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**United Nations Development Programme**  
**The Vietnam Provincial Governance and Public Administration Performance Index (PAPI)**  
**Annual Work Plan and Budget for Project # 00095984**

**Country: Viet Nam**

<b>One Plan Outcome</b>	<p>The One Strategic Plan 2017-2021 represents the programmatic and operational framework for delivering United Nations (UN) support to the Government over the next five years and sets out how the UN will deliver as one in support of national development priorities. The Plan is aligned with the Socio-Economic Development Strategy 2011-2020, the Socio-Economic Development Plan 2016-2020, the Sustainable Development Goals (SDGs) and Viet Nam’s international human rights commitments. The PAPI Project supports Output 4.1 under the Focus Area 4 ‘Promoting Justice, Peace and Inclusive Governance’ in addition to other relevant outputs:</p> <p><b>- Outcome 4.1: Participatory decision-making and responsive institutions</b>          By 2021, participatory and transparent decision-making processes and accountable institutions are strengthened, with policies and implementation mechanisms that are responsive to all people, particularly vulnerable groups, women, youth and children.</p>
<b>SDGs</b>	<p>The PAPI Project supports Viet Nam in gauging the country’s progress in implementation of the Sustainable Development Goals (SDGs) of the 2030 Agenda for Sustainable Development. In particular, PAPI provides data and information to measure the following SDG 16 indicators:</p> <p><b>Goal 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels</b></p> <ul style="list-style-type: none"> <li>- 16.1 Significantly reduce all forms of violence and related death rates everywhere</li> <li>- 16.5 Substantially reduce corruption and bribery in all their forms</li> <li>- 16.6 Develop effective, accountable and transparent institutions at all levels</li> <li>- 16.7 Ensure responsive, inclusive, participatory and representative decision-making at all levels</li> </ul>
<b>Implementing Partner</b>	UNDP
<b>Responsible Parties</b>	UNDP, in association with PAPI Consortium (the Centre for Community Support and Development Studies and the Centre for Research and Training of the Vietnam Fatherland Front); Ho Chi Minh National Academy of Politics; relevant government agencies; national and international research institutions; international and national experts

### Project Summary

The Viet Nam Provincial Governance and Public Administration Performance Index (PAPI) is a policy monitoring tool that reflects citizens' experiences with governance, public administration, and public service delivery in Viet Nam. PAPI aims to generate information that can improve the performance of local authorities in meeting their citizens' needs by: (i) creating constructive competition and promoting learning among local authorities; and (ii) enabling citizens to benchmark their local government's performance and advocate for improvement.

The approach PAPI takes on is to engage citizens in monitoring and evaluation of the performance of different state stakeholders in ensuring good governance and serving citizens through public services. In PAPI, citizens are placed at the heart of Viet Nam's development. As 'end-users' of public administration and public services they are fully capable of assessing the performance of the State and local authorities, and supporting Viet Nam in establishing a State that is "of the people, by the people and for the people" by its Constitution.

PAPI serves as a mirror to reflect the performance of 63 provincial governments in areas of citizen concerns and where citizens and local governments have the most direct interactions. PAPI helps motivate public officials, civil servants, and public employees at different levels and in different sectors to perform better in citizen engagement in governance activities, public sector management, and public service delivery. The index ultimately contributes to Viet Nam's endeavour to develop a civil service system that serves citizens, acts with integrity, and fosters national development. PAPI also provides evidence for officials, media, and civil society to advocate actionable measures that respond to citizens' needs.

To achieve these results the project will conduct national surveys on citizens' experience with governance and public administration performance, convene policy dialogues with central state, government and parliamentary agencies as well as provincial authorities, promote policy reforms, advocate for good practices from local governments, and enhance the effectiveness and efficiency of the state apparatus for the benefits of citizens.

Total project budget for three years from November 2017 to December 2021 is **3,229,008 USD**

**Programme Period (One Plan): 2017-2021**

**Project title: *The Vietnam Provincial Governance and Public Administration Performance Index***

**Project number: 00095984**

**Project duration: 1 Nov 2017 – 31 Dec 2021**

**Estimated project budget: 3,229,008 USD  
(Other/Non-core resources)**

**Committed Budget: 76,108 USD**

- TRAC: 47,761 USD
- 11888: 28,347 USD

**Budget to be mobilized: 3,152,900USD**

- DFAT: 2,270,947 USD
- Irish Aid: 50,000 USD
- Others: 831,953 USD

Agreed by UNDP Vietnam



Caitlin Wiesen, Country Director

**Annex 1. Annual Work Plan and Budget for PAPI 2017**

*(November 2017 – March 2018)*

EXPECTED OUTPUTS <i>And baseline, associated indicators and annual targets</i>	PLANNED ACTIVITIES List all the activities to be undertaken during the year towards stated output	TIMEFRAME				Responsible parties	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Source of Funds	Budget Description	Amount (USD)
<p><b>OUTPUT 1: THE VIETNAM PROVINCIAL GOVERNANCE AND PUBLIC ADMINISTRATION INDEX (PAPI) 2017-2018</b></p> <p><b>KEY RESULTS:</b> PAPI annual implementation in all 63 provinces in Viet Nam in order to promote and enhance good governance and public administration at both central and local levels. Data and evidence available and used by policy makers and researchers at central and provincial levels (i.e. provincial action plans and concrete activities to improve performance; and as a result, performance improvements evidenced in increased provincial PAPI scores overtime and in-depth reviews of actual results).</p> <p>To achieve these results the project will conduct policy dialogues with central state, government and parliamentary agencies as well as provincial authorities will follow up to promote policy change, good practices, and/or enhance implementation effectiveness and efficiency for better governance and public administration for the benefits of citizens. These are done through diagnostic workshops with central and local state and government agencies and through different dissemination channels.</p> <p><b>ONE UN PLAN:</b> Outputs 3.3.1 and 3.3.4 and Governance and Participation Focus Area. PAPI also provides evidence for policy and technical interventions by international donors.</p>						CECODES-VFF & UNDP, Research Institutions, Policy Institutions	TRAC & 11888	Contract with the Consortium  (Committed in the form of a PO)	59,908
<b>Indicators / targets:</b>	<b>1.1. Methodology, Fieldwork and Report</b>	x	x	x	x	CECODES-VFF & UNDP;	TRAC & 11888	In-house expertise (inclusive of	

<p><b>For PAPI 2017 (starting from May 2017 – April 2018, and the following indicators set forth for key activities taking place in 2018 only):</b></p> <ul style="list-style-type: none"> <li>- PAPI 2017 data analysed by PAPI research team members by February 2018</li> <li>- Final PAPI 2017 Report completed, validated with the National Advisory Board and launched publicly by Jan 2018</li> <li>- Provincial workshops to disseminate PAPI 2016 convened before PAPI 2017 Report is released in April 2018.</li> </ul>	<p>1.1.1.1. To refine PAPI methodology, indicators and the questionnaire</p> <p>1.1.2. To consult refined PAPI methodology, indicators and the questionnaire with national and international experts for finalization</p> <p>1.1.3. To recruit and train enumerators and field controllers for fieldwork surveys</p> <p>1.1.4. To collect village-level population data for random sampling</p> <p>1.1.5. To roll out fieldwork surveys in all 63 provinces</p> <p>1.1.6. To enter collected and cleaned data into a single dataset</p> <p>1.1.7. To support international experts in data analysis</p> <p>1.1.8. To organise national validation workshop to report to and consult with national and provincial stakeholders</p>		<p><b>Real Time Analytics</b></p>	<p>substantive and managerial inputs from International Policy Advisor and National Policy Officer) on methodology, approaches;</p> <p>Training of field controllers; guidelines for fieldwork; procedures and processes for field surveys through a Interviewers' Fieldwork Manual,</p> <p>Trips for spot-checks, retraining of trainers, travels,</p> <p>Data testing and convention of double-data entry,</p> <p>Data analysis, one pagers for policy advocacy,</p> <p>Substantive inputs for communications</p>	
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	<p>(including policy makers and practitioners at the national and provincial levels) PAPI 2011 preliminary findings</p> <p>1.1.9. To write up final PAPI reports ready for dissemination of results and continued policy dialogues</p> <p>1.1.10. To update and maintain the website <a href="http://www.papi.org.vn">www.papi.org.vn</a></p>	x	x	x	x				Updating the <a href="http://www.papi.org.vn">www.papi.org.vn</a> website	
<p>1.2. <i>Robust International Expertise Incorporated into PAPI</i></p> <p>1.2.1. To contract out world-class international experts on statistical and quantitative analysis for technical support for PAPI construction and analysis</p> <p>1.2.2. To contract out proof-readers to review PAPI working papers presenting final results</p>	x	x	x	x	x	UNDP in-house experts & Int'l Experts	11888	Contract with International Quantitative Experts for Indexing, Quality Control, and Data Analysis	16,200	

	<p><b>1.3. Policy Dialogues with Provinces of PAPI Dimensional Findings</b></p> <p>1.3.1. In-depth analysis of six dimensions of annual PAPI based on datasets for provincial level policy making</p> <p>1.3.2. To develop policy brief papers analyzing provinces' performance (i.e. provincial profiles)</p> <p>1.3.3. To print-out policy brief papers to present provinces' performance profiles based on PAPI annual findings</p> <p>1.3.4. Seminars/internal discussions with interested provinces on findings of their performance levels in specific dimensions</p>	x	x	x	x	UNDP & Provinces	Other/Non-core	Provincial Diagnostic Workshops with Provinces	Funded by local governments on a case-by-case basis
	Sub-total for Outputs 1.1 and 1.2 (Committed in the form of POs)								76,108
	GMS (8%)								0
	<b>Total (UNDP -- TRAC)</b>								76,108

Annex 2

Annual Work Plan and Budget for PAPI 2018, PAPI 2019 and PAPI 2020 Cycles

(April 2018 – June 2021)

Annex 2.1: Work and Budget Plan for PAPI from April 2018 - December 2021

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET (Unit: USD)			
		Q1	Q2	Q3	Q4		Budget Description	Amount 2018-2019	Amount 2019-2020	Amount 2020-2021
<p>And baseline, associated indicators and annual targets</p> <p>THE VIETNAM PROVINCIAL GOVERNANCE AND PUBLIC ADMINISTRATION INDEX (PAPI) 2018-2021</p> <p><b>KEY RESULTS:</b> PAPI annual implementation in all 63 provinces in Viet Nam in order to promote and enhance good governance and public administration at both central and local levels. Data and evidence available and used by policy makers and researchers at central and provincial levels (i.e. provincial action plans and concrete activities to improve performance; and as a result, performance improvements evidenced in increased provincial PAPI scores overtime and in-depth reviews of actual results).</p> <p>To achieve these results the project will conduct policy dialogues with central state, government and parliamentary agencies as well as provincial authorities will follow up to promote policy change, good practices, and/or enhance implementation effectiveness and efficiency for better governance and public administration for the benefits of citizens. These are done through diagnostic workshops with central and local state and government agencies and through different dissemination channels.</p>	<p>List all the activities to be undertaken during the year towards stated output</p>					<p>UNDP, PAPI Consortium, International Experts, 63 Provinces, Research Institutions</p>	<p>Core co-financing for PAPI Initiative</p> <p>955,848</p> <p>(688,000 from DFAT</p> <p>+ 267,848 to be mobilised)</p>	<p>978,860</p> <p>(726,729 from DFAT</p> <p>+ 252,131 to be mobilised)</p>	<p>938,348</p> <p>(688,000 from DFAT</p> <p>+ 250,348 to be mobilised)</p>	

<p><b>Indicators / targets:</b> <i>(starting from May – April in each PAPI cycle)</i></p> <p>- Standardised robust and objective methodology set forth for PAPI further refined and followed upon for PAPI by end of May</p> <p>- Fieldwork for PAPI completed in all 63 provinces by December</p> <p>- Dataset for PAPI finalised for analysis by mid December</p>	<p><b>1.1. Methodology, Fieldwork and Report</b></p> <p>1.1.1. To refine PAPI methodology, indicators and the questionnaire</p> <p>1.1.2. To consult refined PAPI methodology, indicators and the questionnaire with national and international experts for finalization</p> <p>1.1.3. To recruit and train enumerators and field controllers for fieldwork surveys</p> <p>1.1.4. To collect village-level population data for random sampling</p> <p>1.1.5. To roll out fieldwork surveys in all 63 provinces</p> <p>1.1.6. To enter collected and cleaned data into a single dataset</p>	<p>x</p>	<p>x</p>	<p>x</p>	<p>x</p>	<p>PAPI Consortium (Cecodes-RTA-VFF), UNDP, international &amp; national experts</p>	<p>Sub-contracting with PAPI Consortium, International &amp; national experts</p>	<p><b>642,500</b> <i>(620,000 from DFAT + 22,500 to be mobilised)</i></p>	<p><b>642,500</b> <i>(620,000 from DFAT + 22,500 to be mobilised)</i></p>	<p><b>642,500</b> <i>(620,000 from DFAT + 22,500 to be mobilised)</i></p>
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<p>- 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</p>	<p>1.1.7. To support international experts in data analysis</p>	<p>x</p>	<p>x</p>	<p>x</p>	<p>International experts on methodology and governance</p>	<p>In-house experts; Sub-contracting: International experts, travel</p>	<p>107,500 (40,000 from DFAT +</p>	<p>107,500 (40,000 from DFAT +</p>	<p>107,500 (40,000 from DFAT +</p>
<p>- PAPI data analysed by PAPI research team members by February</p>	<p>1.1.8. To organise national validation workshop to report to national and provincial stakeholders (including policy makers and practitioners at the national and provincial levels) PAPI 2011 preliminary findings</p>								
<p>- Final PAPI Report completed, validated with the National Advisory Board</p>	<p>1.1.9. To write up final PAPI reports ready for dissemination of results and continued policy dialogues</p>								
<p>- National launching event to</p>	<p>1.1.10. PAPI website (<a href="http://www.papi.org.vn">www.papi.org.vn</a>) for consultation and dissemination maintained</p>								
	<p>1.2. <b>Robust International Expertise Incorporated into PAPI</b></p>								
	<p>1.2.1. To contract out world-class international</p>								

<p>disseminate latest PAPI findings by March/April</p> <p>- Regional dissemination workshops to disseminate PAPI findings convened for further policy dialogues with provinces after PAPI findings are launched each year</p> <p>- PAPI findings and data used at the central level for policy monitoring purposes (e.g. in M&amp;E of corruption and anti-corruption work; in PAR</p>	<p>experts on statistical and quantitative analysis for technical support for PAPI construction and analysis</p> <p>1.2.2. To contract out proof-readers to review PAPI working papers presenting final results</p>	<p>x</p> <p>x</p> <p>x</p> <p>x</p> <p>x</p>			<p>measurement ; In collaboration with UNDP's and donors' experts</p>	<p>missions to Vietnam</p>	<p>67,500 to be mobilised)</p>	<p>67,500 to be mobilised)</p>	<p>67,500 to be mobilised)</p>
<p>1.3. Policy Dialogues with Provinces of PAPI Dimensional Findings</p> <p>1.3.1. In-depth analysis of six dimensions of annual PAPI based on datasets for provincial level policy making</p> <p>1.3.2. To develop policy brief papers analyzing provinces' performance (i.e. provincial profiles)</p> <p>1.3.3. To print-out policy brief papers to present provinces' performance profiles based on PAPI annual findings</p>	<p>1.3. Policy Dialogues with Provinces of PAPI Dimensional Findings</p> <p>1.3.1. In-depth analysis of six dimensions of annual PAPI based on datasets for provincial level policy making</p> <p>1.3.2. To develop policy brief papers analyzing provinces' performance (i.e. provincial profiles)</p> <p>1.3.3. To print-out policy brief papers to present provinces' performance profiles based on PAPI annual findings</p>	<p>x</p> <p>x</p> <p>x</p> <p>x</p> <p>x</p>	<p>x</p>	<p>UNDP, Viet Nam Fatherland Front, Ho Chi Minh Academy; research institutions; and provinces; donors</p>	<p>Sub-contracting: International experts, national experts, workshops, publication, travels</p>	<p>92,500 (15,000 from DFAT + 77,500 to be mobilised)</p>	<p>92,500 (15,000 from DFAT + 77,500 to be mobilised)</p>	<p>92,500 (15,000 from DFAT + 77,500 to be mobilised)</p>	<p>92,500 (15,000 from DFAT + 77,500 to be mobilised)</p>

<p>Index by the Government throughout the year</p> <ul style="list-style-type: none"> <li>- A series of case studies on good and poor performers for peer learning throughout the year using time-series data</li> </ul>	<p>1.3.4. To organise seminars/internal discussions with interested provinces on findings of their performance levels in specific dimensions</p> <p>1.3.5. To present and participate in provincial diagnostic workshops to share PAPI findings with local governments</p> <p>1.3.6. To organise an international conference on government performance assessment to showcase PAPI</p>	<p>x</p>	<p>x</p>	<p>x</p>	<p>x</p>	<p>Viet Nam Fatherland Front, HCMA &amp; UNDP, donors, provinces</p>	<p>Sub-contracting; International and national peer-reviewers; publication, printing services, travel</p>	<p>73,348 (13,000 from DFAT + 60,348 to be mobilised)</p>	<p>73,348 (13,000 from DFAT + 60,348 to be mobilised)</p>	<p>73,348 (13,000 from DFAT + 60,348 to be mobilised)</p>
<ul style="list-style-type: none"> <li>- <a href="http://www.papi.org.vn">www.papi.org.vn</a> website updated and maintained regularly throughout PAPI iterations</li> </ul>	<p><b>1.4. PAPI Reports Disseminated and Outreached</b></p> <p>1.4.1. To review the Vietnamese version of PAPI Reports (peer reviews and proof-reading)</p> <p>1.4.2. To print-out final PAPI reports in English</p>	<p>x</p>	<p>x</p>	<p>x</p>	<p>x</p>					
<ul style="list-style-type: none"> <li>- Proposal with options regarding post-2016 PAPI development</li> </ul>										

and Vietnamese for outreach and dissemination and launching event								
1.4.3. To organise national launches of latest PAPI findings								
1.4.4. To facilitate provincial workshops to disseminate PAPI findings								
<b>1.5. Good Practices Analysed and Advocated</b>								
1.5.1. To conduct case studies on performance levels of provinces using PAPI data and secondary data collected from the provinces to withdraw lessons learnt								
1.5.2. To organise peering events for interested provinces to share good practices and lessons.								

Mid-term Evaluation												
			X	X							63,012	-
											(38,729 from DFAT + 24,283 to be mobilised)	-

## 2. Annual budget allocation for outputs and mid-term evaluation for the period from 2018-2021

October 2017 UN Exchange: 1 USD = 1.277AUD

	2018-2019	2019-2020	2020-2021	Total (USD)	Total (AUD)	Total DFAT Contribution (AUD)	Total To-Be-Mobilised (AUD)	Total To-Be-Mobilised (USD)
Output 1	642,500	642,500	642,500	1,927,500	2,461,418	2,375,220	86,198	67,500
Output 2	107,500	107,500	107,500	322,500	411,833	153,240	258,593	202,500
Output 3	92,500	92,500	92,500	277,500	354,368	57,465	296,903	232,500
Output 4	73,348	50,848	73,348	197,544	252,264	49,803	202,461	158,544
Output 5	40,000	22,500	22,500	85,000	108,545	-	108,545	85,000
Mid-term Evaluation	0	63,012	0	63,012	80,466	49,457	31,009	24,283
Sub-total	955,848	978,860	938,348	2,873,056	3,668,893	2,685,185	983,707.58	770,327
GMS (8%)	76,468	78,309	75,068	229,844	293,511	214,815	78,696.61	61,626
<b>Total PAPI Budget</b>	<b>1,032,316</b>	<b>1,057,169</b>	<b>1,013,416</b>	<b>3,102,900</b>	<b>3,962,404</b>	<b>2,900,000</b>	<b>1,062,404</b>	<b>831,953</b>

