (including policy makers and practitioners at the national and provincial levels) PAPI preliminary findings	x	x			CECODES-VFF-RTA & UNDP
	1.4.2. To write up final PAPI reports ready for dissemination of results and continued policy dialogues	x	x			UNDP & CECODES-VFF-RTA
	1.4.3. To maintain and update PAPI website (www.papi.vn) for consultation and dissemination	x	x	x	x	UNDP & CECODES-VFF-RTA

EXPECTED OUTPUTS and indicators including annual targets	PLANNED ACTIVITIES Activities to be undertaken during the year towards stated output	TIMEFRAME				Implementation Counterparts
		Q1	Q2	Q3	Q4	
OUTPUT 2. ROBUST INTERNATIONAL EXPERTISE INCORPORATED INTO PAPI						UNDP & Int'l Experts
2.1. International expertise on Statistics/Quantitative analysis for PAPI	2.1.1. To contract out world-class international experts on statistical and quantitative analysis for technical support for PAPI construction and analysis	x	x		x	UNDP
2.2. Quality control for PAPI 2011	2.2.1. To contract out proof-readers to review PAPI working papers presenting final results		x			UNDP
OUTPUT 3. POLICY DIALOGUES WITH PROVINCES OF PAPI DIMENSIONAL FINDINGS						UNDP & Ho Chi Minh National Academy of Politics, Provinces
3.1. Strengths and weaknesses in provincial performance by dimension discussed with provinces for annual PAPIs	3.1.1. To conduct in-depth analysis of eight dimensions of annual PAPI based on datasets for 63 provinces	x	x	x	x	UNDP
	3.2.2. To present provincial findings at diagnostic workshops/ seminars/internal discussions with interested provinces on findings of their performance levels in specific dimensions	x	x	x	x	UNDP
	3.1.3. To conduct assessment in a selection of 03 provinces with large ethnic minority populations to understand their readiness for inclusive innovation in public service provision.		x	x	x	UNDP, HCMA and provincial governments of 3 provinces (i.e. Ha Giang, Gia Lai and Tra Vinh)
3.2. Interested provinces informed and aware of their performance levels through in-depth discussions with PAPI research team	3.2.1. To print-out policy brief papers to present provinces' performance profiles based on PAPI annual findings	x	x	x	x	UNDP
	3.2.2. Seminars/internal discussions with interested provinces on findings of their performance levels in specific dimensions	x	x	x	x	UNDP, HCMA & PROVINCES
OUTPUT 4. PAPI REPORTS DISSEMINATED AND OUTREACHED						UNDP, VFF, HCMA, Others
4.1. PAPI reports published for	4.1.1. To review the Vietnamese version of PAPI Reports (peer reviews and proof-reading)		x			UNDP, VFF, HCMA, Others

EXPECTED OUTPUTS and indicators including annual targets	PLANNED ACTIVITIES Activities to be undertaken during the year towards stated output	TIMEFRAME				Implementation Counterparts
		Q1	Q2	Q3	Q4	
dissemination and further policy discussions	4.1.2. To print-out final PAPI reports in English and Vietnamese for outreach and dissemination and launching event		x			UNDP, VFF, HCMA, Others
OUTPUT 5. GOOD PRACTICES IDENTIFIED, ANALYSED AND ADVOCATED						UNDP, HCMA & Provinces
5.1. Good practices of good performing provinces shared	5.1.1. 5.1.1. To conduct case studies on performance levels of provinces using PAPI data and secondary data collected from the provinces to withdraw lessons learnt on demand			x	x	UNDP, HCMA and Provinces
	5.1.2. To support innovation for better performance at the central and provincial levels					UNDP, Fulbright University, Office of the Government and Provinces
5.2. Thematic Research Using PAPI Data for Policy Advocacy	5.2.1 To enhance women elected representatives' parliamentary functions of policymaking and oversight for 2021-2026 administration					UNDP, Training Centre for Elected Representatives; Commission for Elected Representatives' Work;

b. Provisional Annual Budget Plan 2021

Items	The 2020-2021 PAPI Cycle	Key Expenditure Items
Output 1	835,000	PAPI 2021 surveys with revised sampling frames to reflect 2019 Census, human resources and field logistics
Output 2	220,000	02 International experts' 4-year contracts & 01 copy editor
Output 3	111,500	Provincial diagnostic analysis and workshops; provinces with large ethnicity population supported with alternative solutions to public service delivery;
Output 4	50,000	01 national launch for PAPI 2020 + Publications + Comms Consultant
Output 5	275,500	Innovation from central and provincial governments; mentoring newly elected National Assembly delegates and People's Council members
Auditing and Evaluation	10,000	Regular and spot-checks of PAPI partners
<i>Sub-total</i>	<i>1,502,000</i>	
GMS (8%)	120,160	General Management Support
Total PAPI Funding	1,622,160	

(*) Provisional as 2020 inflation may affect actual budget planning for 2021