

DFAT Management Response to The Independent Final Evaluation for The Viet Nam Provincial Governance and Public Administration Performance Index (PAPI)

The Viet Nam Provincial Governance and Public Administration Performance Index (PAPI) is a 9.5 year Program (December 2017- June 2027), of which Australia contributed AUD14.1 million (79%). PAPI is a policy monitoring tool that captures provincial performance in governance and public administration in Vietnam over time.

This final evaluation assessed performance against the 6 OECD-DAC criteria of relevance, coherence, effectiveness, efficiency, impact, and sustainability, supplemented by analysis of cross-cutting issues and summarised achievements, challenges, and insights. Using a qualitative approach combining stakeholder interviews, online surveys, document review and field trips, it illustrates how PAPI supported Vietnam's policy reforms. The report also provides recommendations to inform the design of a proposed next phase of PAPI called the Inclusive Governance Enhancement Programme (IGEP).

Management Response Summary

The evaluation found that PAPI is performing "Satisfactory" overall, with a "Satisfactory" rating across 5 criteria (relevance, coherence, effectiveness, efficiency, impact), and 2 cross cutting criteria (gender equality and women's empowerment, human rights and disability inclusion), and "Moderately Likely" for the 6th criteria of Sustainability. It confirmed that the partnership model delivers impact and mutually beneficial support for Vietnam's development. It also highlighted areas for improvement in a future phase.

DFAT agrees with 9 out of the 10 recommendations. UNDP has also accepted the majority of the recommendations (8 out of 10) and partially accepted 2 recommendations (Recommendation 7 and 10), reflecting broad alignment with the evaluation findings and a commitment to continuous improvement.

DFAT notes that many of the proposed actions are contingent on continued financial support from donors and Government of Vietnam's approval of the next phase— IGEP – which has not yet occurred.

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Individual management response to the recommendations

Recommendations	Response	Comments	Timeframe
1. Establish a Data Independence Protocol with built-in fail-safe mechanisms	Agree	DFAT encourages formally embedding the Protocol in the UNDP partnership agreement with Government of Vietnam.	July 2027 by UNDP and HCMA
2. Maintain international technical expertise as a credibility anchor	Agree	N/A	On going by UNDP and HCMA
3. Undertake a comprehensive instrument review and adopt a biennial survey cycle	Agree	N/A	August 2026: UNDP and HCMA completed review and mapping of current available indices to find gaps and complementary for IGEP survey - Biennial survey is ongoing.
4. Redefine the reporting strategy and invest in provincial case studies	Agree	N/A	Dec 2026 and on going by UNDP and HCMA
5. Formalise the UNDP–HCMA partnership, invest in HCMA’s survey governance capacity, and address the regulatory environment .	Agree	N/A	October/November 2026 and ongoing by UNDP and HCMA
6. Develop a dedicated inclusion strategy and navigate sensitive governance topics with strategic lenses	Agree	N/A	October/November 2026 and ongoing by UNDP and HCMA
7. Consolidate digital innovation initiatives and invest in AI-powered ethnic minority e-service access	Agree	DFAT notes that UNDP partially agrees with this recommendation. DFAT supports UNDP consolidating lessons learned, adaptation and replication of	December 2027 by UNDP, HCMA and selected provinces.

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		viable models, and the integration of accessible e-services with AI-powered tools into the national digital transformation agenda where appropriate.	
8. Develop a donor engagement strategy that leverages comprehensive donor support and consolidates outcome-monitoring into a harmonised MEL framework	Agree	DFAT is working closely with UNDP on the M&E framework in the design of the next phase called IGEP to support outcome monitoring.	October/November 2026 and ongoing By DFAT, UNDP and HCMA
9. Consider strategic rebranding aligned with the new institutional partnership	Agree	N/A	October/November 2026 and ongoing by UNDP and HCMA
10. Develop a supply-side governance assessment to complement the citizen perspective	Disagree	DFAT considers this recommendation to be out of scope for the IGEP design.	Q1 – to be discussed with partners during the IGEP design