

Annual Progress Report

2025 PROGRESS REPORT

PROJECT NAME:	The Viet Nam Provincial Governance and Public Administration Performance Index (PAPI) Research
REPORTING PERIOD:	1 January – 31 December 2025

Report prepared by UNDP Viet Nam Country Office
with Provisional Expenditure Information as of 31 December 2025

Project Summary

Project	THE VIET NAM PROVINCIAL GOVERNANCE AND PUBLIC ADMINISTRATION PERFORMANCE INDEX (PAPI)
Project Duration	1 January 2018 – 30 June 2027
Project Location	Viet Nam
Project Brief	PAPI is UNDP's citizen-centric and action-oriented research and advocacy programme on inclusive governance and public administration (see www.papi.org.vn/eng for further information)
Project Budget	12,857,233USD as committed for the period from January 2018 – July 2027 - Total DFAT's Contribution (2018- July 2027): 14,051,683 AUD (equivalent to 10,212,873 USD, <u>exclusive of UN Levy</u> applicable from 2020) - Total Irish Aid's Contribution (2018-2025): 2,034,655 EUR (equivalent to 2,244,360 USD, <u>exclusive of UN Levy</u> applicable from 2020) - Total UNDP's Contribution: 400,000 USD and in-kind
Status of Disbursement	Accumulated total disbursement to UNDP Viet Nam: 12,857,233 USD (as of February 2025 (<u>exclusive of UN Levy</u> applicable from 2020 for funding from DFAT and Ireland): - DFAT: 10,212,873 USD - IRISH AID: 2,244,360 USD - UNDP: 400,000 USD and in-kinds
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, all provinces, non-government organisations, research institutes and other institutions
Project Director/Manager	Federica Dispenza , Head of Governance and Participation Unit, UNDP in Viet Nam Do Thanh Huyen , Policy and Programme Analyst, PAPI Project Manager, Governance and Participation Unit, UNDP in Viet Nam
DFAT & Irish Aid POs Responsible for the Project	Madeleine Plocki , Second Secretary Development, Australian Embassy in Viet Nam Nguyen Thi Huong , Bilateral Relations Adviser, Embassy of Ireland in Viet Nam

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 and improve 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 local levels) based on experiences and feedback of citizens randomly selected from all 63 provinces in Viet Nam.

PAPI Programme's Theory of Change

The PAPI Research and Advocacy Programme's Theory of Change outlines a comprehensive framework for how the project's activities aim to contribute to good and inclusive governance and public services at the local level. The Programme is based on the following key elements:

Inputs:

1. Multi-stakeholder engagement (including UNDP, VFF, HCMA, international experts, local governments, non-government organizations, the media and citizens)
2. Research expertise and data collection resources
3. A structured 9-step approach that encompasses the full public policy research process.
4. Annual financial investment for research, dissemination and innovation initiatives
5. International and in-house methodological guidance

Activities:

1. Conducting Research for Data Generation and Reporting:

- **Data Collection:** Refinement of methodology and questionnaires; execution of field surveys across all provinces;
- **Data Analysis and Validation:** UNDP's international and national experts on PAPI construction and analysis; validation of findings with key stakeholders through the PAPI National Advisory Board
- **Report Writing:** UNDP's international and national experts to ensure rigor, objectivity and quality
- **Dissemination of Findings:** Various channels, including provincial workshops, national launches, and media coverage;
- **Policy Dialogues:** Continuous dialogues with government and non-government stakeholders
- **Follow-Up Thematic Action Research:** Focused themes to look into PAPI's identified policy-practice gaps and provide technical advice to central and local government agencies;
- **Communication and Advocacy:** Promotion of inclusive governance to reach the furthest behind (ethnic minorities, persons with disabilities and migrants), and for gender equity (women in politics and LGBTIQ+ inclusion).

2. Experimentation of Innovative Ideas

- **Citizen-centric Innovation Initiatives:** Technical support to a number of provinces to implement innovation ideas to promote better accessibility and use of public services;
- **Civic Monitoring Tools:** Engagement of non-state actors in monitoring land and budget transparency

3. Development of Policy and Upscaling of Initiatives

- **Policy Advice:** Development and sharing of evidence-based policy papers and briefs on PAPI's research and innovation to important policymaking agencies, including the Party Steering Committee, the National Assembly, and relevant state agencies
- **Capacity Building of Public Sector Personnel:** Provision of training of trainers and practitioners at all levels to promote responsive, inclusive and participatory policy implementation.
- **Upscaling of Locally led Innovation Initiatives:** Active participation in and convention of platforms and venues to disseminate innovation initiatives for upscaling of piloted innovative initiatives

Outputs:

1. Annual PAPI reports incorporating thematic diagnostics.
2. Action plans and resolutions from all provinces
3. Data-driven recommendations for policy change
4. Evidence-based policy briefs to discuss policy and call to action
5. High-level training modules for government and Party leaders
6. Diagnostic workshops self-funded by provinces
7. Monthly Bulletins to keep stakeholders informed.

8. Increased media coverage both nationally and internationally
9. Post-PAPI action research working papers and policy briefs on governance-related topics;
10. Technical and equipment support for provinces
11. Thematic discussion events, training workshops and written articles in English and Vietnamese posted on the media to call for action to promote inclusive governance.

Intermediate Outcomes:

1. Raised awareness and understanding of administrative performance and citizen satisfaction among policymakers.
2. Increased capacity of local governments to self-fund and act upon PAPI findings
3. Inclusion of PAPI metrics and methodology in high-level training and policy dialogues
4. Generation of citizen-centric, data-driven public policy

Long-term Outcomes:

1. Enhanced quality of public administration and governance across all levels
2. Increased citizen satisfaction and engagement
3. More equitable, efficient, and transparent delivery of public services
4. More inclusive institutions and public services

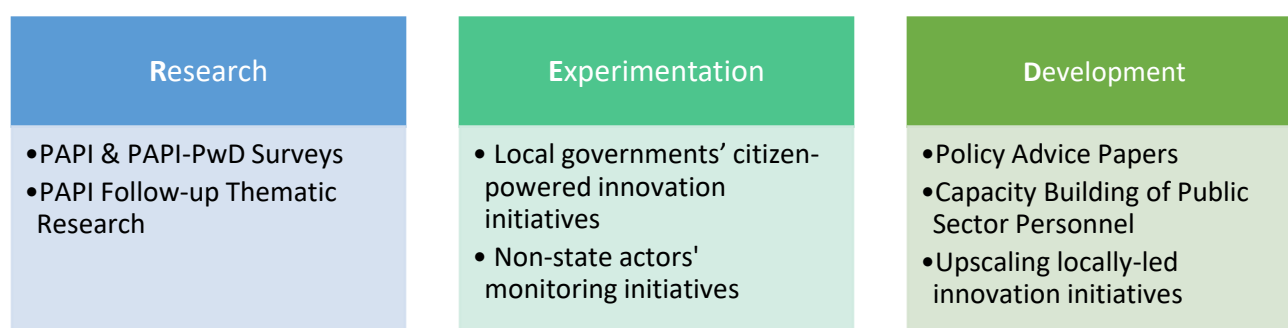
Impact:

1. Sustainable improvements in governance, resulting in an empowered citizenry and a more responsive public sector
2. Realization of good governance as an enabler for sustainable development, in alignment with international frameworks and national objectives

Assumptions and Risks:

1. Sustained multi-stakeholder engagement
2. Continued financial and logistical support
3. Political will for implementing data-driven changes
4. Risk of data manipulation or biases, mitigated by methodological rigor and the oversight of an independent National Advisory Board

By engaging in these activities and generating these outputs, the PAPI Programme, with its approach below, aims to foster improved governance and administrative performance, ultimately contributing to sustainable development and an empowered citizenry.



PAPI Programme's Approach

TABLE OF CONTENTS

EXECUTIVE SUMMARY	VI
1. PROGRESS REVIEW	1
1.1. PROJECT CONTEXT	1
1.2. KEY RESULTS ACHIEVED IN 2025	2
2. OUTPUT PROGRESS	13
3. COMMUNICATIONS AND VISIBILITY IN 2025	17
3.1. COMMUNICATION FOR IMPACT	18
3.2. DISSEMINATION PAPI'S WEBSITE AND THEMATIC LANDING PAGES.....	20
4. PROJECT BUDGET EXPENDITURE	21
4.1. STATUS OF EXPENDITURE BY OUTPUT FOR THE PERIOD FROM 1 JANUARY – 30 DECEMBER 2025	21
4.2. A NARRATIVE OF IN THE REVISION TO THE 2025 PAPI BUDGET PLAN	22
5. PROJECT RISKS AND MITIGATION MEASURES	22
6. LESSONS LEARNED AND WAYS FORWARD	25
6.1. LESSONS LEARNED	25
6.2. PRIORITIES FOR 2026 ANNUAL WORK PLAN	26
ANNEXES	28
ANNEX 1: KEY PAPI KNOWLEDGE AND ADVOCACY PRODUCTS.....	28
ANNEX 2: ASSESSMENT OF PROJECT EFFECTIVENESS AND EFFICIENCY (1 JANUARY – 31 DECEMBER 2025)	34
ANNEX 3: PROVISIONAL ANNUAL WORK AND BUDGET PLAN FOR 2026	35

Executive Summary

2025 Context for the PAPI Programme

The Viet Nam Provincial Governance and Public Administration Performance Index (PAPI) Research and Advocacy Programme is UNDP's flagship programme on citizen-inclusion governance reform in Viet Nam since 2009. The Programme aims to improve public sector performance through citizen-centric research, providing an evidence-based mirror for the state apparatus to view their performance through the eyes of citizens. Since 2009, PAPI has evolved from a pilot study into a nationally recognized accountability mechanism.

The 2025 reporting period was characterized by some of the most profound structural changes in the history of the Socialist Republic of Viet Nam. On July 1, 2025, a massive administrative reorganization was implemented, reducing the number of provinces from 63 to 34 and entirely abolishing the district administrative tier. This transition, combined with a tightening regulatory environment for international aid and civil society, created a uniquely challenging landscape for the PAPI Programme. This summary details the project's strategic pivots, its landmark achievements, the factors that led to certain failures, and the critical roadmap for 2026.

Key Achievements in 2025: Institutionalization and Innovation

Despite the complex administrative rearrangement, 2025 was a year of unprecedented, high-level institutional impact for the PAPI Programme.

1. Formal Integration into the Communist Party's Regulations

The most significant achievement was the inclusion of PAPI in Politburo Regulation No. 365/QĐ-BCHTW. For the first time, PAPI is formally recognized as one of the core indexes for evaluating the performance of Provincial People's Committee Chairpersons from 2025. This elevates PAPI from a donor-funded research project to an internal management tool for the Communist Party of Viet Nam, ensuring that provincial leaders are held accountable for citizen satisfaction and governance quality.

2. Inclusive Digital Transformation and Governance

In line with the national digital agenda (Politburo Resolution No. 57-NQ/TW), the program successfully integrated technology to reach the most vulnerable:

- **Promotion of inclusive digital transformation and AI application:** PAPI continued generating in-depth research focused on digital transformation, promoting inclusive e-services and developing tools like the AI-powered "DVC.AI" to assist disadvantaged users, including persons with disabilities, old-aged citizens and ethnic minority people. The 2025 review report and the AI-powered tool was shared with the National Assembly, the Office of Government, local governments and disseminated widely on the media to create impact.
- **Replication of success:** Pilot models for mobile e-services in Tuyen Quang (formerly Ha Giang) and Quang Tri streamlined public administrative procedures and brought services to the most remote communities, benefiting thousands in ethnic minority and far-flung rural areas. The model was also upscaled and replicated in non-assisted major urban centers like Ha Noi and Can Tho as well as in mountainous provinces like Cao Bang and Son La, demonstrating the PAPI Programme's ability to turn pilot local innovations into a rising national trend.

3. Advancing Social Equity and Inclusion

The 2024 and historic PAPI findings were instrumental in shaping high-level policy discussions on social equity and inclusion:

- **Citizen representation:** The 2024 PAPI survey findings were released in April 2025 representing the voices of citizens across Viet Nam thanks to its representative sampling. The 2024 report informed central policymakers and local government practitioners on how citizens experienced and perceived the performance of local governments and sectoral agencies in governance and public service delivery, as well as in terms of social equality for vulnerable groups, including women, ethnic minorities, migrants, LGBTIQ+ and youth.
- **Disability political rights:** The PAPI Programme's advocacy efforts during 2025, building on the work of the previous two years, contributed to Conclusion Notice No. 444-TB/VPTW, reinforcing the rights of persons with disabilities and exploring more inclusive representation in elected bodies including the National Assembly at the central level and People's Councils at the provincial and commune levels.
- **Women's political participation:** The PAPI Programme facilitated evidence-based, high level dialogues on women's inclusion in local party committees, leadership roles in science and technology fields, and in local governments to advocate for stepped-up implementation of targets for women's representation across these domains ahead of the 2026 Party Congress and national elections. In 2025, HCMA submitted the Politburo a high-level report on women's political participation with data, evidence and recommendations generated the PAPI Programme's series of action research on women's roles in the Party and government apparatuses as compulsory rather than aspirational.
- **Social inclusion policy advocacy:** The program shared with the National Assembly six policy briefs and a series of 20 executive summaries and thematic action research reports based on generated quantitative PAPI data with policy recommendations for enhanced social inclusion and equity. The knowledge and advocacy products address critical issues like land transparency, the impact of extreme weather on urban outdoor workers, inclusive e-governance, and the participation of persons with disabilities, migrants, LGBTIQ+ and youth in governance and decision-making.
- **Strengthened communication for inclusive governance:** Online platforms, including the PAPI website, the land transparency landing page and the AI-Powered E-Service Landing Page, and PAPI social media channels, facilitated effective communication, visibility and public access to PAPI data and research findings. Four media releases in both English and Vietnamese, 12 journal articles on the Vietnam Law and Legal Forum and the Journal of Law and Development, four quarterly PAPI bulletins and frequent interactions with national media through media interviews further disseminated PAPI's policy recommendations.

Activities Not Realized

While the PAPI Programme achieved significant policy influence and delivered effectively, several core operational objectives were not met due to external constraints.

While the PAPI Programme achieved significant policy influence and delivered effectively on most of its objectives, certain core operational objectives were not met due to external constraints.

1. Cancellation of the 2025 PAPI Survey: The most notable setback of the 2025 period was UNDP's inability to conduct the nationwide 2025 PAPI survey. From 2009 to 2024, annual PAPI surveys with citizens were the backbone of the Programme. Failure to conduct the survey in 2025 resulted from a tightening environment for NGOs to act as responsible parties for the PAPI Programme, and stricter state oversight of international

funding preventing non-government actors from executing fieldwork without a state agency's direct involvement. The VFF Central Committee's withdrawal from engaging in the implementation of the PAPI survey together with UNDP's responsible party – the Centre for Community Support and Development Studies – led to the cancellation of the 2025 PAPI survey. It also resulted in a formal request from the Government of Viet Nam for UNDP to implement future PAPI surveys with a state agency. As a result, for the first time in 14 years, a full PAPI survey was not conducted. Because the survey was canceled, nearly half of the annual budget (originally allocated to Output 1) could not be utilized for its intended purpose. This required a significant mid-year budget revision and a pivot toward a “rapid assessment” on citizens' access to public services based on a smaller sample size, to be jointly implemented with the Ho Chi Minh National Academy of Politics (HCMA) in 2026.

2. Delays in Transitioning to New Institutional Project Modalities: The transition to a new institutional setup for PAPI's successor programme in HCMA were slower than expected and remained unfinished at the end of the reporting period. Negotiations around the future *Inclusive Governance Enhancement Programme (IGEP)* in particular, transitioning from a civil society framework to a central government agency framework, have required extensive discussions with HCMA and complex inter-ministerial coordination.

Challenges Facing the Project

The challenges faced in 2025 were systemic and often beyond the direct control of the program management unit.

1. The Administrative Merger and Stress for Local Governments: The reduction of provinces from 63 to 34 and the abolition of the district tier created enormous pressures for subnational governments and public sector personnel, leading to delays in the implementation of PAPI provincial initiatives in Tuyen Quang and Quang Tri, and to lesser provincial attention to the 2024 PAPI diagnostics during 2025. The consolidation of provinces also has implications for the longitudinal continuity and comparability of PAPI data, which will require the PAPI Programme to rethink its methodology moving forward.

2. Regulatory and Civic Space Constraints: Decree No. 26/2024/ND-CP issued in March 2024 significantly increased the complexity of managing international development cooperation aimed to support policy reform. Also, continued shrinking of civic space made it increasingly difficult for non-government actors to act as intermediaries between the government and citizens. This led the PAPI Programme to shift working modalities with NGOs from grantees to contractors to continue engaging them in the Programme.

3. Shifts in Institutional Setup: The Government's request for the PAPI Programme to have a national project owner represents both an opportunity for sustainability, institutionalization and impact and a challenge for maintaining the Programme's perceived independence as a citizen-centric tool to monitor state performance. In 2025, after numerous consultations and based on its long standing partnership with UNDP, HCMA agreed to become the national project owner, and has been jointly developing the IGEP, which will include a new generation of PAPI surveys and policy work.

Strategic Roadmap for 2026

To address the challenges of 2025 and capitalize on opportunities, including the stronger partnership with HCMA and the new institutional recognition of the PAPI index, the Programme will execute a rigorous 2026 work plan by sequence.

1. Utilizing Rapid Assessment Data: The rapid assessment of citizen experience with public service delivery in the two-tier government system conducted in late 2025 and early 2026 should be published in April 2026. This data will be vital for helping the 34 new provincial governments understand where service delivery gaps have

emerged following the July 2025 merger and how to address them to service their citizens better in the first year of the new government term.

2. Advocacy for better representation in elected bodies and more transparent land governance: The PAPI Programme will continue leveraging PAPI's knowledge products and evidence generated in 2025 to advocate for better representation of vulnerable groups, especially women and persons with disabilities, in the 2026-2031 National Assembly and People's Councils term. It will also promote the transparency in land governance after the reorganization of administrative boundaries in 2026.

2. Full Implementation of IGEP (PAPI 2.0): UNDP expects to successfully launch the Inclusive Governance Enhancement Programme (IGEP) 2026–2031 (or PAPI 2.0) together with the HCMA by mid-2026, with implementation starting in the second half of the year. These timelines are important in order to formally embed PAPI-related training into the curriculum for new provincial and commune leaders. This will ensure that "citizen-centricity" becomes a core competency for Vietnamese officials from the beginning of the new government term.

4. Establishing the New Baseline through the "34 Province" PAPI Survey: The top priority for 2026 is the resumption of the PAPI fieldwork in all provinces in order to create the 2026 PAPI baselines for the new government term from April 2026 to March 2031. It is expected that PAPI methodology will be aligned to the new context by Quarter 3 of 2026 so that the 2026 PAPI survey can commence from August. This also involves redesigning the PAPI questionnaire to reflect the two-tier government structure and ensuring the indicators remain relevant to the new administrative mandates.

Conclusion

2025 was a period of "stress-testing" for the PAPI Programme. While the Programme was unable to conduct a nationwide PAPI survey, it gained unprecedented political legitimacy through formal Party recognition and through HCMA's strong commitment to become the project owner of a new, successor programme (IGEP). What the Programme could not achieve in 2025 was largely operational in nature, while its achievements were strategic and institutional. By successfully navigating the transition to the IGEP framework and establishing a new 34-province baseline in 2026, PAPI will not only survive the administrative reorganization but will emerge as a more resilient, nationally owned, and influential tool for inclusive governance.

1. Progress Review

1.1. Project Context and Overview

In 2025, Viet Nam embarked on far-reaching institutional reforms aimed at streamlining the public sector, improving operational efficiency, and driving economic growth. This extensive administrative reorganization led to a consolidated two-tier government structure, reducing the number of provinces and commune units while removing the district tier entirely. At the central level, this led to the consolidation of ministries and agencies. On 1 July 2025, the merger of provincial-level units took effect, reducing the number of provinces from 63 to 34. The number of communal-level administrative units was reduced by two-thirds, from over 10,000 to 3,321 communes nationwide. This reorganization substantially reduced the public sector workforce, downsizing more than 140,000 public employees. The commune government tier has been entrusted with responsibilities and mandates transferred from the abolished district tier. The transition period, beginning in the second half of 2025, required a reconfiguration of coordination between central, provincial, and commune levels, which slowed various policy implementation activities and placed significant stress on the commune governments' workforce.

2025 also witnessed the formulation of an ambitious policy agenda on digital transformation, captured in the Politburo's Resolution No. 57-NQ/TW, dated 22 December 2024. This Resolution highlights the importance of applying technological advancements and digital innovation in government operations to enhance efficiency and effectiveness across sectors. It also provides a legal framework advance a more digital, citizen-centric, inclusive, and resilient public sector, hereby improving service delivery, transparency, and accountability.

In this context, the Viet Nam Provincial Governance and Public Administration Performance Index (PAPI) Research and Advocacy Programme continued to demonstrate its strong relevance to national priorities and its capacity to support the Government of Viet Nam in navigating emerging governance challenges. The 2024 PAPI results, released on 15 April 2025, offered pre-merger performance baselines for newly consolidated provincial governments, enabling them to develop or adjust post-merger action plans based on the performance of their constitutive provinces. Moreover, PAPI has now been institutionalised as an official key performance indicator for provincial chairpersons. Additionally, the PAPI Research and Advocacy Programme implemented various interventions and thematic studies aimed at enhancing participation, equality, and accountability—including through digital transformation—to leave no one behind in this new context. In particular, innovative interventions in Ha Giang (now Tuyen Quang) and Quang Tri provinces, which involved establishing local digitalization teams to promote the widespread use of mobile e-services, have influenced other provinces—such as Bac Ninh, Cao Bang, Can Tho City, Dien Bien, and Ha Noi City—to replicate these models.

In 2025, the Government also continued to tighten mechanisms for overseeing international support through official development aid (ODA) and non-ODA approaches, particularly regarding international conventions utilizing bilateral and multilateral development funding. Space for civil society organisations and non-governmental organisations (NGOs) continued to shrink, limiting their ability to engage as equal partners in governance-related activities. As a result, the 2025 PAPI survey could not proceed as initially planned because UNDP's core NGO partner for annual PAPI surveys—the Centre for Community Support and Development Studies (CECODES)—was unable to continue delivering PAPI field surveys.

To address the challenges, from the fourth quarter of 2025, the PAPI Programme repurposed the funding intended for the 2025 PAPI (Output 1) toward other activities to continue listening to citizen voices and promoting inclusive governance and administrative reforms, while identifying a government research institution to partner with for future surveys. One such activity is a rapid assessment of public service delivery in Viet Nam's new two-tier local government system. The findings, expected to be released in April 2026, will provide policymakers and practitioners at central and local levels with evidence regarding citizens' experiences and perceptions of public service delivery following the massive administrative reorganization of 1 July 2025 to inform policy adjustment and refinement in 2026.

In the meantime, UNDP has been addressing ODA challenges by accelerating the development of the future PAPI Programme together with HCMA, a pivotal training and research institution under the Communist Party of Viet Nam's Standing Committee. The expected *Inclusive Governance Enhancement Programme – IGEP* would run from 2026 to 2031. The IGEP Programme is expected to include the PAPI index, strengthening its relevance and integration within the national system, thereby ensuring the index's sustainability and relevance. IGEP is expected to start in the second half of 2026.

1.2. Key Results Achieved in 2025

1.2.1. PAPI Promoting Good Governance and Citizen-Centric Policy Development in Viet Nam

In 2025, the PAPI Research and Advocacy Programme continued contributing to enhancing inclusive governance, promoting transparency and accountability and improving public services in Viet Nam. The PAPI index leveraged data-driven insights to inform policymaking and to improve public service delivery for the benefit of every citizen. At the same time, the Programme's in-depth data-led research products and innovation initiatives contributed significantly to policy discussions and concrete actions at the central and local levels.

i. Central-Level Impact

Informing National Policymaking: At the central level, PAPI was incorporated for the first time in an official document of the Central Standing Committee of the Communist Party of Viet Nam. On 30 August 2025 the Politburo issued Regulation No. 365/QĐ-BCHTW regulating the standards for the title of cadres under the management of the Party Central Committee, the Politburo, the Secretariat and the framework for the title of cadres in leadership and management at all levels. According to Point 19.4d of the Regulation (see Figure 1), PAPI is one of the core indexes (in addition to PCI and PAR Index) to be used for assessing the performance of Provincial People's Committee Chairpersons in leadership and direction of the implementation of local governments' mandates and responsibilities. Full details are available on page 29 of the [Regulation](#).

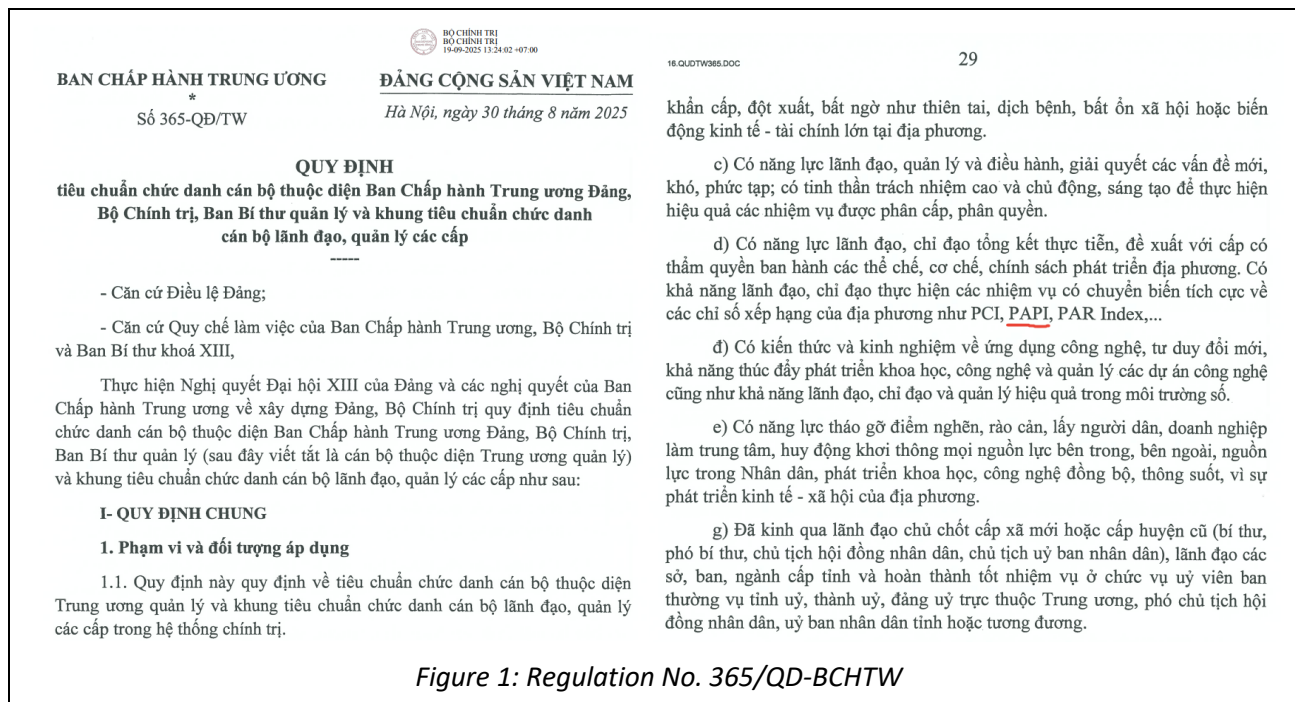


Figure 1: Regulation No. 365/QĐ-BCHTW



Figure 2: MEA's request to UNDP

Contributing to Central-Level Request for the Participation of Women in Politics: Based on PAPI's 2024 action research on the role of women cadres in CPV agencies conducted, in August 2025, the HCMA, with substantive support from UNDP's PAPI Programme, submitted the special report entitled **"Report No. 100 on Enhancing the Participation of Women Cadres in Communist Party Committees towards the XIV Party Congress to the Politburo"** (see Figure 3). The report contributed to the aspired target for women in Party committees and in leadership positions to rise to 25 percent as stated in [Regulation No. 377-QĐ-TW](#)¹ (see Article 26.2) from a former similar regulation's target of 15 percent in the Politburo's [Directive No. 45-CT/TW dated 14 April 2025](#).

Contributing to the Recognition of the Role of the Persons with Disabilities in Elected Bodies and in Ensuring the Right to Access Public Infrastructure and Digital Public Services: On the occasion of the International Day of Persons with Disabilities on 3 December 2025, the Office of the Politburo issued [Conclusion Notice No. 444-TB/VPTW](#) after a working session between the CPV's General Secretary To Lam, line ministries, and the Viet Nam Federation on Disability (VFD). The Conclusion Notice affirms that persons with disabilities are an integral part of society and that their rights to healthcare, education, employment, and participation must be fully protected. It assigns concrete tasks to ministries to enhance accessibility of public infrastructure and digital public services and to conduct research on establishing a quota for representatives with disabilities in the National Assembly. Several directives in this conclusion align with recommendations long advanced by the PAPI Programme, supported by robust evidence and amplified through partnerships with organizations of persons with disabilities, including VFD.

Contributing to Policy Discussions at the National Assembly's Spring and Fall Sessions: In 2025, at the request of the National Assembly, the PAPI Programme shared nine thematic knowledge products and policy briefs to inform the Spring and Fall sessions' discussions. These policy documents were on: (1) the 2024 Land Transparency Review; (2) Women in Politics; (3) Persons with Disabilities in Politics; (4) 2024 Disability Inclusion in Local Governance Assessment; (5) the 2025 Budget Transparency Review; (6) Youth Engagement in the Public Sector, (7) Impact of Extreme Weather on Outdoor Workers; (8) Review of the National and

2024 PAPI survey findings were launched and covered widely on state media throughout 2025. The synthesis of the 2024 feedback of 18,894 citizens of all demographic backgrounds on government performance was officially shared on 15 April 2025 at the launch of the 2024 PAPI Report. Over 600 delegates from central and provincial governments participated in person and online. The findings were widely covered and discussed in the media throughout the year. Additionally, at the request of the National Assembly, 300 copies of the 2024 PAPI Report were distributed to National Assembly delegates for the Assembly's 2024 Spring Meeting, highlighting its relevance to legislative activities. PAPI findings were also frequently cited by top leaders during meetings with provinces and sectors, reflecting their importance in shaping national-level discussions. Also, 2024 PAPI data, at the official request from the Ministry of Agriculture and Environment (MAE), was used again in the Provincial Environmental Protection Index (PEPI) (see Figure 2). Since 2024, MAE has been using PAPI data to input citizen perspectives on local environmental governance into PEPI to inform policymaking and implementation on environmental protection at local level.

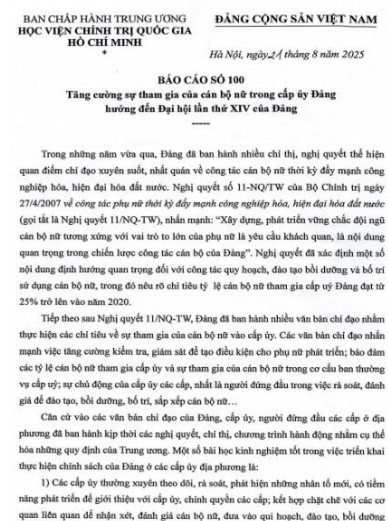


Figure 3: Recommendation Report

¹ The regulation covers the delegation of planning, management, appointment, nomination, temporary suspension from office, dismissal from office, resignation, and removal from office of Party cadres.

Provincial E-Service Portals' Performance; and (9) Digitalization in the Health Sector. These knowledge products have also been turned into journal articles for the Vietnam Law and Legal Forum to inform wider public discussions. (See the list of the publications [here](#).)

Informing the Development of Other Indexes for a National Monitoring Dashboard. The PAPI index served as a model for the Central Committee of the Vietnam Fatherland Front to develop a new index called [Provincial Social Trust Index](#) in 2026. UNDP was invited to brief the VFF Central Committee about how PAPI has been developed to inform VFF's formulation on the social trust index idea. Over the past 16 years, PAPI has been the inspiration for an increasing number of indexes to measure sectoral governance and service delivery, such as the Public Administration Reform Index (PAR-Index), Satisfaction Index of Public Administrative Services (SIPAS), Vietnam Digital Transformation Index (VDTI), Provincial Public Sector Innovation Index (PSII), Provincial Environmental Protection Index (PEPI) and the [B-READY Index](#) as the latest.

ii. Provincial-Level Impact

Strengthening Local Government Commitments and Action Plans to Improve Performance: In 2025, despite being under significant pressure from the administrative reforms, 21 provincial governments updated their local action plans and directives based on 2024 PAPI findings, issuing 25 official documents aimed at improving governance, including achieving higher PAPI scores. Of 21 provincial action plans, seven (7) were issued after the merger of provinces.² These documents target all public officials, civil servants and public employees from provincial to village levels in sectors measured by PAPI. In addition, despite the merger, at least eight (8) provinces convened diagnostic workshops with UNDP experts engaging in three (3).³ The workshops looked deeply into 2024 PAPI findings and supported provincial leaders to renew their action plans or commitments to improvement in 2026.

Strengthening Leadership and Public Sector Capacity to Understand and Respond to Citizen Feedback: PAPI approaches and 2024 results were extensively used in training of public officials and civil servants by HCMA researchers and faculty and its associated branches at the regional and provincial levels. The 2024 PAPI report was widely disseminated throughout the HCMA's academic system together with other PAPI-associated knowledge products.

1.2.2. Deep-dive Interventions and Thematic Research Using PAPI Data

In 2025, the PAPI Research and Advocacy Programme focused its efforts on evidence-based policy advocacy activities in five key areas: (i) inclusive digital transformation in the public sector; (ii) gender equality; (iii) inclusive governance and political participation for youth, persons with disabilities and LGBTQIA+ persons; (iv) transparency and accountability in the public sector; and (v) inclusive urban governance and resilience.

i. Promoting Inclusive Digital Transformation in the Public Sector

The 2024 PAPI index results continued showing a large digital divide among citizens of different ethnographic and demographic backgrounds, especially between women and men, ethnic minorities and Kinh majority, and persons with disability and the rest of the population. In response, in 2025 the PAPI Programme prioritized further research and policy advice on how to improve digital transformation in the public sector for all, inclusive of ethnic minorities, persons with disabilities and old-aged people. The three interconnected

² Collected from [Thu vien phap luat and Google Search](#).

³ Including Lai Chau, Hoa Binh (before being merged into Phu Tho), Phu Tho, Dong Thap, Binh Dinh (before being merged with Gia Lai), Can Tho, Lam Dong and Ha Noi. Upon Google Search.

processes of research, experimentation and development have been pursued in the PAPI Research and Advocacy Programme to generate sustainable outcomes for inclusive digital transformation in the public sector.

Provincial Innovation Initiatives and Capacity Building for Inclusive E-Governance: Building on the success of the first phase of the “Improving Access to Public Administrative Services for Citizens in Remote and Ethnic Minority Areas” initiative implemented in Ha Giang (now Tuyen Quang) and Quang Tri provinces, in 2025 the Programme launched the second phase of this initiative in different communes of Tuyen Quang and Quang Tri. The initiative promoted citizen-led innovation and capacity development in online public administrative service delivery, focusing on improving access to e-services, through three important outputs: (1) streamlining 10 essential or most commonly-used public administrative procedures to fit the online environment, enabling them to be conducted online; (2) training of trainers: establishing and training of commune and village digitalization teams on using online public administrative services; and (3) deploying digitalization teams at remote villages to instruct local people on using e-services. The second phase of Tuyen Quang initiative finished in December 2025 (see Box 1), while the second phase of Quang Tri initiative will be on-going until April 2026.

The initiatives to bring e-services to citizens in remote and ethnic communities of Tuyen Quang and Quang Tri inspired a number of provinces such as Bac Ninh, Cao Bang, Can Tho City, Dien Bien, and Ha Noi City. The two centrally governed municipalities of Ha Noi and Can Tho have either implemented or expressed interest in support to roll out the models in their municipalities.

- **Ha Noi:** In July 2025, a delegation of Ha Noi municipal authorities, led by Mr. Truong Viet Dung, Vice-Chairperson of Ha Noi People’s Committee, met with UNDP and the PAPI Team to hear recommendations on how to improve local governance performance following the release of 2024 PAPI results.⁴ One of the key points discussed was the experience from UNDP-supported initiatives in Tuyen Quang and Quang Tri, where commune and village digitalization teams were trained to deliver mobile e-services in local villages while the provincial level streamlined citizen-related administrative processes. After the

Box 1: Phase II Project in Tuyen Quang Closes with Strong Provincial Commitment to Sustaining Mobile E-Service Model

On 19 December, the Tuyen Quang Department of Home Affairs, the Provincial Center for Public Administration Services (CPAS), and UNDP Viet Nam held a ceremony to conclude Phase II of the project, “Improving Access to Public Administrative Services for People in Remote and Ethnic Minority Areas of Tuyen Quang Province.” Launched in August 2024, Phase II was implemented across three communes—Dong Van, Pho Bang, and Yen Minh—achieving the following milestones:

- **Service Simplification:** Ten (10) essential public administrative procedures were redesigned and simplified to be more user-friendly for citizens.
- **Capacity Building:** 170 members of Village-based Digital Transformation Teams received systematic training, creating a dedicated local force to help residents access services directly within their communities.
- **Innovative Delivery:** A mobile service model was piloted, bridging the digital divide for remote and ethnic minority populations.
- **Digital Infrastructure:** Essential equipment, including laptops, scanners, printers, and Wi-Fi devices, was deployed to empower teams at the village level.

The project delivered significant results. As [reported](#) by the provincial and commune leaders, that online application rates for administrative procedures reached near-total coverage in the target areas: **Pho Bang (99.47%), Dong Van (99.87%), and Yen Minh (99.35%).**

Financially supported by DFAT and technically advised by UNDP in Viet Nam, this locally led initiative has been praised for building trust between authorities and citizens. By strengthening the capacity of grassroots officials and village-based teams, the project ensures that residents in remote and ethnic areas continue to receive guidance long after its formal conclusion, fostering long-term ownership and sustainability.

⁴ See <https://www.undp.org/vietnam/blog/building-happy-ha-noi-together-its-citizen>

meeting, Ha Noi issued the Directive No. 11/CT-UBND⁵ on implementing a 45-Day campaign to support digital transformation in communes and wards during the initial phase of the two-tier local administration model. The Directive was issued on 24 July 2025. It provides for the deployment of digitalization support teams to provide mobile e-services across all 126 communes and wards, with particular attention to the elderly, persons with disabilities, poor and near-poor households, and other vulnerable groups.

- **Can Tho:** After the merger with Hau Giang and Soc Trang provinces, Can Tho has become a city with a large ethnic minority population. Authorities have little-to-no experience working with ethnic communities. After a PAPI diagnostic workshop with Can Tho authorities on 15 August 2025, the Can Tho Institute for Social Economic Development (CISED) expressed interest in implementing a similar initiative to Tuyen Quang and Quang Tri in the remote and ethnic and minority areas of Can Tho. The Can Tho model may incorporate additional components to reflect the city's socio-economic context, potentially including activities that engage persons with disabilities. At the moment, UNDP and CISED are in the process of developing a proposal, and the Can Tho initiative is expected to be implemented in the second half of 2026.

Review of Provincial and National Public Administrative Service Portals: In 2025, the PAPI Programme continued to conduct the annual review of provincial and national public administrative service portals from a user perspective, to assess these portals against four criteria: (1) interfaces; (2) features and tools to guide users before performing administrative procedures; (3) features and tools to support users in performing administrative procedures; and (4) the assurance of user rights and interests, including accessibility for users with disabilities.

In 2025, along with the merger of provincial administrative units, all 63 provincial online public administrative service portals were merged into a single national online public administrative service portal. The aim was to streamline service offerings to citizens across the country, regardless of location. The 2025 PAPI review assessed provincial portals before the merger and the national portal after the merger to determine if shortcomings identified at the provincial level were addressed at the national level, while ensuring that the national portal builds on existing strengths and avoids replicating weaknesses. The findings from the review were shared with the National Digital Transformation Agency, the Ministry of Science and Technology, the National Data Center, Ha Noi, Ha Giang (now Tuyen Quang) and Quang Tri Provincial Public Administrative Service Center, and most recently, the National Assembly to inform its 10th meeting. The aim was to influence relevant policy makers in the implementation of a more inclusive, accessible, transparent and efficient national public administrative service portal.

Review of Digital Feedback and Complaint Response Systems: In 2025, the PAPI Programme started a review exercise of local feedback and complaint response systems of all 34 provinces across Viet Nam, with a focus on digital systems. The purpose of this review is to identify and analyse the current state of digital feedback and complaint response systems: their availability, accessibility, responsiveness, and overall usability. This review exercise is particularly necessary in the context of provincial mergers and administration reform, which created considerable disruptions and inconveniences among citizens using public services. In this context, digital feedback and complaint response systems become an effective communication channel between citizens and civil servants, allowing citizens to engage and share their opinions and issues with relevant authorities in a timely manner. Action-oriented recommendations were formulated based on the findings, aimed at supporting relevant agencies and provincial governments assess and improve their local digital feedback and complaint response systems – an important tool for enhancing accountability and promoting civic engagement in the digital era. The final report will be released in January 2026.

ii. Promoting Gender Equity in Viet Nam

Promotion of Female Leadership in Local Governments: In the runup to the 2026-2031 government term, the 2026 Party Congress and national elections, in 2025 the PAPI Programme convened action research to advocate

⁵ See <https://vanban.hanoi.gov.vn/chi-tiet-van-ban/ve-viec-trien-khai-chien-dich-45-ngay-dem-ra-quan-ho-tro-hoat-dong-chuyen-doi-so-tai-cac-xa-phuo-221941>

for women's leadership in local governance in the context of the new two-tier government system. In partnership with HCMA and the Vietnam Sociological Association, the action research⁶ was based on in-depth research in Tuyen Quang and Vinh Long provinces and disseminated at national level. Comparing Tuyen Quang (high performance) and Vinh Long (national average), the study highlights these systemic issues (including organizational factors, institutional issues (especially non-binding targets), and social hurdles. It also calls for concrete actions to promote female leadership at local levels. The study's findings and recommendations from this study were included in in [UNDP's Policy Brief](#) to the National Assembly in October 2025.

Promotion of Women in Management and Leadership Roles in Science, Technology, Innovation and Digital Transformation: Women remain underrepresented in strategic sectors such as science, technology, innovation and digital transformation (STIDT) while the institutional reforms in 2025 might widen the gender gaps in leadership. In 2025, the PAPI Programme embarked on the action research⁷ to enhance women's role in management and leadership role in public governance of STIDT together with the Center for Science and Technology Application and Startup (COSTAS), under the Viet Nam Women's Intellectual Association. The study engaged more than 100 senior officials, technical managers and scientists (67.9% women and 32.1% men) at the central level and from Da Nang City. It reveals that women are a powerful source of talent for the country's innovation-driven future. Yet their leadership in STIDT remains significantly underutilized. In 34 provinces, only between 14.7 percent and 25.5 percent of Directors/Deputy Directors of the Departments of Science and Technology were women. The study also proposes six policy directions to strengthen women's meaningful participation in STIDT in the coming period. The findings and recommendations from this study were also included in [UNDP's Policy Brief](#) to the National Assembly in October 2025.

iii. **Promoting Inclusive Governance and Climate Resilience for Ethnic Minorities, Persons with Disability, LGBTQAI+ and Youth**

Supporting the Development of a Logical Framework and Monitoring and Evaluation System for the National Targeted Programme on Socio-Economic Development in Ethnic Minority and Mountainous Areas for the Period 2021-2030 (Programme 1719): The PAPI Programme provided technical support to the newly established Ministry of Ethnic and Religious Affairs (MERA) in developing a logical framework, M&E system and reporting mechanism to track the implementation of Programme 1719. The support followed the PAPI Programme's contribution of [evidence from PAPI findings](#) reflecting ethnic minority perspective in June 2025. The outputs of this technical support will be released in the first quarter of 2026.

Enhancing capabilities of Persons with Disabilities and Organisations of and for Persons with Disabilities in Ha Noi to Mobilise Financial and Social Resources to be more Socially Included and Climate Resilient: In 2025, the PAPI Programme organised a series of activities to support persons with disabilities and grassroots organisations of and for persons with disabilities to improve their capabilities in raising funds and social support, particularly through digital platforms, with the aim of enhancing persons with disabilities' participation, inclusion and resilience. These activities covered:

- Training for organisations working with persons with disabilities on fundraising fundamentals and skills, benefiting 32 participants who are representatives from different organisations.
- 12 dedicated coaching sessions for five (5) organisations for persons with disabilities, providing step-by-step guidance on developing fundraising proposals, action plans, communication materials, and using online fundraising platforms such as *Thiện Nguyện app*.

⁶ See the report at: <https://papi.org.vn/eng/tang-cuong-vai-tro-lanh-dao-cua-can-bo-nu-trong-chinh-quyen-dia-phuong-trong-ky-nguyen-moi-kinh-nghiem-tu-tinh-tuyen-quang-va-vinh-long/>

⁷ See the research report at: <https://papi.org.vn/eng/advancing-womens-leadership-and-management-roles-in-science-technology-innovation-and-digital-transformation-in-viet-nams-public-sector/>.

- Developing a Fundraising Handbook for Persons with Disabilities, including principles and procedures for effective fundraising, real-life case studies, engagement with online crowdfunding platforms and international donor fundraising, and templates and practical tools.
- Conducting a research report on funding sources, opportunities and challenges in fundraising to support persons with disabilities in Viet Nam and organising a roundtable discussion to disseminate the findings. The discussion attracted more than 100 participants (both online and offline) from diverse backgrounds, including the private sector, international organisations and organisations working for persons with disabilities. This enabled an interactive discussion on how the community can raise fund more effectively and find employment opportunities in the private sector.

The above interventions allowed participants to practice and demonstrate proactiveness, creativity, and effective collaboration with both national and international partners, which in turn enhanced their fundraising design and management skills. The 5 organisations for persons with disabilities selected for dedicated coaching also developed their own communication content and community fundraising plan, ready to be launched for funding opportunities on different platforms, including *Thiện Nguyện app*.

Capacity Building for Persons with Disabilities with Potentials to Become Representatives in Elected Bodies:

On 10–11 October 2025, an intensive two-day training was delivered to 16 potential candidates with disabilities (7 women and 9 men) representing diverse regions, disability types, and ethnicities (2 Tày and 14 Kinh persons). Facilitated by experienced political deputies, the workshop provided practical guidance on electoral procedures, candidacy dossiers, and voter mobilization strategies to help participants navigate institutional barriers. The intervention achieved high immediate impact, with 100% of trainees rating the quality 4–5 out of the maximum score of 5 and 93.75 percent (15 out of 16 participants) reporting notable skill improvements. Additionally, the session successfully amplified the voices of female candidates, three of whom have since been featured in national media for their community leadership. Box 2 presents two stories about two women with disabilities who have participated actively in the capacity building series and have become sources of inspiration for other persons with disability with aspiration to become political representatives for their communities.

Box 2. The tales of two female persons with disabilities aspiring to become a representative voice for communities

1. Rising to Represent: How Training Empowered Nguyen Thi Minh Tam to Speak for Her Community

Nguyen Thi Minh Tam, a dedicated high school teacher in Dong Thap, faced a life-altering tragedy in 2009 when a traffic accident claimed her left leg. Rather than succumbing to despair, Tam chose resilience. She returned to teaching, earned a master's degree in mathematics, and founded "Nhat Tam," a charity group that has raised over 7 billion VND for the disadvantaged over the last decade.

Her path from community service to political advocacy accelerated after she joined a 2023–2025 leadership training program co-organized by UNDP, the Vietnam Federation on Disability (VFD) and the Center for Research and Inclusive Development Actions (IDEA). This training honed her political awareness and prepared her to become a genuine representative not only for persons with disabilities, but also for her local community.

Today, Ms. Tam is a prospective candidate for the National Assembly. She advocates eloquently for accessible infrastructure, designated representation, and the elimination of social prejudice. Her transformation from a teacher planting seeds of knowledge to an aspiring lawmaker highlights the profound impact of inclusive political training. Tam's story stands as a powerful testament to the potential of empowering persons with disabilities to lead.⁸

⁸ See <https://donghanhviet.vn/nguyen-thi-minh-tam-tu-nguoi-gieo-con-chu-den-khat-vong-dua-tieng-noi-cua-nguoi-khuyet-tat-den-nghi-truong/>; <https://noivuxahoi.dantri.com.vn/dat-nuoc-con-nguoi/nhung-bong-hoa-khuyet-va-hanh->

2. Where Leadership Meets Opportunity: Huỳnh Ngọc Hồng Nhung's Path to Representation

Huỳnh Ngọc Hồng Nhung, the long-serving President of the Can Tho Association of Persons with Disabilities (CAPD), is a pillar of advocacy in the Mekong Delta. Possessing a Master's degree in Rural and Regional Development Planning and living with a physical disability herself, Nhung has dedicated over two decades to empowering her community. Her tireless work spans critical areas, from boosting employment and sports participation to ensuring persons with disabilities are included in climate change adaptation efforts.

Her journey toward formal political leadership accelerated through her participation in the long-term leadership program co-organized by UNDP, VFD and IDEA. This training provided the strategic skills and network necessary to bridge the gap between civic activism and public office. Now, with strong support from Can Tho authorities, Nhung is preparing to run for the Can Tho City People's Council in 2026.

Her ambition is not personal prestige, but a concrete mission: "to bring the voice of persons with disabilities into the parliamentary halls where decisions are made." Nhung's evolution from a respected community leader to a confident political candidate exemplifies the transformative impact of inclusive support systems. Her candidacy represents a vital step toward ensuring that the rights and perspectives of persons with disabilities are meaningfully reflected in local governance.⁹

Supporting Journalists to Address Attitudinal and Institutional Barriers: In September 2025, UNDP partnered with Voice of Viet Nam Online Newspaper and IDEA to train over 20 journalists on how to cover stories about persons with disabilities in the media. The workshop focused on replacing charity-based narratives with rights-based reporting, deepening understanding of the UN Convention on the Rights of Persons with Disabilities (CRPD) and facilitating practical interviews with potential candidates. This intervention catalysed the production of 14 media products—including articles, radio programs, and a documentary—between September and October 2025, successfully amplifying positive public perceptions and reinforcing the legitimacy of persons with disabilities standing for election.

Evidence-Based Analysis to Promote Disability Inclusive Governance: In 2025, the PAPI Programme produced several high-quality, data-driven studies addressing structural and social barriers to political participation of persons with disabilities, including:

- **"Stakeholders' Perspectives on the Participation of Persons with Disabilities in Elected Bodies" (2025)** – qualitative insights from 54 Government officials, organizations of and for persons with disabilities, lawyers, academia, and voters without disabilities.¹⁰
- **Special issue of Law and Development Journal** including **8 scientific articles** on electoral rights of persons with disabilities, including one authored by UNDP disability inclusion experts.¹¹
- **Policy brief** submitted to National Assembly members with actionable recommendations for the 2026 Elections.¹²
- **Feature article** published in Viet Nam Law and Legal Forum on strengthening the rights to vote and stand for elections of persons with disabilities.¹³

trinh-truyen-cam-hung-20251028172608560.htm; <https://vov.vn/xa-hoi/nguoi-khuyet-tat-va-hanh-trinh-khang-dinh-quyen-tham-chinh-post1236060.vov>; and <https://vov.vn/xa-hoi/tang-cuong-quyen-tham-chinh-cua-nguoi-khuyet-tat-post1247643.vov>

⁹ See <https://vov.vn/xa-hoi/nguoi-khuyet-tat-va-hanh-trinh-khang-dinh-quyen-tham-chinh-post1236060.vov>

¹⁰ See https://papi.org.vn/wp-content/uploads/2025/06/Report-on-stakeholders-perspectives-on-the-participation-of-persons-with-disabilities-in-elected-bodies-Eng_Final.pdf

¹¹ See https://papi.org.vn/wp-content/uploads/2025/10/Law-and-Development-Issue-on-electoral-rights-of-PWDs_fn.pdf

¹² See https://papi.org.vn/wp-content/uploads/2025/09/Policy_brief_AdvancingPolParticipation_PersonswDisabilities-in-VietNam_ENG.pdf

¹³ See <https://vietnamlawmagazine.vn/ensuring-equal-political-participation-strengthening-the-rights-to-vote-and-to-stand-for-election-of-persons-with-disabilities-in-vietnam-75396.html>

- Launched on the International Day of Parliamentarianism (30 June), **three clips produced by potential candidates with disabilities** to (1) share their aspirations to run for office, (2) support from organizations and elected representatives, and (3) the challenges that hinder their voting rights.¹⁴
- Assessment of Disability Inclusion in Local Governance (2024): UNDP and MDRI's published their third "Annual assessment of disability inclusion in local governance 2024" on the occasion of the Viet Nam's Day of Persons with Disabilities (18 Apr 2025).¹⁵ The report reflects the voice of **2,310 respondents with various disability types across the country**, identified critical barriers in access to information, public administrative procedures, climate change response, and voting processes. This analysis has informed subsequent UNDP technical assistance, safeguarding approaches, and local government engagement.

As reported earlier, UNDP's advocacy efforts for inclusive governance in the past three years under PAPI have paid off. On 05 December 2025, the Central Executive Committee Office issued Conclusion No. 444-TB/VPTW of the General Secretary's working session on the implementation of the Party's guidelines, policies, and the State's laws regarding people with disabilities with line ministries and VFD on the occasion of the International Day of Persons with Disabilities (03 December).¹⁶ The Conclusion highlights the significance of ensuring access of persons with disabilities to public services, including on online platforms, and conducting research on the quota of representatives of persons with disabilities in the National Assembly. The day after, on 06 December, VFD was invited to meet with the National Assembly Office on nominating candidates with disabilities to the National Assembly.

Addressing Physical Barriers in Can Tho City: To address physical inaccessibility as a barrier to inclusive governance, UNDP initiated a national research project starting with a comprehensive assessment in Can Tho City. Led by a team of five experts with disabilities, the initiative audited 22 public buildings and conducted 70 in-depth interviews across six (6) wards. The study prioritized inclusive data collection, engaging a diverse range of stakeholders across gender (36 men, 33 women, 1 transgender woman) and ethnicity (Kinh, Khmer, Hoa). On 27 November 2025, 31 delegates reviewed the preliminary findings at a soft launch, providing critical feedback for provincial reports. This pilot establishes the methodology for expansion to Ninh Binh and Lam Dong in 2026, aiming to ensure representative data for national accessibility standards.

Strengthening Voices and Roles of Organizations of Persons with Disability During Administrative Restructuring: To address the risks faced by Organizations of Persons with Disabilities (OPDs) during administrative restructuring, UNDP, IDEA, and CAPD delivered a targeted training initiative on "Enhancing Representative Voices and Roles." The program launched with a 2.5-day workshop in Can Tho (27–29 November), equipping 30 OPD leaders from the southern region with critical skills in analysing legal documents, identifying inclusion gaps, and preparing evidence-based policy feedback. The training achieved high participant satisfaction, with 85 percent (17/20) rating the course as "Very Satisfied" and noting the value of practical, case-based exercises.¹⁷ The curated course for 28 representatives of OPDs in the Central region was co-organized with VFD and Da Nang OPD on 13 and 14 December. Based on the pre-training survey results, the organization branding contents were replaced by good policy analysis and guidance on remote consultation with OPD members with Google Form. According to the post-training survey, 23/24 respondents were satisfied and highly satisfied with the workshop; 24/24 were willing to introduce it to others. The practicality and relevance of the course for OPDs in current contexts were deeply appreciated by participants.

Evidence-Based Analysis to Promote LGBTQAI+ Inclusive Governance: To support the ten-year review of the 2014 Law on Marriage and Family (LMF), UNDP and the Institute for Studies of Society, Economy and

¹⁴ See <https://www.youtube.com/watch?v=HqSoSIU8L7g> and <https://www.youtube.com/watch?v=JxXdgQxVTKk>
<https://www.youtube.com/watch?v=uTA4M3X4QsQ>

¹⁵ See <https://papi.org.vn/wp-content/uploads/2024/12/Report-Assessing-disability-inclusion-in-local-governance-2024-Eng-Final-.pdf>

¹⁶ See <https://thuvienphapluat.vn/van-ban/Bo-may-hanh-chinh/Thong-bao-ket-luan-444-TB-VPTW-2025-tinh-hinh-chu-truong-chinh-sach-cua-Dang-nguoi-khuyet-tat-683919.aspx>

¹⁷ Photos of the training: <https://drive.google.com/drive/folders/1sWsjA-Z0QL1sbiLbNpaWqKeg3FDuBWrg>

Environment (iSEE) collaborated on an evidence-based analysis to promote LGBTQAI+ inclusive governance. As Vietnam prepares for the upcoming 2026 legal revision, two complementary studies were conducted to identify implementation gaps and ensure the legal system aligns with modern human rights standards.

- 1) **Assessment of the implementation of selected provisions of the 2014 Law on Marriage and Family:** The study aims to identify key achievements, limitations, and legal gaps in the LMF's application, and to provide an evidence base for legal reform during the period 2025–2035, contributing to the development of a revised LMF in 2026 that is humane, modern, and aligned with international standards. The study has employed a mixed-methods approach, combining legal and comparative analysis with expert interviews and policy consultations involving judges, justice officials, academics, and practicing lawyers. A rights-based approach underpins the analysis, placing human rights at the centre of evaluating the adequacy and effectiveness of existing legal provisions.
- 2) **Research on the legal protection needs of LGBTI persons, with a focus on LGBTI couples:** Between September and December 2025, UNDP and iSEE conducted the study *Under the Same Roof* ("*Dưới một mái nhà*") to update evidence on the lived experiences of LGBTI couples cohabiting in Viet Nam, in the context of the forthcoming revision of the 2014 LMF (effective 2015). Building on earlier national research, the study has examined legal gaps affecting same-sex couples in areas such as property, dependents, representation, and social welfare, and documents how couples organize daily life around finances, housing, healthcare, and parenting. It has also assessed how different policy options, including marriage, civil partnership, and proxy mechanisms, respond to diverse needs. The study has employed a mixed-methods design combining a national online survey with in-depth interviews and focus group discussions, with attention to inclusion of rural respondents, persons with disabilities, ethnic minorities, and binational couples.

As of December 2025, both research reports have completed the draft phase and are pending consultation with relevant stakeholders. A technical consultation workshop is planned on the second week of January 2026 as part of the ten-year review of the 2014 LMF. The workshop will convene policymakers, legal and academic experts, civil society organizations, and community representatives to discuss findings, exchange technical and community perspectives, and shape recommendations, ensuring that the revised legal framework effectively protects the rights of all individuals and families, including LGBTI couples, in Viet Nam.

Engaging Youth to Future-Proof Viet Nam's Public Sector: To provide insights on how the public sector in Viet Nam can attract, retain and nurture young generations of talents, particularly in the context of administration reform, and workforce downsizing requiring each individual to be more versatile, the PAPI Programme has undertaken the study entitled "Youth's perception and readiness for a public sector career". Drawing on insights from the PAPI index, this study explores the public sector's appeal to youth, and strategies to strengthen the sector's attractiveness towards young talents in a highly competitive labour market, and at the same time to develop capacity for the current workforce. Examples from other countries are also showcased to provide a greater detail into how different countries are executing talent attraction and development strategies to the public sector. Findings from this study has been disseminated with the Ministry of Home Affairs (MOHA), the ministry in charge of staff allocation, staff training, compensation and benefits, for consideration in refining ongoing public administration reforms and informing the design of future human resource development policies.

iv. Promoting Transparency and Accountability in the Public Sector

Promotion of Citizen Rights to Access to Land Information: Results from the fourth review of land information disclosure was released in March 2025 (before the administration reform milestone of 1 July 2025) to inform all 704 districts across 63 provinces in Viet Nam about their performance in land transparency from a user perspective and to call for improvements in information disclosure online. As the research shows, the number of districts disclosing the land plans and land price frameworks increased after the first three review periods, suggesting a strong contribution for enhanced transparency by PAPI research. The findings also are publicly shared at <https://www.congkhaithongtindatdai.info/> which reveal annual land transparency data at the

district level annually from 2021 to 2024. The PAPI Programme will continue this land transparency review in 2026, given the high interest among the public on this subject matter.

Promotion of Citizen Rights to Access to Budget Information: In 2025, the PAPI Programme continued its budget transparency review, building on the first round conducted in 2024. This year’s review shifted from merely assessing the status of budget disclosure to examining how administrative reform has affected budget transparency practices, drawing on in-depth case studies from Lang Son, Dien Bien, and the newly formed Ho Chi Minh City (following its merger with Binh Duong and Ba Ria – Vung Tau). The study identified several factors and challenges that constrain localities’ ability to disclose budget information, including the lack of detailed guidance and the inappropriate or insufficient allocation of budgeting personnel. The findings have been shared with relevant government agencies, including provincial Departments of Finance to inform them of the situation at the grassroots level, and with the National Assembly for discussion during its 10th session as part of efforts to review and advance the administration reform.

v. Promoting Inclusive Urban Governance and Resilience

Building Climate Resilience for Outdoor Workers in Ha Noi: In 2025, the PAPI Programme conducted a series of activities to identify the impact of extreme weather events on outdoor workers in Ha Noi and suggest co-designed response mechanisms for policy advocacy. The activities aim to enhance the resilience of those vulnerable groups against increasingly damaging impacts. Key activities include:

- **First-Aid Training:** Thirty-six outdoor workers received practical training in fundamental first aid and CPR. This equipped them to handle occupational accidents and health emergencies resulting from constant exposure to harsh weather conditions.
- **Photovoice Training:** Twenty-nine workers were empowered to act as visual storytellers. By documenting their daily realities and coping strategies, they raised public awareness about the challenges they face, encouraging broader social support for improved working conditions.
- **Action Research:** A study on “The Impact of Extreme Weather on Outdoor Workers in Ha Noi” analyzed the effects of weather on health, livelihoods, and social access. The research proposed co-designed solutions to improve resilience while promoting social equity.

The final report has been shared with the Ha Noi Department of Construction as well as the National Assembly. It offers critical insights for city planning, particularly regarding the adaptive reuse of public spaces and unused government premises. These findings support the vision of a more inclusive Ha Noi and lay the groundwork for PAPI’s continued research on transforming public spaces in 2026.

1.2.3. Communication for Visibility and Impact

To drive impact and advocate for policy change, the PAPI Programme invested significantly in creating knowledge products, disseminating research findings, and communicating its outputs throughout 2025. During the reporting period, the program produced **18 major reports**—including the 2024 PAPI Report, 16 deep-dive thematic research papers, and various capacity development materials—alongside **six Policy Briefs**. These products were utilized in launches and training sessions to engage stakeholders in evidence-based policy dialogues.

Furthermore, **12 articles were written and published** on the *Vietnam Law and Legal Forum Magazine* of the Vietnam News Agency, *the Journal of Law and Development* and *the Viet Companion Magazine* to broaden the reach of research findings and further advocate for reform. All these reports and articles, as well as PAPI datasets and provincial profiles, remain publicly accessible via the official PAPI website at www.papi.org.vn, dedicated landing pages—including the Land Transparency page at <https://congkhaithongtindatdai.info/> and the AI-Powered Tool for E-services at <https://dichvucong.me/>—and the Programme’s social media channels on [Facebook](#), [LinkedIn](#) and [YouTube](#). In addition, accessibility has improved in the PAPI Programme’s communication materials to assist persons with visual impairment to access research materials.

2. Output Progress

As highlighted in Section 1, project implementation from January to December 2025 was continuously adapted in response to significant institutional reorganizations and barriers affecting Output 1. Due to the suspension of the 2025 PAPI survey, UNDP—in consultation with donors (DFAT and the Embassy of Ireland)—repurposed survey funding toward two key areas: a rapid assessment of public service delivery within the new two-tier government system (Output 1) and a series of policy research initiatives under Output 5.

Parallel to these adjustments, extensive efforts were made to communicate PAPI findings and knowledge products across multiple levels. These activities aimed to maximize the long-term policy impact of PAPI data, engage diverse stakeholders, and provide technical support to socio-economically disadvantaged provinces. Notably, the UNDP PAPI team dedicated significant resources this year to fundraising and designing the successor initiative: the “Inclusive Governance Enhancement Programme (IGEP)” for the 2026–2031 period. This new programme is strategically designed to align with the next government term following the Party Congress in January and the National Elections in March 2026.

Table 2 summarises **PAPI’ key results achieved as of 31 December 2025**. In addition, [Annex 1](#) presents lists of **policy and action research papers and advocacy products** produced in 2024 and [Annex 3](#) presents the operational status of the 2025 Annual Work Plan after revision.

Table 2: PAPI Programme's Key Results as of End-2025

Output Statement	Output Indicators	Data Source	Baseline (2017)		Project Targets	Accumulated Results	Yearly Results	Current Status	Means of Verifications
			Value	Year	June 2026	2025	2025		
THE VIETNAM PROVINCIAL GOVERNANCE AND PUBLIC ADMINISTRATION INDEX (PAPI) (under Outputs 1, 2, 3 and 4 in PAPI's annual work plan)	- Standardized robust and objective methodology set forth for PAPI further refined and followed upon for PAPI by end of May	Minutes on refined methodology	1	Every year	9	8	0	Completed for 2024-2025 cycle; not initiated for 2025	Annual PAPI Reports
	- Fieldwork for PAPI completed in all 63 provinces by December	PAPI Dataset	1	Every year	8	7	0	Completed for 2024-2025 cycle; not initiated for 2025	Annual PAPI Datasets
	- Total number of randomly selected respondents from various demographic backgrounds across Viet Nam interviewed face-to-face	PAPI Dataset	14,063	Every year	125,000	113,614	0	Completed for 2024-2025 cycle; not initiated for 2025	Annual PAPI Datasets
	- Dataset for PAPI finalized for analysis by mid-December	Verified PAPI Dataset	1	Every year	8	7	0	Completed for 2024-2025 cycle; not initiated for 2025	Cleaned PAPI datasets for analysis
	- Initial analysis of PAPI data carried out in the second half of December for further writing up of PAPI report in following year January and February of the following year	PAPI Data	1	Every year	8	7	0	Completed for 2024-2025 cycle; not initiated for 2025	Presentations at National Advisory Board Meetings

Output Statement	Output Indicators	Data Source	Baseline (2017)		Project Targets	Accumulated Results	Yearly Results	Current Status	Means of Verifications
	- PAPI data analyzed by PAPI research team members by February of the following year	PAPI Data and other references	1	Every year	9	7	0	Completed for 2024-2025 cycle; not initiated for 2025	Drafting Reports
	- Final PAPI Report completed, validated with the National Advisory Board by February of the following year	PAPI Data and other references	1	Every year	9	7	1	Completed for 2024-2025 cycle; not initiated for 2025	Minutes of Advisory Board Meetings
	- National launching event to disseminate latest PAPI findings by March/April of the following year	PAPI Data and Reports	1	Every year	9	8	1	Completed for 2024-2025 cycle; not initiated for 2025	Launching Events
	- Regional/provincial dissemination workshops to disseminate PAPI findings convened for further policy dialogues with provinces after PAPI findings are launched each year	PAPI Data and Reports	10	Every year	80	125	8	Below the target of 10 due to local administrative reorganisation	Media news & Mission Account
	- Total number of participants who are public officials and civil servants in hybrid diagnostic workshops to disseminate PAPI findings each year (estimated average)	Activity Reports/Provincial reports	1,000	Every year	25,000	56,550	2,200	Exceeding target	Media news & Mission Account
	- PAPI findings and data used at the central level for policy monitoring purposes (e.g., in Government's indexes) throughout the year	Media coverage and Government reports	1	Every year	9	9	2	Exceeding target	Regulation 365 on KPIs, MAE's PEPI

Output Statement	Output Indicators	Data Source	Baseline (2017)		Project Targets	Accumulated Results	Yearly Results	Current Status	Means of Verifications
	- A series of case studies on good and poor performers for peer learning throughout the year using time-series data	Case study reports	3	Every year	27	63	15	Exceeding target	Published at https://papi.org.vn/en/g/thematic-research-reports/
PAPI-BASED INCLUSIVE GOVERNANCE PROMOTED THROUGH ACTION RESEARCH & LOCAL INITIATIVES (under Outputs 3 and 5)	- Thematic research studies on inclusive governance, citizen participation, persons with disabilities, gender equity based on PAPI findings	Published reports	3	Every year	27	32	11	Exceeding target	Published at https://papi.org.vn/en/g/thematic-research-reports/
	- Policy Briefs submitted to the National Assembly for delegates' reference and discussion		3	Every Year	24	30	6	Exceeding target	
	- Central and provincial initiatives on citizen engagement and public services	Number of local initiatives supported	2	Every year from 2021	10	9	2	On track	Shared for upscaling at https://papi.org.vn/en/g/sang-kien-papi/
EFFECTIVE COMMUNICATION OF PAPI-RELATED OUTPUTS (under Outputs 1-5)	- PAPI and thematic research findings on inclusive governance, citizen participation, persons with disabilities, gender equity using PAPI widely communicated	Media coverage of research findings	100	Every year	700	3,500	250	Exceeding target	Rounded, reflected through media clipping documents for each event posted on www.papi.org.vn/eng
	- Thematic research advocacy events on inclusive governance, citizen participation, persons with disabilities, gender equity using PAPI	Dissemination and advocacy events	3	Every year from 2019	21	52	16	Exceeding target	Published at https://papi.org.vn/en/g/thematic-research-reports/
	- www.papi.org.vn website updated and maintained regularly throughout PAPI iterations	The website	Once	Every year	10 Times	9 Times	10 Times	Meeting target	www.papi.org.vn

3. Communications and Visibility in 2025

The year 2025 saw PAPI's active engagement in communications through different channels. Table 3.3 below highlights PAPI's results in communication and visibility on the media and the levels of interactions with PAPI's communication channels.

Table 3: PAPI's Communication and Visibility Results in 2025

Communication Events/Products	Number	Outreach	Channels	Links
National Launch – 2024 PAPI Launch	1	More than 170 TV, radio and print/ online news reports cover events and research findings	Television, radio, newspapers, journals	Communication Report
Thematic Discussions at the Central Level	10	More than 45 TV, radio and print/ online news reports cover events and research findings	Television, radio, newspapers, journals	Communication Round up
Quarterly Bulletins	4	More than 250 followers read the PAPI Bulletins each quarter via Mail chimp	On https://papi.org.vn/category/tin-tuc/ , mailchimp and social media	Issue 43 04/ 2025 Issue 44 06/2025 Issue 45 09/2025 Issue 46 12/2025
Published Articles	12		Vietnam Law and Legal Forum Magazine, Journal of Law and Development and Viet Companion Magazine	See Annex 1
Published Policy Briefs	6		UNDP's website	See Annex 1
Published Press Releases	4	The public	All media outlets concerned	See Annex 1
Interviews on media	8	On TV and radio at prime hours	VOV1, VTV, Science and Technology Magazine , etc.	See Annex 1
Communication Campaign on the Impact of Extreme Weather on Outdoor Workers	1	1,525,250 reach and 791,491 engagements across platforms	Vì một Hà Nội đáng sống	Communication Report
Media products on on political rights of PWDs	14	14 media products (articles, radio programs, and a documentary)		List of feature articles
www.papi.org.vn website	1	11,000 users	PAPI's website	www.papi.org.vn
Land Transparency Landing Page	1	1,000 users	Landing page	https://www.congkhaithongtindatdai.info/

Communication Events/Products	Number	Outreach	Channels	Links
AI-Powered E-Service	1	2,635 AI chat sessions	Landing page	https://dichvucong.m e/
Social media	174 posts	326,925 Impressions	PAPI (Facebook, LinkedIn, YouTube) UNDP (Facebook)	See links underneath each channel

3.1. Communication for Impact

In 2025, the communication of 2024 PAPI findings and follow-up action research and initiatives for impact was undertaken regularly at provincial, national and international levels. Below are key facts and figures for each level.

3.1.1. At the National Level

The **2024 PAPI Report** was officially launched on **15 April 2025** in Ha Noi. About **610 participants** from a variety of central and provincial level agencies, national and international development partners, and embassies attended onsite and online. Of the total number of participants, **89 participants** who are provincial or sectoral leaders from **56 provinces** attended the launch in person. The event was extensively covered on the media with large outreach (see the [Media clipping](#)):

- **9** television stations covering 2024 PAPI launching event and findings;
- **161** domestic and international newspapers covering 2024 PAPI Launching event and findings;
- **610** participants (onsite and online);
- **33,746** reaches and impression on social media;
- **9,569** livestream views on both English and Vietnamese livestream channels;
- **1,168** downloads of 2024 PAPI Report in English and in Vietnamese from www.papi.org.vn.



After the national launch, **300 print editions of the 2024 PAPI Report** were sent to provincial leaders and a further **300** were sent to National Assembly delegates.

As reported in Section 1, a significant result of sustained PAPI communication over the years was the Politburo's [Regulation No. 365/QĐ-BCHTW](#), in which **PAPI was identified as one of the core indexes** (along with PCI, PAR Index or the like) **to be used for assessing the performance of Provincial People's Committee Chairpersons in leadership and direction of the implementation of local governments' mandates and responsibilities.**

Also, throughout the year, **10 thematic policy discussions** were convened at the central level (in Ha Noi) to disseminate thematic research findings and advocate for policy reforms that support inclusive governance for all, especially for vulnerable groups. These consultations were instrumental in refining and finalizing **six policy briefs** and **11 thematic reports** covering critical governance themes, including land transparency, inclusive digital transformation, inclusive urban governance during extreme weather events, political participation and representation of women and persons with disabilities, key performance measures for the public sector, and youth engagement in the public sector. To ensure these findings informed high-level decision-making, the policy reports and briefs were submitted to the Communist Party Standing Committee, the National Assembly, and relevant central government agencies to support their ongoing policy review and reform efforts. **Two significant outcomes**, as mentioned in Section 1, **were the HCMA's report to the Politburo on enhancing women's political participation and the General Secretary's Conclusion on disability inclusion in politics.**

3.1.2. At the Provincial Level:

By mid-December 2025, at least **eight (08) provinces convened diagnostic workshops to discuss 2024 PAPI findings** (see [link](#) to the list of provinces with trackable information about the diagnostic workshops). At the workshops, in-depth analysis of provincial level findings from 2024 PAPI indicators informed provincial, departmental, district and commune leaders on areas where each province could enhance their performance. In response to the PAPI findings, at least **21 out of 34 provinces** issued renewed provincial action plans and directives in 2025. See [link](#) to the list of provinces with trackable provincial resolutions, action plans or directives.



In addition, **nine (09)** thematic discussions and advisory meetings were convened at the provincial level in order to consult action research findings and provide technical advice for provincial leaders. These sessions aimed to promote women’s political participation in local governments and STEM sectors, disability inclusion, budget transparency, and access to e-services for rural and ethnic minority communities. A significant outcome of this engagement was seen in October 2025, when the Hanoi People’s Committee accelerated the implementation of inclusive and mobile e-services for city residents immediately following a consultation meeting with UNDP experts. Another example was with Can Tho introducing the mobile e-service in a commune with disbursed population density after the PAPI Team shared the PAPI findings and the mobile e-service with Can Tho authorities from municipal to commune levels.

In addition, **PAPI and thematic research findings were presented at different national conferences** at the request of the national partners during 2025. Key engagements included the Vietnam Urban Forum with the Ministry of Construction focusing [on inclusive urban governance](#); the HCMA’s Academy of Public Administration and Governance, highlighting PAPI’s [data and initiatives for public sector innovation](#); and the Central Committee of the Vietnam Fatherland Front [in support of the development of the Provincial Social Trust Index](#). These sessions were important opportunities to advocate for inclusive governance and public service delivery, while calling for action on how to build social trust using reliable, evidence-based data.

3.1.3. At the International Level:

Between July and December, PAPI approaches and knowledge products were shared across international and regional events. Below are key highlights in 2025:

- **South-South exchange in the Mekong region:** PAPI approaches and findings were presented at the Mekong regional workshop entitled “*Citizen Engagement and Open Parliament for Inclusive and Responsive Governance*” from 22-23 October 2025 in Vientiane Capital, Lao PDR. (See the presentation [here](#).)
- **Country-level knowledge sharing:** PAPI approaches and methods were shared with Nepal (July 11) and Sri Lanka (August 22) through virtual discussions and UNDP-led sessions involving government and development partners.
- **Global data advocacy:** On October 23, PAPI’s impact was showcased at the UNDP “Data Thursday” webinar entitled “How to Use Data and Analytics to Solve 21st Century Challenges”, demonstrating to an international audience how analytics can address modern governance challenges.
- **Academic engagement:** On December 3, PAPI findings and methods were presented at the 26th New Zealand Asian Studies Society International Conference at the University of Auckland, in a session dedicated for tools and considerations for modern states. (See the presentation [here](#).)

3.2. Dissemination of PAPI's Website and Thematic Landing Pages

To create impact at different governance levels, the PAPI Programme put significant efforts in disseminating its activities, outputs and publications through its dedicated website at www.papi.org.vn, thematic landing pages (including the Land Transparency page at <https://congkhaithongtindatdai.info/> and the AI-Powered Tool for E-services at <https://dichvucong.me/>), and social media platforms (including Facebook, LinkedIn and YouTube).

3.2.1. A Snapshot of Interactions on PAPI's Website



3.2.2. A Snapshot of Interactions on PAPI's Social Media Platforms

SOCIAL MEDIA CHANNELS

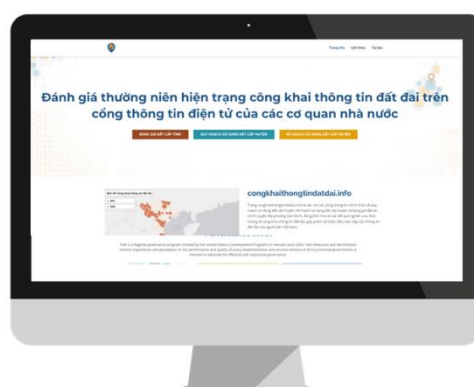


3.2.3. A Snapshot of Interactions on PAPI's Land Transparency Landing Page

Land Transparency

<https://www.congkhaithongtindatdai.info/>

1,000 users

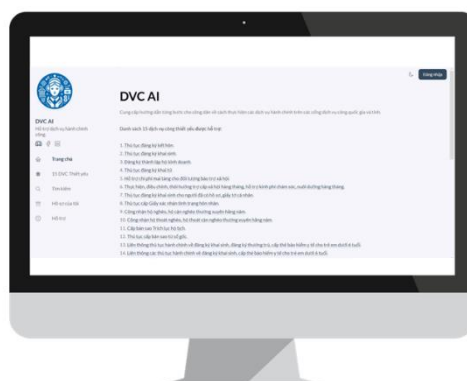


3.2.4. A Snapshot of Interactions on PAPI's AI-Powered Tool for E-Services Landing Page

AI-Powered Tool

<https://dichvucong.me/>

2,635 chat AI session



4. Project Budget Expenditure

4.1. Status of Expenditure by Output for the Period from 1 January – 31 December 2025

The PAPI Programme's 2025 annual budget expenditure underwent two revisions to reflect the challenges due to institutional changes and the requirement for the PAPI survey to be framed as a nationally-owned project under the new ODA regulation. As Annex 2 shows, as of 31 December 2025, the total actual and committed expenditure amount was rounded up at **1,170,275 USD**, accounted for roughly **80%** of the total revised budget plan for 2025 at **1,456,017 USD** after the final budget revision in October 2025. The total expenditure amount includes expenditures, commitments 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), human resources (a full-time National Programme and Policy Analyst, a full-time National Programme Officer for Gender Inclusion, a full-time National Programme Officer for CPII, a full-time Communications Officer for PAPI, a full-time Programme Associate, a full-time National Programme Disability Inclusion Officer, a half-time Programme Officer for Gender Inclusion, and a one-fourths of the Governance and Participation Team Lead), general management service, and implementation support expenditures incurred within the project during the reporting period, apart from other in-kind contributions from UNDP.

At the Outputs level (see also Annex 3), Output 1 took the share of **324,808 USD** of the total expenditure from the total revised budget in October 2025. Earlier in 2025, Output 1 'Refined methodology, indicators and survey for rolling out in 63 provinces' was meant for the making of regular annual PAPI, i.e. methodology, questionnaire refinement, training of field controllers and enumerators, nation-wide surveys in all provinces to collect 2025 PAPI data, quality control, as well as updating and maintaining the www.papi.org.vn website and support for the launch of the 2024 PAPI Report in April 2025. However, as reported to international partners supporting PAPI in September 2025, Output 1 was refined to adapt to the new situation. A smaller scaled citizen and civil servant study was embarked on to measure how public administrative and basic services have been delivered after the administrative and local government restructuring from 1 July 2025. This new study commenced from December 2025. The total Output 1 delivery also includes remaining work for the 2024 PAPI 2024 reporting and dissemination, policy briefs and policy advocacy using 16 years of PAPI findings, as well as the regular updates of the PAPI website at www.papi.org.vn.

The delivery amount of Output 2 was **85,343 USD** in 2025. The amount is for engaging international expertise in research programme management, refinement of methodology, questionnaire revision, data testing, and data quality control, missions for international experts in Ha Noi, and copy editing for the 2024 PAPI Report. 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. During the 2025, as the 2025 PAPI survey was not able to be conducted, international expertise was used for in-depth PAPI studies on gender, a review of 16 years of PAPI findings and the formulation of the IGEP (or the PAPI 2.0 programme).

The total expenditure value for Output 3 was **117,339 USD** for the reporting period after repurposing Output 1's initial budget plan. After October 2025, at the request of the new Ministry of Ethnic and Religious Affairs, the Programme provided technical support for the implementation, monitoring and evaluation of the implementation of Phase II of the National Targeted Programme on Socio-Economic Development in Ethnic Minority and Mountainous Areas. Also, at the request of the HCMA, the Programme started the plan to build capacity for local government leaders and civil servants on inclusive digital governance in provinces with ethnic minorities through hands-on training and a training curriculum on digital, data and AI governance. This Output was also largely funded by provinces that took their initiative to cover expenses for provincial diagnostic workshops.

During the reporting period, **24,710 USD** was spent on Output 4 to disseminate and communicate PAPI. A full-time Communication Officer has been with PAPI to assist the programme with communication activities. The budget was also used for printing 2024 PAPI reports and profiles, the hybrid national launch on 15 April 2024 and for launching events of thematic reports during the year.

Output 5 expenditure, both in commitment for contracts with non-government organizations, firms and consultants and actual expenses in 2025, took up the largest share at **491,444 USD**. This output's deliveries thematic research and advocacy products in budget transparency, inclusion of persons with disabilities in local governance, disability participation in elected bodies, assessment of physical accessibility of public offices, inclusion of LGBTIQ+, women in politics and STEM, youth engagement in public administration, inclusive urban governance, Citizen Powered Innovation Initiatives in Quang Tri and Ha Giang (now Tuyen Quang after merger), the AI-powered tool to support access to e-services, review of Provincial and National E-service Portals, key performance indicators for the Communist Party agencies, and local governments' digital feedback mechanisms.

In addition, as planned, in December 2025, the Programme signed up individual contracts for terminal evaluation of the Programme, with the total contract value at **46,109 USD**. This assignment will be completed in March 2026 to inform the development of the next phase of the PAPI Programme.

General management support and auditing costs totaled **80,522 USD** as of 31 December 2025. The full cost will be accounted on 31 January 2026 after the closure of UNDP's fiscal year of 2025. The final delivery number of the whole PAPI Programme in 2025 will be reported to donors by UNDP Head Quarter by end of June 2026.

4.2. Revision to the 2025 PAPI Budget Plan

PAPI's budget plan for the period from January to December 2025 was revised twice in 2025 (June and October). The final revised 2025 budget plan for disbursement was **1,456,017 USD** from the initially planned amount of **2,097,741 USD**. The revision aimed to reflect the changes to in the budget plan for Outputs 1, 3 and 5 after repurposing 2025 PAPI survey budget plan in Outputs 1.1-1.4 to a scaled down survey and substantive thematic research and advocacy products to reflect the country's institutional contexts and Viet Nam's ODA regulations as briefed in Section 1. [Annex 2](#) provides details about the 2025 Work and Budget Plan as revised in October 2025, and the 2025 expenditure progress against the revised work plan.

Also, as the Embassy of Ireland's funding must be spent in 2025, the PAPI Programme prioritized using Ireland's resources for Outputs 1, 3 and 5 where there were needs and commitments from national partners. Commitments are for contracted amounts made under service contracts with national partners/service providers for delivery in early 2026.

It is important to note that the final overall financial reports by UNDP Head Quarter, including the one for the whole PAPI Programme, to donors will be submitted in by end of June 2026.

5. Project Risks and Mitigation Measures

In 2025, three key risks drivers required particular attention from UNDP and its stakeholders to ensure the viability of the Programme and the feasibility of its activities. These were:

- 1) The massive administrative reorganization and institutional change (i.e. the merger of provinces from 63 to 34 units, the removal of the district administrative and government layer, and the merger of communes from over 10,000 to 3,321 units) started from 1 July 2025.
- 2) Viet Nam's increasingly restrictive environment for civil society.
- 3) Official Government request for UNDP to identify a national owner for the PAPI Programme, moving away from the historic joint civil society-mass organization implementation modality in place since 2009.

To manage these risks vectors, UNDP actively engaged with the Ministry of Finance, the Ministry of Home Affairs, and the Ministry of Public Security to inform about the PAPI Programme's activities and the potential partnership with PAPI's long-standing partner, the HCMA. During 2025, with the HCMA welcoming UNDP's invitation to be the national project owner for the PAPI Programme, the two parties started the process to set up the next phase of the PAPI 2.0 Programme, which is now entitled "*Inclusive Governance Enhancement Programme (IGEP)*" for the period 2026 to 2031. In the meantime, UNDP continued partnering with both state and non-state actors in implementing the 2025 work plan through contractual arrangements with non-government organizations and letters of agreements with provincial governments. Also, UNDP ceased the implementation of the 2025 PAPI survey at the request of the Ministry of Foreign Affairs and the Ministry of Finance, pending Government approval of the new IGEP Programme.

On GEDSI, the PAPI Programme has dedicated employees for gender and disability inclusion. On prevention of sexual exploitation, sexual abuse, and sexual harassment, the PAPI Programme has implemented key gender-related initiatives to prevent sexual exploitation, sexual abuse, and sexual harassment (PSEAH) following UNDP's [PSEAH policy](#), resulting in enhanced capacity among both UNDP staff (UNDP in Viet Nam has a specialized PSEAH Task Force) and implementing partners to effectively address these issues. These initiatives include the development and dissemination of informational leaflets on PSEAH and Principles to Protect Children, detailing prohibited acts to safeguard them from sexual abuse, violence, and exploitation. These resources were shared with researchers and project beneficiaries, fostering a culture of respect and accountability across UNDP-supported projects (including in PAPI's Field Survey Standard Operation Manual). Additionally, significant substantive contributions were made to the UN's Gender Theme Group through policy dialogues, best practices and technical expertise.

Also, UNDP has its own [anti-fraud](#) and [anti-corruption](#) policies that every programme and project must comply with. Furthermore, UNDP requires programmes and projects to screen their compliance with [UNDP's Social and Environmental Standards](#).

Table 4.1 below presents the identified risks, risk rating and how UNDP mitigated the risks in implementation of the PAPI Programme in 2025:

Table 4.1: Risks and Risk Mitigation Measures in 2025

Risk Title	Description of Risk	Risk Rating	UNDP's Mitigation Actions
Political Risk	Decree No. 26/2024/ND-CP on Management of International Cooperation in Laws and Judicial Reform, which constrains opportunities for international support for policy reforms, making it a huge challenge for the Programme's activities that can create policy impact	Medium	- Staying proactive to conduct relevant and timely research and discussions on policy issues as part of the laws and regulations on annual Politburo's directions and the National Assembly's agendas for law and ordinance development; - Actively engaging Party, legislative and government officials in national policy dialogues and provincial policy venues for advocacy; - Actively providing substantive policy advice through policy briefs to the Politburo via HCMA and to the National Assembly directly, as well as through official media;

Risk Title	Description of Risk	Risk Rating	UNDP's Mitigation Actions
Political Risk	Stringent ODA regulations posing challenges for engaging civil society/non-government organizations as responsible parties/development partners	Medium	- Working with CSOs/NGOs as service contractors, noting that CSO/NGO partners were converting their business models to social enterprises to cope with the constrained context.
Institutional Risk	The massive administrative reorganization and institutional change taking place in 2025	Low	- Keeping abreast of the reforms and adapting the programme's activities to the new context; - Working closely with national and provincial leaders to replan activities post-merger for effective implementation; - Reprogramming of the 2025 PAPI survey to a smaller scale rapid assessment of public service delivery to keep both the Viet Nam government and development partners abreast of the merger impact on citizens' access to public services.
Institutional Risk	Planned activities not completed on-time due to prolonged processes of engaging government partners due to on-going restructuring of central and local government agencies	Low	Working mainly with non-state actors to measure and study on governance and public administration, while actively engaged with central and local government agencies through non-project mechanisms
Legal and Regulatory Risk	Changes in legal and regulatory frameworks that might impact PAPI's operation, especially in a restrictive environment.	Low	Ensuring compliance with all local laws, maintaining open channels with legal advisors, and adapting to regulatory changes.
Financial Risk	Dependency on a limited number of funding sources that may challenge PAPI's financial sustainability; PAPI's increasing scope also requiring additional financial resources, which may outpace funding availability.	Low	Despite being funded by the Australian DFAT and the Government of Ireland, UNDP actively seeking diversified funding by collaborating with provincial governments for annual funding for diagnostic workshops and exploring new funding opportunities for in-depth research and innovation projects with provinces.
Stakeholders (Partner Choice)	Poor performance of partners selected for PAPI's activities as partners may lack capacity/knowledge in areas of PAPI focus, resulting in poor Programme's outputs	Low	Undertaking rigorous selection of partners and tenders following UNDP's open and transparent capacity assessment and bidder selection processes
Stakeholders (Coordination, collaboration, cooperation)	PAPI's research findings not well received by government and policy makers, failing to disseminate PAPI findings to policymakers, making citizen voices unheard	Low	Actively engaging government and non-government stakeholders from central to local levels through national launching events, media coverage, provincial diagnostic workshops, printed copies of PAPI and thematic research reports sent as well as policy briefs to the National Assembly and relevant government partners
Operational Risk	A natural disaster event (e.g., floods, typhoons, land slides, etc.) disrupt ability to implement PAPI activities in the field.	Low	UNDP-PAPI team working closely with partners and provinces to manage the timing for missions to reduce possible risks.

Risk Title	Description of Risk	Risk Rating	UNDP's Mitigation Actions
Coordination Risk	The emergence of similar surveys might result in overlapping data or contradictions, diluting the effectiveness of PAPI.	Low	Increasing coordination efforts with other governance surveys and establishing platforms for data sharing and joint research.
Social Risk	Possible child exploitation, abuse and harm as people implementing PAPI activities (field researchers) may contact children; sexual harassment in PAPI research and advocacy work	Low	Ensuring that PAPI interviews only conducted at public places and only citizens from the age of 18 years old participate in PAPI activities; UNDP providing protocols and regularly training research teams about prevention of child abuse and sexual harassment before field missions.
Social Risk	Low participation of people with disabilities, women, ethnic minorities, LGBTIQ+ people and migrants in PAPI research and advocacy activities	Low	Realizing PAPI's commitment and mission that all surveys and research and development work are inclusive of all those that are most vulnerable to being left behind
Environmental Risk	PAPI involves activities within or adjacent to critical habitats and/or environmentally sensitive areas	Low	Conducting annual review of environmental risks for any project activity with provinces and avoiding any environmental risk associated with PAPI activities

6. Lessons Learned and Ways Forward

6.1. Lessons Learned

The following are three key lessons drawn from PAPI Programme implementation in 2025.

6.1.1: Staying Agile and Adaptive amidst Institutional Changes

As 2025 witnessed significant institutional reforms and administrative reorganization in Viet Nam—coupled with persistent challenges for non-state and civil society actors—UNDP Viet Nam implemented the PAPI Programme with a balance of caution and agility. UNDP's Senior Management took bold steps in engaging key government partners to secure support for the program's continuity, ensuring all activities remained aligned with evolving institutional changes and government regulations.

As a result, the 2024 PAPI Report was successfully launched despite significant delays in the approval process. Key findings—including sensitive data on public support for same-sex marriage, citizen perspectives on corruption control, vertical accountability, and environmental governance—were widely disseminated through official media channels. Furthermore, critical policy recommendations were shared with high-level decision-making bodies, including the Politburo and the National Assembly.

6.1.2: Political Sensitivities Requiring Careful Navigations

Governance assessments and inclusive initiatives often encounter political resistance, particularly in restricted environments. The PAPI experience in Viet Nam demonstrates that survey findings may occasionally contradict official narratives. This requires the team to carefully navigate politically sensitive data, particularly regarding, especially those relating to citizen participation in policymaking and in holding governments accountable, to the underrepresented populations like LGBTQAI+ and persons with disability, the engagement of youth in important policy setting fora, and even in making sure that women should be more represented in the Party, elected and government bodies. Also, engaging non-state actors in conducting empirical research and policy monitoring exercises is inherently sensitive.

To do so, the PAPI Programme has established and pursued transparent, robust engagement approaches, research methodologies and consulted extensively with central and local government stakeholders to build

trust in its research and advocacy activities. For instance, before launching the 2024 PAPI report, the Advisory Board members were convened to gather their political advice about sensitive issues. The same approach was applied for thematic research through consultative meetings to discuss preliminary findings. During the year, UNDP engaged the HCMA officially in a number of important research work, such as the rapid assessment of citizen experience with public services under the two tier-government system from 1 July 2025 and key performance indicators for Party organizations, to gain political support and buy-ins of the studies' findings and policy recommendations. Crucially, all PAPI reports and policy briefs focused on constructive recommendations for policy improvement rather than critiquing existing power structures.

Additionally, the program operationalized "Do No Harm" principles by embedding strict confidentiality and informed consent into every project stage. Inclusion was backed by dedicated budget allocations for reasonable accommodations (e.g., sign language interpretation), ensuring support was substantive rather than symbolic. By partnering with four key OPDs—VFD, IDEA, CAPD, and Da Nang OPD—as intermediaries, the program mitigated power imbalances and ensured diverse representation across gender, age, and ethnicity.

Finally, as in previous years, in 2025, external validation from respected third parties has added credibility against methodological dismissal. International collaborations, such as having international state of the art research design and technical advice, reinforce PAPI's methodological integrity. The PAPI Programme was also proactive in anticipating challenges throughout the year to come up with strategies to cope with intrinsic political sensitivity and power pressure that any independent governance measurement like PAPI and its deep-dive action research is exposed to.

6.1.3: Essence of Quality Assurance of Research Work for Effective Policy Advice

A further lesson from the PAPI Programme is the importance of UNDP's rigorous quality assurance processes. UNDP, with its international standards in quality assurance and technical knowledge in inclusive governance, has ensured that the PAPI Programme produced thought-leading, policy-oriented knowledge products and impactful technical advice. Compromising on quality undermines trustworthiness and policy impact. That is why, from the outset, both PAPI surveys and thematic research follow rigorous and transparent research protocols from conceptualization to analysis, from what could be delivered to what caveats should be in place. This, in turn, has contributed to the buy-in of PAPI's survey and research findings and recommendations to date and in the challenging year of 2025.

6.2. Priorities for 2026 Annual Work Plan

To implement the 2026 Work Plan (see Annex 4) effectively, the following key activities will be conducted:

Issue/observation	Action to be taken	Responsible	Timeline
Consolidating the partnership with the HCMA and VFF Central Committee	A high-level meeting with the VFF Central Committee in 2026 together with the HCMA to establish the relationship for PAPI data collection in 2026;	UNDP's PAPI Programme Manager	June-July 2026
Political sensitization of Viet Nam's local government context after the 2026 Party Congress and National Elections	PAPI stakeholders and partners will be consulted and informed about local government contexts after the Party Congress and the National Elections	UNDP and PAPI Team	January to May 2026
Preparing for the Inclusive Governance Enhancement Programme (IGEP) to be approved for the 2026 PAPI survey to be conducted from July 2026	UNDP and HCMA will work closely to prepare for IGEP to be approved in the first half of	UNDP and HCMA	January to June 2026
Strengthening PAPI impact at different levels	Further and proactive dissemination of PAPI and thematic research findings at national and provincial policy events and through policy briefs to	UNDP and national partners, local	Throughout 2026

Issue/observation	Action to be taken	Responsible	Timeline
	inform decision makers and practitioners; Further promoting the use of PAPI findings as evidence and means of verification for programmatic work by the Government of Vietnam (e.g., the Environmental Protection Performance Index, the Provincial Social Trust Index, the key performance indicators for provincial leaders), by the UN for monitoring the implementation of Vietnam's SDGs, UN's 2027-2031 One Plan, and UNDP's 2027-2031 Country Programme Document, and of interested development partners; Further promoting the replication of the PAPI model through South-South Cooperation and international venues (forums, conferences, and experiencing sharing);	governments	
Conducting 2026 PAPI survey to provide baselines for the 2026-2031 government term	Following up on village reorganization planned for 2026 because it will affect the sampling of 2026 PAPI village units. Working closely with HCMA and local VFF to keep track of the rearrangement for effective implementation of the plan for 2026 PAPI survey.	UNDP	January-June 2026
Ensuring quality assurance of PAPI survey data and research findings	Adopting regular spot-checks and data quality check to alert abnormalities; Working closely with national partners to emphasize the importance of the integrity of the PAPI surveys and research;	UNDP & National Partners	January-December 2026
Ensuring inclusive governance for all, including ethnic minorities, LGBTQAI+, migrants and persons with disability	Communicating disability inclusive governance to raise public awareness and advocate for change in the public sector; Promoting LGBTIQ+ inclusion through research and advocacy activities for SDG reporting and advocacy for the Law on Marriage and Family; Improving access to e-services at the national and provincial levels for ethnic minorities and persons with disabilities;	UNDP	Throughout 2026
Ensuring effective public sector innovation in PAPI's provincial counterparts' activities	Working with provinces to promote user-friendly e-services, including application of the AI assistance tool, for those who are being left behind, including ethnic minorities and people with disabilities;	UNDP and provincial governments	Throughout 2026
Improving PAPI Programme's performance	Regularly reviewing risks in project implementation against possible institutional, political, regulatory, social, economic and environmental uncertainties influencing the implementation of the PAPI Programme as a whole or part of it;	UNDP	Throughout 2026
Enhancing PAPI Programme's impact on inclusive governance and public administration	Conducting end-of-project report to review the Programme's impact for follow-up actions, including the IGEP (PAPI Phase 2) work plans, before the Programme ends in June 2027	UNDP	January – March 2026

Annexes

Annex 1: Key PAPI Knowledge and Advocacy Products

Below are **52 policy and action research papers and advocacy and knowledge products in English and Vietnamese** that have been commissioned, produced, published and/or presented at high-level/key events from January to December 2025:

I. List of Released Reports and Publications

In Vietnamese:

1. UNDP, VFF-CRT, CECODES & RTA (2025). **Chỉ số Hiệu quả quản trị và hành chính công cấp tỉnh (PAPI) năm 2024** [in Vietnamese]. Available at <http://papi.org.vn/eng/bao-cao/>
2. The United Nations Development Programme (UNDP) in Viet Nam, IT'S T TIME organization (March 2025) [in Vietnamese]. **Đánh giá khía cạnh phúc lợi kinh tế của người chuyển giới tại Việt Nam**. Available at <https://papi.org.vn/assessment-of-economic-wellbeing-of-transgender-persons-in-vietnam/>
3. Center for Education Promotion and Empowerment of Women (CEPEW), Real-Time Analytics (RTA), and United Nations Development Programme (UNDP) (2025) [in Vietnamese]. **Đánh giá vòng 4 việc công khai quy hoạch, kế hoạch sử dụng đất ở cấp huyện và bảng giá đất ở cấp tỉnh năm 2024**. Available at <https://papi.org.vn/danh-gia-vong-4-viec-cong-khai-quy-hoach-ke-hoach-su-dung-dat-o-cap-huyen-va-bang-gia-dat-o-cap-tinh-nam-2024/>
4. The United Nations Development Programme (UNDP) in Viet Nam, Center of Research and Inclusive Development Action (IDEA) (June 2025) [in Vietnamese]. Available at **Quan điểm của các bên liên quan về sự tham gia của người khuyết tật vào các cơ quan dân cử**. <https://papi.org.vn/quan-diem-cua-cac-ben-lien-quan-ve-su-tham-gia-cua-nguoi-khuyet-tat-vao-cac-co-quan-dan-cu/>
5. The United Nations Development Programme (UNDP) in Viet Nam, ECUE Social Enterprise and the For a Livable Ha Noi Network (October 2025) [in Vietnamese]. **Báo cáo kết quả khảo sát các nguồn quỹ hỗ trợ cho người khuyết tật tại Việt Nam**. Available at <https://papi.org.vn/bao-cao-ket-qua-khao-sat-cac-nguon-quy-ho-tro-cho-nguoi-khuyet-tat-tai-viet-nam/>
6. The United Nations Development Programme (UNDP) in Viet Nam, ECUE Social Enterprise and the For a Livable Ha Noi Network (October 2025). **Ảnh hưởng của thời tiết cực đoan đối với người lao động ngoài trời tại Hà Nội và đề xuất giải pháp** [in Vietnamese]. Available at <https://papi.org.vn/anh-huong-cua-thoi-tiet-cuc-doan-doi-voi-nguoi-lao-dong-ngoai-troi-tai-ha-noi/>
7. The United Nations Development Programme (UNDP) in Viet Nam, the Institute for Policy Studies and Media Development (IPS) (June 2025). **Đánh giá dịch vụ công cấp tỉnh và cấp quốc gia từ góc độ người dùng năm 2025** [in Vietnamese]. Available at <https://papi.org.vn/danh-gia-cong-dich-vu-cong-cap-tinh-tu-goc-do-nguoi-dung-nam-2025-va-de-xuat-cho-qua-trinh-chuyen-doi-trong-giai-doan-toi/>
8. The United Nations Development Programme (UNDP) in Viet Nam, the Vietnam Center for Strategic Economic Studies (VESS) (October 2025) [in Vietnamese]. Available at **Công khai ngân sách địa phương trong bối cảnh sắp xếp lại đơn vị hành chính năm 2025**. <https://papi.org.vn/cong-khai-ngan-sach-dia-phuong-trong-boi-can-sap-xep-lai-don-vi-hanh-chinh-nam-2025/>
9. The United Nations Development Programme (UNDP) in Viet Nam, the Ho Chi Minh National Academy of Politics, the Viet Nam Sociological Association (November 2025). **Tăng cường vai trò lãnh đạo của cán bộ nữ trong chính quyền địa phương trong kỷ nguyên mới: Kinh nghiệm từ tỉnh Tuyên Quang và Vĩnh Long** [in Vietnamese]. Available at <https://papi.org.vn/tang-cuong-vai-tro-lanh-dao-cua-can-bo-nu-trong-chinh-quyen-dia-phuong-trong-ky-nguyen-moi-kinh-nghiem-tu-tinh-tuyen-quang-va-vinh-long/>
10. The United Nations Development Programme (UNDP) in Viet Nam, the Ho Chi Minh National Academy of Politics, Center of Science & Technology Application and Start up (COSTAS) (November 2025). **Nâng cao vị thế của phụ nữ trong lãnh đạo và quản lý nhà nước về khoa học công nghệ, đổi mới sáng tạo và chuyển**

đổi số trong khu vực công ở Việt Nam [in Vietnamese]. Available at <https://papi.org.vn/nang-cao-vi-the-cua-phu-nu-trong-lanh-dao-va-quan-ly-nha-nuoc-ve-khoa-hoc-cong-nghe-doi-moi-sang-tao-va-chuyen-doi-so-trong-khu-vuc-cong-o-viet-nam/>

11. The United Nations Development Programme (UNDP) in Viet Nam, Can Tho Association of People with Disabilities (December 2025). **Đánh giá khả năng tiếp cận công trình công cộng của người khuyết tật ở Cần Thơ**. Presentation of key findings available at <https://papi.org.vn/bao-cao-danh-gia-kha-nang-tiep-can-cong-trinh-cong-cong-cua-nguoi-khuyet-tat/>
12. The United Nations Development Programme (UNDP) in Viet Nam. **Dưới một mái nhà: Tìm hiểu trải nghiệm, thách thức và nhu cầu pháp lý của cặp đôi LGBTI tại Việt Nam**. Presentation of key findings available at <https://papi.org.vn/cuoc-hop-ky-thuat-tham-van-ket-qua-nghien-cuu-viec-tong-ket-10-nam-thi-hanh-luat-hon-nhan-va-gia-dinh-nam-2015/>

In English:

1. UNDP, VFF-CRT, CECODES & RTA (2025). **The Viet Nam Governance and Public Administration Performance Index (PAPI) 2024**. Available at <https://papi.org.vn/eng/bao-cao/>
2. The United Nations Development Programme (UNDP) in Viet Nam, IT'S T TIME organization (March 2025). **Assessment of the Economic Wellbeing Dimension of Transgender People in Viet Nam**. Available at <https://papi.org.vn/eng/assessment-of-economic-wellbeing-of-transgender-persons-in-vietnam/>
3. Center for Education Promotion and Empowerment of Women (CEPEW), Real-Time Analytics (RTA), and United Nations Development Programme (UNDP) (2025). **2024 Review of Local Governments' Performance in Disclosure of District-Level Land Use Master Plans, Annual Land Use Plans, and Provincial Land Pricing Frameworks**. Available at <https://papi.org.vn/eng/danh-gia-vong-4-viec-cong-khai-quy-hoach-ke-hoach-su-dung-dat-o-cap-huyen-va-bang-gia-dat-o-cap-tinh-nam-2024/>
4. The United Nations Development Programme (UNDP) in Viet Nam, Center of Research and Inclusive Development Action (IDEA) (June 2025). **Stakeholders' Perspectives on the Participation of Persons with Disabilities in Elected Bodies**. Available <https://papi.org.vn/eng/quan-diem-cua-cac-ben-lien-quan-ve-su-tham-gia-cua-nguoi-khuyet-tat-vao-cac-co-quan-dan-cu/>
5. The United Nations Development Programme (UNDP) in Viet Nam, ECUE Social Enterprise and the For a Livable Ha Noi Network (October 2025). **Survey Report on Support Funds for Person with Disabilities in Viet Nam**. Available <https://papi.org.vn/eng/bao-cao-ket-qua-khao-sat-cac-nguon-quy-ho-tro-cho-nguoi-khuyet-tat-tai-viet-nam/>
6. The United Nations Development Programme (UNDP) in Viet Nam, ECUE Social Enterprise and the For a Livable Ha Noi Network (October 2025). **Impact of Extreme Weather on Outdoor Workers in Ha Noi and Suggested Responses**. Available at <https://papi.org.vn/eng/anh-huong-cua-thoi-tiet-cuc-doan-doi-voi-nguoi-lao-dong-ngoai-troi-tai-ha-noi/>
7. The United Nations Development Programme (UNDP) in Viet Nam, the Institute for Policy Studies and Media Development (IPS) (June 2025). **2025 Review of Provincial E-service Portals from a User Perspective: Recommendations for the Transition Period**. Available at <https://papi.org.vn/eng/danh-gia-cong-dich-vu-cong-cap-tinh-tu-goc-do-nguoi-dung-nam-2025-va-de-xuat-cho-qua-trinh-chuyen-doi-trong-giai-doan-toi/>
8. The United Nations Development Programme (UNDP) in Viet Nam, the Vietnam Center for Strategic Economic Studies (VESS) (October 2025). **Local Budget Disclosure in the Context of Administrative Boundary Rearrangement in 2025**. Available at <https://papi.org.vn/eng/cong-khai-ngan-sach-dia-phuong-trong-boi-can-hsap-xep-lai-don-vi-hanh-chinh-nam-2025/>
9. The United Nations Development Programme (UNDP) in Viet Nam, the Ho Chi Minh National Academy of Politics, the Viet Nam Sociological Association (November 2025). **Enhancing Women Cadres' Leadership**

in Local Government in the New Era: Experiences from Tuyen Quang and Vinh Long Provinces. Available at <https://papi.org.vn/eng/tang-cuong-vai-tro-lanh-dao-cua-can-bo-nu-trong-chinh-quyen-dia-phuong-trong-ky-nguyen-moi-kinh-nghiem-tu-tinh-tuyen-quang-va-vinh-long/>

10. The United Nations Development Programme (UNDP) in Viet Nam, the Ho Chi Minh National Academy of Politics, Center of Science & Technology Application and Start up (COSTAS) (November 2025). **Advancing Women's Leadership and Management Roles in Science, Technology, Innovation, and Digital Transformation in Viet Nam's Public Sector.** Available at <https://papi.org.vn/eng/advancing-womens-leadership-and-management-roles-in-science-technology-innovation-and-digital-transformation-in-viet-nams-public-sector/>
11. The United Nations Development Programme (UNDP) in Viet Nam, Can Tho Association of People with Disabilities (December 2025). Assessment of Accessibility to Physical Public Service Offices for Persons with Disability in Can Tho. Presentation of key findings available at <https://papi.org.vn/bao-cao-danh-gia-kha-nang-tiep-can-cong-trinh-cong-cong-cua-nguoi-khuyet-tat/>
12. The United Nations Development Programme (UNDP) in Viet Nam, **Under one roof: Understanding experiences, challenges, and legal needs of LGBTI couples in Viet Nam.** Available at <https://papi.org.vn/eng/cuoc-hop-ky-thuat-tham-van-ket-qua-nghien-cuu-viec-tong-ket-10-nam-thi-hanh-luat-hon-nhan-va-gia-dinh-nam-2015/>

II. List of Policy Briefs

In Vietnamese:

1. The United Nations Development Programme (UNDP) in Viet Nam (August 2025). **Thu hút và phát huy vai trò của thanh niên trong hiện đại hóa khu vực công ở Việt Nam** [in Vietnamese]. Available at <https://papi.org.vn/thanh-nien-va-tuong-lai-nghe-nghiep-trong-boi-can-h-chuyen-minh-cua-viet-nam/>
2. The United Nations Development Programme (UNDP) in Viet Nam (September 2025). **Tham gia chính trị bình đẳng: Bảo đảm quyền bỏ phiếu và ứng cử của người khuyết tật ở Việt Nam** [in Vietnamese]. Available at <https://papi.org.vn/tom-tat-nghien-cuu-chinh-sach-tham-gia-chinh-tri-binh-dang-bao-dam-quyen-bo-phieu-va-ung-cu-cua-nguoi-khuyet-tat-o-viet-nam/>
3. The United Nations Development Programme (UNDP) in Viet Nam, Center of Research and Inclusive Development Action (IDEA) (October 2025). **Tăng cường sự tham gia của phụ nữ vào vị trí lãnh đạo, quản lý trong hệ thống chính trị và bộ máy chính quyền các cấp** [in Vietnamese]. Available at <https://papi.org.vn/tom-tat-nghien-cuu-chinh-sach-tang-cuong-su-tham-gia-cua-phu-nu-vao-vi-tri-lanh-dao-quan-ly-trong-he-thong-chinh-tri-va-bo-may-chinh-quyen-cac-cap/>

In English:

1. The United Nations Development Programme (UNDP) in Viet Nam (August 2025). **Engaging Youth to Future-Proof Viet Nam's Public Sector.** Available at <https://papi.org.vn/eng/thanh-nien-va-tuong-lai-nghe-nghiep-trong-boi-can-h-chuyen-minh-cua-viet-nam/>
2. The United Nations Development Programme (UNDP) in Viet Nam (September 2025). **Equal Political Participation: Ensuring the Rights to Vote and Stand for Election of Persons with Disabilities in Viet Nam.** Available at <https://papi.org.vn/tom-tat-nghien-cuu-chinh-sach-tham-gia-chinh-tri-binh-dang-bao-dam-quyen-bo-phieu-va-ung-cu-cua-nguoi-khuyet-tat-o-viet-nam/>
3. The United Nations Development Programme (UNDP) in Viet Nam (October 2025). **Promoting Women's Participation in Leadership and Management Positions in Viet Nam's Political System and Public Administration at All Levels.** Available at <https://papi.org.vn/eng/tom-tat-nghien-cuu-chinh-sach-tang-cuong-su-tham-gia-cua-phu-nu-vao-vi-tri-lanh-dao-quan-ly-trong-he-thong-chinh-tri-va-bo-may-chinh-quyen-cac-cap/>

III. List of Journal Publications

In Vietnamese:

1. The United Nations Development Programme (UNDP) in Viet Nam, Journal of Law and Development (August 2025). **Bảo đảm quyền ứng cử của người khuyết tật tại Việt Nam: Phân tích các rào cản cấu trúc và định kiến xã hội trong quy trình bầu cử** [in Vietnamese]. Available at <https://phapluatphattrien.vn/bao-dam-quyen-ung-cu-cua-nguoi-khuyet-tat-tai-viet-nam-phan-tich-cac-rao-can-cau-truc-va-dinh-kien-xa-hoi-trong-quy-trinh-bau-cu-d4256.html>
2. The United Nations Development Programme (UNDP) in Viet Nam, Báo đồng hành Việt (October 2025). **Quyền tham gia chính trị – Nền tảng của hòa nhập xã hội** [in Vietnamese]. Available at <https://donghanhviet.vn/nguoi-khuyet-tat-voi-co-quan-dan-cu/>
3. The United Nations Development Programme (UNDP) in Viet Nam, Báo đồng hành Việt (October 2025). **Ý định bỏ phiếu cho ứng viên là người khuyết tật tại Việt Nam: Bằng chứng khảo sát và hàm ý chính sách** [in Vietnamese]. Available at <https://donghanhviet.vn/nguoi-khuyet-tat-voi-co-quan-dan-cu-2/>
4. The United Nations Development Programme (UNDP) in Viet Nam, Journal of Law and Development (August 2025). **Từ thách thức đến giải pháp: NKT cần làm chủ hành trình ứng cử** [in Vietnamese]. Available at <https://donghanhviet.vn/nguoi-khuyet-tat-voi-co-quan-dan-cu-3/>

In English:

1. The United Nations Development Programme (UNDP) in Viet Nam, the Viet Nam Law & Legal Forum (April 2025). **2024 PAPI Report: Government reforms offer historic opportunity to enhance local governance for all**. Available at <https://vietnamlawmagazine.vn/2024-papi-report-government-reforms-offer-historic-opportunity-to-enhance-local-governance-for-all-74085.html>
2. The United Nations Development Programme (UNDP) in Viet Nam, the Viet Nam Law & Legal Forum (May 2025). **Assessing provincial performance in 2024: gaps and opportunities for local government action in final mile of 2021-26 term**. Available at https://vietnamlawmagazine.vn/assessing-provincial-performance-in-2024-gaps-and-opportunities-for-local-government-action-in-final-mile-of-2021-26-term-74358.html?fbclid=IwY2xjawLB7UlleHRuA2FlbQlXMAbicmlkETExTjYxWFM1NFdaMnVXNGRUAR5tCCcJNH0lqK00iLi2HRlmZs_3jAUXQrvNnmKwhSE5EfYu9zn0KqcyEdaMA_aem_3teUXfk5YXli1geam5I4fw
3. The United Nations Development Programme (UNDP) in Viet Nam, the Viet Nam Law & Legal Forum (June 2025). **Effects of climate-linked disasters on citizens and expectations for Government action**. Available at <https://vietnamlawmagazine.vn/effects-of-climate-linked-disasters-on-citizens-and-expectations-for-government-action-74581.html>
4. The United Nations Development Programme (UNDP) in Viet Nam, the Viet Nam Law & Legal Forum (July 2025). **Social insurance and interlinkages with citizens' perceptions of economic wellbeing and issues of greatest concern**. Available at https://vietnamlawmagazine.vn/social-insurance-and-interlinkages-with-citizens-perceptions-of-economic-wellbeing-and-issues-of-greatest-concern-74815.html?fbclid=IwY2xjawNK1oJleHRuA2FlbQlXMAbicmlkETFFYmRLS2ZSYIRKTOVWbEIRAR7HH8ZDeahihpVkoGRCMf3Rbm8sSpz7nDLVx2Vx9OEYUmfPm4rbG9rqYoQOAw_aem_O6pN_hYCaNfoRJYB_c4_nw
5. The United Nations Development Programme (UNDP) in Viet Nam, the Viet Nam Law & Legal Forum (August 2025). **Engaging youth to future-proof Vietnam's public sector**. Available at https://vietnamlawmagazine.vn/engaging-youth-to-future-proof-vietnams-public-sector-75135.html?fbclid=IwY2xjawNTFOdleHRuA2FlbQlXMAbicmlkETFvSnBqZmNCd3MybUR2azgyAR6rEpbpDjgdxqk12iVkj8lxnC6IAVOeDDdYOPjqlKT439uu2zqITMpuRHG4LA_aem_N8GUARN5vtuVIGeJtV6A
6. The United Nations Development Programme (UNDP) in Viet Nam, the Viet Nam Law & Legal Forum (November 2025). **Promoting women's participation in leadership and management positions in**

Vietnam's political system. Available at https://vietnamlawmagazine.vn/promoting-womens-participation-in-leadership-and-management-positions-in-vietnams-political-system-75783.html?fbclid=IwY2xjawOQ8AhleHRuA2FlbQlXMQBzcnRjBmFwcF9pZBAyMjIwMzkxNzg4MjAwODkyAAEeUXYOXjtf98lmaxBS1H6J6-5V3kijy0P4tsoA1GxaP1-5VyAVkyQljWZwzRRo_aem_tVorfDOjfPIOf5ySxd9eig

7. The United Nations Development Programme (UNDP) in Viet Nam, the Viet Nam Law & Legal Forum (November 2025). **Promoting women's participation in leadership and management positions in Vietnam's political system.** Available at https://vietnamlawmagazine.vn/promoting-womens-participation-in-leadership-and-management-positions-in-vietnams-political-system-75783.html?fbclid=IwY2xjawOQ8AhleHRuA2FlbQlXMQBzcnRjBmFwcF9pZBAyMjIwMzkxNzg4MjAwODkyAAEeUXYOXjtf98lmaxBS1H6J6-5V3kijy0P4tsoA1GxaP1-5VyAVkyQljWZwzRRo_aem_tVorfDOjfPIOf5ySxd9eig
8. The United Nations Development Programme (UNDP) in Viet Nam, the Viet Nam Law & Legal Forum (November 2025). **Local budget disclosure in the context of administrative boundary rearrangement in 2025.** Available at <https://papi.org.vn/wp-content/uploads/2025/11/Local-budget-disclosure-....-VLLF-Thang-11-2025.pdf>

IV. List of Press Releases

In Vietnamese:

1. UNDP, VFF-CRT, CECODES & RTA (2025). **Báo cáo PAPI 2024: Đổi mới bộ máy chính quyền địa phương - Cơ hội mang tính lịch sử để nâng cao hiệu quả quản trị địa phương và phục vụ nhân dân** [in Vietnamese]. Available at <https://www.undp.org/vi/vietnam/press-releases/bao-cao-papi-2024-doi-moi-bo-may-chinh-quyen-dia-phuong-co-hoi-mang-tinh-lich-su-de-nang-cao-hieu-qua-quan-tri-dia-phuong-va>
2. The United Nations Development Programme (UNDP) in Viet Nam, ECUE Social Enterprise and the For a Livable Ha Noi Network (September 2025) [in Vietnamese]. **Bảo vệ người lao động ngoài trời tại Hà Nội trước thời tiết cực đoan: Xây dựng một thành phố đáng sống cho tất cả mọi người.** Available at https://papi.org.vn/wp-content/uploads/2025/09/26.9-VIET_TCBC-toa%CC%A3-%C4%91a%CC%80m-Finaldocx-1.pdf

In English:

1. UNDP, VFF-CRT, CECODES & RTA (2025). **New PAPI Report: Government Reforms Offer Historic Opportunity to Enhance Local Governance for All.** Available at <https://www.undp.org/vietnam/press-releases/new-papi-report-government-reforms-offer-historic-opportunity-enhance-local-governance-all>
2. The United Nations Development Programme (UNDP) in Viet Nam, ECUE Social Enterprise and the For a Livable Ha Noi Network (September 2025). **Shielding Ha Noi's Outdoor Workers from Extreme Weather: Building a City for All.** Available at https://papi.org.vn/wp-content/uploads/2025/09/26.9-ENG_TCBC-toa%CC%A3-%C4%91a%CC%80m-29.9_Finaldocx-1.pdf

V. Interviews with PAPI Members

1. VTV4. **2024 PAPI Insights: UNDP expert on Local Governance, Citizen Voices, and Viet Nam's Progress.** Available at <https://www.youtube.com/watch?v=9BgiB2DGpqY>
2. Science and Development Newspaper. **Bốn trụ cột cho ứng dụng AI trong khu vực công** [in Vietnamese]. Available at https://khoaocphattrien.vn/khoa-hoc/bon-tru-cot-cho-ung-dung-ai-trong-khu-vuc-cong/20250120023239708p1c160.htm?fbclid=IwY2xjawOWL8tleHRuA2FlbQlXMAbIcmIkETeYnJNhNWh1MlIkdu9tZkMxc3J0YwZhcHBfaWQQMjlyMDM5MTc4ODIwMDg5MgABHiVw9SWTbmwOEP3CCcK218LXOXuAC40Zjay9zgkO6liN28scM6aPY2vDaCQA_aem_AVEK1jQUmJ4eRuBGen05cA
3. VOV1. **Tinh gọn bộ máy giúp khai phóng tiềm năng phát triển bền vững của Việt Nam** [in Vietnamese]. Available at <https://vov1.vov.vn/the-gioi/tin-the-gioi/undp-tinh-gon-bo-may-giup-khai-phong-tiem-nang-phat-trien-ben-vung-cua-viet-nam-111499.vov>

4. VOV1. **Ngày mới của bộ máy mới: Kỳ vọng mới của nhân dân** [in Vietnamese]. Available at https://vov1.vov.vn/goc-nhin-vov1/cau-chuyen-thoi-su/ngay-moi-cua-bo-may-moi-ky-vong-moi-cua-nhan-dan-111547.vov?fbclid=IwY2xjawLQabNleHRuA2FlbQlXMAbIcmIkETfR1Flckx5cm5YaGIOWWxPAR7K7KdhqfFrS_Aa8Wk48RrDoXjuLdksj6m_oKXr0t8xHCAWgNkyogtyha9DhQ_aem_JWKtpsQ8_c77-3BVEQxjAg
5. VTV4. **VTV4's Pride Month news segment.** Available at <https://www.facebook.com/watch/?v=739692505078348&rdid=WTdL0CWZaCQ3Qqve>
6. Viet Nam Today. **Xây dựng năng lực số tại Việt Nam** [in Vietnamese]. Available at https://youtu.be/WpXWB4ayVk0?si=SqyJvsV7Aegy_hvW
7. Ha Noi Television. **Nâng cao kỹ năng tham chính cho người khuyết tật** [in Vietnamese]. Available at <https://hanoionline.vn/nang-cao-ky-nang-tham-chinh-cho-nguoi-khuyet-tat-360127.htm>
8. Science and Technology Magazine. **Sáng kiến DVC AI: Để chuyển đổi số đến từng bản làng** [in Vietnamese]. Available at https://vjst.vn/sang-kien-dvc-ai-de-chuyen-doi-so-den-tung-ban-lang-76559.html?fbclid=IwY2xjawOWMWxleHRuA2FlbQlXMQBzcnRjBmFwcF9pZBAyMjIwMzIxNzg4MjAwODkYAAEelJzRrQdFITqrKX9EzSJcyBd6pBgIIvYfGQfw4Avwsz6dEx5MJF2IY_s5c0_aem_j1WMM2asJjaSusKvDHeHaw

Annex 2: Assessment of Project Effectiveness and Efficiency (1 January – 31 December 2025)

Summary of revised budget plan and provisional expenditure by output for the reporting period from 1 January to 31 December 2025

(The budget plan was revised in October 2025 to reflect changes to Outputs 1, 3 and 5 and GMS upon repurposing the initially planned budget for Output 1.1-1.4. This is due to the fact that 2025 PAPI survey could not be conducted, as reported to development partners in September 2025. Also, as the Embassy of Ireland's funding must be spent in 2025, the PAPI Programme prioritized using Ireland's resources for Outputs 1, 3 and 5 where there were needs and commitments from national partners. The expenses summed up below are reflected as of 31 December 2025. Commitments are for contracted amounts made under service contracts with national partners/service providers for delivery in early 2026.)

Items	DFAT		Government of Ireland		Total		
	Planned (revised in Oct 2025)	Expenses + Commitments	Planned (revised in Oct 2025)	Expenses + Commitments	Planned (revised in Oct 2025)	Expenses + Commitments	Percentage (against targets revised in Oct 2025)
As of 31 December 2025							
Output 1	266,300	264,300	61,437	60,508	327,737	324,808	99%
Output 2	76,443	74,010	12,500	11,332	88,943	85,343	96%
Output 3	56,500	10,069	110,000	107,269	166,500	117,339	70%
Output 4	20,940	20,730	4,500	3,980	25,440	24,710	97%
Output 5	505,200	292,837	194,080	198,607	699,280	491,444	71%
Final evaluation	40,000	46,109	-	-	40,000	46,109	115%
<i>General Management Services (GMS)</i>	77,231	50,071	30,886	30,451	108,117	80,522	74%
Total 2025	1,042,614	758,127	413,403	412,147	1,456,017	1,170,275	80%
Percentage Delivered		73%		99%		80%	

Annex 3: Provisional Annual Work and Budget Plan for 2026

a. Provisional Annual Work Plan for 2026

This work plan is conditional on the assumption that the PAPI 2.0 (IGEP) Programme will be approved for operation from July 2026 for the 2026 PAPI Survey to be conducted from August 2026. If IGEP does not start in July 2026, the funding for Output 1 will be repurposed.

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				Implementation Counterparts	PLANNED BUDGET		
and indicators including annual targets	Activities to be undertaken during the year towards stated output	Q1	Q2	Q3	Q4		Source of Funds	Budget Description	Amount (USD) (estimated)
OUTPUT 1. METHODOLOGY, FIELDWORK AND REPORT						UND and National Partners (HCMA & a research institution)	DFAT & IRISHAID		642,000
1.1. Refined methodology, indicators and survey for rolling out in 34 provinces	1.1.1. To refine PAPI methodology, indicators and the questionnaire			x		UND and National Partners	DFAT & IRISHAID	Ireland and DFAT 2026	620,000
	1.1.2. To consult refined PAPI methodology, indicators and the questionnaire with national and international experts for finalization			x		UND and National Partners	DFAT & IRISHAID	Ireland and DFAT 2026	
1.2. Fieldwork in 34 provinces completed with data for analysing and ranking provinces	1.2.1. To recruit and train enumerators and field controllers for fieldwork surveys			x	x	UND and National Partners	DFAT & IRISHAID	Ireland and DFAT 2026	
	1.2.2. To collect village-level population data for random sampling			x	x	UND and National Partners	DFAT & IRISHAID	Ireland and DFAT 2026	
	1.2.3. To roll out fieldwork surveys in all provinces			x	x	UND and National Partners	DFAT & IRISHAID	Ireland and DFAT 2026	
	1.3.1. To enter collected and cleaned data into a single dataset			x	x	UND and National Partners	DFAT & IRISHAID	Ireland and DFAT 2026	

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				Implementation Counterparts	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Source of Funds	Budget Description	Amount (USD) (estimated)
and indicators including annual targets	Activities to be undertaken during the year towards stated output								
1.3. Data cleaning and entry processed ready for data analysis	1.3.2. To support international experts in data analysis				x	UND and National Partners	DFAT & IRISHAID	Ireland and DFAT 2026	20,000
1.4. Completed report revealing performance statuses of all 34 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					UND and National Partners	DFAT & IRISHAID	<i>[for 2027]</i>	0
	1.4.2. To write up final PAPI reports ready for dissemination of results and continued policy dialogues					UND and National Partners	DFAT & IRISHAID	<i>[for 2027]</i>	0
	1.4.3. To maintain and update PAPI website (www.papi.vn) for consultation and dissemination	x	x	x	x	UNDP	DFAT & IRISHAID	Ireland and DFAT 2026	2,000
OUTPUT 2. ROBUST INTERNATIONAL EXPERTISE INCORPORATED INTO PAPI						UNDP & Int'l Experts	DFAT & Gov of Ireland		130,000
International expertise on Statistics/Quantitative Analysis for PAPI	2.1.1. To engage international expertise on statistical and quantitative analysis for technical support for PAPI construction and analysis	x	x	x	x	UNDP	DFAT & IRISHAID	Ireland and DFAT 2026	130,000
	2.2.1. To conduct a review of available governance surveys in Viet Nam to provide inputs for PAPI 2026-2031	x				UNDP	UNDP	UNDP 2026	0

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				Implementation Counterparts	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Source of Funds	Budget Description	Amount (USD) (estimated)
and indicators including annual targets	Activities to be undertaken during the year towards stated output								
OUTPUT 3. POLICY DIALOGUES WITH PROVINCES OF PAPI DIMENSIONAL FINDINGS						UNDP & NATIONAL PARTNERS, PROVINCES	DFAT & IRISHAID		5,000
3.1. Strengths and weaknesses in provincial performance by dimension discussed with provinces for annual PAPI	3.1.1. To conduct in-depth analysis of eight dimensions of annual PAPI based on datasets for all provinces					UNDP & NATIONAL PARTNERS	DFAT & IRISHAID	<i>[for 2027]</i>	0
	3.1.2. To develop policy brief papers analyzing provinces' performance (i.e. provincial profiles), including GEDSI focus					UNDP & NATIONAL PARTNERS	DFAT & IRISHAID	Ireland and DFAT 2026	5,000
3.2. Interested provinces informed and aware of their performance levels through in-depth discussions with PAPI research team	3.2.1. To develop provinces' performance profiles based on PAPI findings					UNDP & NATIONAL PARTNERS	DFAT & IRISHAID	<i>[for 2027]</i>	0
	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					UNDP, PAPI PARTNERS & PROVINCES	DFAT & IRISHAID	<i>[for 2027]</i>	0
OUTPUT 4. PAPI REPORTS DISSEMINATED AND OUTREACHED						UNDP, API PARTNERS	DFAT		35,000
4.1. PAPI reports published for dissemination and	4.1.1. To review the Vietnamese version of PAPI Reports (peer reviews and proof-reading)					UNDP & API PARTNERS	DFAT	<i>[for 2027]</i>	0

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				Implementation Counterparts	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Source of Funds	Budget Description	Amount (USD) (estimated)
and indicators including annual targets	Activities to be undertaken during the year towards stated output								
further policy discussions	4.1.2. To develop PAPI and thematic studies knowledge publications in English and Vietnamese for dissemination; and to update the website and communicate through social media channels		x			UNDP & API PARTNERS	IRELAND	IRELAND 2026	35,000
	4.1.3. National launching event to disseminate yearly PAPI findings					UNDP & API PARTNERS	DFAT	[for 2027]	0
OUTPUT 5. GOOD PRACTICES IDENTIFIED, ANALYSED AND ADVOCATED						UNDP, Research Institutions, central and local governments	IRISHAID, DFAT, UNDP		427,851
5.1. Good practices of good performing provinces shared	5.1. Citizen-Powered Innovation Initiatives						DFAT		138,000
	5.1.1. To provide technical and management support to local governments in digital transformation through CPII		x	x	x	UNDP, Office of the Government and selected provinces	DFAT	DFAT 2026	68,000
	5.1.2. To develop AI-facilitated innovation initiatives for better e-services for citizens	x	x	x	x	UNDP and RTA	DFAT	DFAT 2026	15,000
	5.1.3. To support Quang Tri province to improve accessibility and usability of e-services	x	x	x	x	UNDP and Quang Tri PPC	DFAT	DFAT 2026	55,000
	5.2A. Enhanced Transparency and Accountability						DFAT & IRELAND		135,000

EXPECTED OUTPUTS and indicators including annual targets	PLANNED ACTIVITIES Activities to be undertaken during the year towards stated output	TIMEFRAME				Implementation Counterparts	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Source of Funds	Budget Description	Amount (USD) (estimated)
5.2. Thematic Research Using PAPI Data for Policy Advocacy	5.2.A1. 5.2.A1. To promote local governments' vertical accountability towards citizens and inclusive urban governance through modern feedback mechanisms in a remote, ethnic minority province, Ha Noi & HCMC	x	x	x	x	UNDP, a technical firm and Tuyen Quang, Ha Noi and HCMC PPC	IRELAND	IRELAND 2026	95,000
	5.2.A2. To support land transparency and citizens' access to land information		x	x	x	UNDP and national research institutions/NGOs	IRELAND	IRELAND 2026	40,000
	5.2B. Promoted Gender Equity in Politics								93,851
	5.2.B1. To promote gender equity in public institutions and elected bodies through research and advocacy activities			x	x	UNDP, Gov agencies, national research institutions/NGOs	IRELAND	IRELAND 2026	33,851
	5.2.B2. To promote LGBTIQA+ inclusion in public institutions through research and advocacy		x	x	x	UNDP, Gov agencies, and NGOs	IRELAND	IRELAND 2026	60,000
	5.2C. PWDs Inclusion in Local Governance and Political Participation						DFAT	DFAT 2026	61,000
	5.2.C1. To enhance inclusive representation and participation of people with disability, especially parents of youth with disabilities	x	x	x	x	UNDP & NGOs, Gov Partners	DFAT	DFAT 2026	6,000

EXPECTED OUTPUTS and indicators including annual targets	PLANNED ACTIVITIES Activities to be undertaken during the year towards stated output	TIMEFRAME				Implementation Counterparts	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Source of Funds	Budget Description	Amount (USD) (estimated)
	5.2.C2. To enhance disability inclusion in local governance and public services	x	x	x	x	UNDP & NGOs, Gov Partners	DFAT	DFAT 2026	55,000
End-of-Project Evaluation		x				UNDP and Independent Consultants	UNDP	UNDP	0
I. Sub-Total Activities – Activities									1,239,851
<i>Sub-Total Activities – DFAT (Activities)</i>									<i>821,000</i>
<i>Sub-Total Activities – Government of Ireland (Activities)</i>									<i>418,851</i>
II. MANAGEMENT (ISS, GOE, DOE, Desks) (3%)									37,196
<i>DFAT 2025</i>									<i>24,630</i>
<i>Ireland 2025</i>									<i>12,566</i>
III. General Management Service (GMS) (8%)									102,164
<i>General Management Service (8%) – DFAT</i>									<i>67,650</i>
<i>General Management Service (8%) – Government of Ireland</i>									<i>34,513</i>
TOTAL BUDGET FOR PAPI RESEARCH FOR THE PERIOD FROM JAN - DEC 2025 (I+II+III)									1,379,210
<i>Cost shared by DFAT</i>									<i>913,280</i>
<i>Cost shared by Government of Ireland</i>									<i>465,930*</i>

** Estimates based on December 2025 UNORE at 1 USD = 0.85 EURO*

b. Provisional Annual Budget Plan for the PAPI Programme in 2026 (*)

EXPECTED OUTPUTS	PLANNED BUDGET	KEY EXPENDITURE ITEMS
OUTPUT 1. METHODOLOGY, FIELDWORK AND REPORT	642,000	PAPI 2026 survey, human resources, and field logistics (for contracts), UNDP's technical experts
OUTPUT 2. ROBUST INTERNATIONAL EXPERTISE INCORPORATED INTO PAPI	130,000	International expertise, programmatic management for PAPI, UNDP's technical experts
OUTPUT 3. POLICY DIALOGUES WITH PROVINCES OF PAPI DIMENSIONAL FINDINGS	0	Provincial diagnostic analysis and workshops; provinces with large ethnicity population supported with alternative solutions to public service delivery;
OUTPUT 4. PAPI REPORTS DISSEMINATED AND OUTREACHED	35,000	Dissemination events for PAPI-related Publications + Comms Experts
OUTPUT 5. GOOD PRACTICES IDENTIFIED, ANALYSED AND ADVOCATED	427,851	CPII innovation initiatives from central and provincial governments; thematic research and advocacy activities for inclusive governance, UNDP's technical experts
End-of-Project	0	Consultation of the End of the Project Report - contributed by UNDP
I. Sub-Total Activities – Activities	1,239,851	
<i>Sub-Total Activities – Australian DFAT (Activities)</i>	<i>821,000</i>	
<i>Sub-Total Activities – Ireland (Activities)</i>	<i>418,851</i>	
II. Implementation Support Service (ISS) (3%)	37,196	
<i>DFAT</i>	<i>24,630</i>	
<i>Ireland</i>	<i>12,566</i>	
III. General Management Service (GMS) (8%)	102,164	
<i>General Management Service (8%) – DFAT</i>	<i>67,650</i>	
<i>General Management Service (8%) – Ireland</i>	<i>34,513</i>	
TOTAL BUDGET FOR PAPI RESEARCH FOR THE PERIOD FROM JAN - DEC 2026 (I+II+III)	1,379,210	
<i>Cost shared by DFAT</i>	<i>913,280</i>	
<i>Cost shared by Ireland</i>	<i>465,930*</i>	

(*) Provisional as 2026 exchange rates may affect budget planning and expenditure in 2026.