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Vietnam E-government Capacity Building Program

FINAL REPORT

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USAID VIETNAM E-GOVERNMENT CAPACITY BUILDING PROGRAM

FINAL REPORT

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PROGRAM OVERVIEW

Over the past 14 years, the Government of Vietnam (GVN) has passed several laws, announced decrees, and launched national programs for adopting and implementing e-government systems at the national and provincial levels.

To assist GVN's move towards public sector digitization and a data-driven government, USAID/Vietnam has worked to strengthen government capacity.

This began with Digital Frontiers' E-Government Assessment, which took place October through November 2019. After that assessment, Digital Frontiers, USAID/Vietnam, and GVN counterparts identified follow-on activities that USAID/Vietnam could support.

Based on the assessment's recommendations for e-government development, it was decided that Digital Frontiers would provide technical assistance to the GVN Office of the Government (OOG) through the Administrative Procedures Control Agency (APCA) due to APCA's critical involvement in implementing e-government digital transformation in Vietnam.

It was envisioned that the assistance would help improve the quality of government services available to citizens and businesses, strengthen the legal and regulatory e-government framework, build e-government capacity in key government officials, and enhance the efficiency and transparency of government operations by supporting the GVN's efforts to promote e-government deployment. Specifically, the program's technical assistance to the OOG would focus on the newly launched National Public Service Portal (NPSP).

Due to the success and reach of the technical support provided to the OOG, an additional set of activities was designed and implemented in 2023. This work focused on restructuring administrative procedures related to social insurance, health insurance, and user experience assessments, increasing efficiency in the e-government development process at the Vietnam Social Security (VSS) office.

The program was implemented from May 2020 to September 2023.

The program substantively moved the needle in terms of completing the digitization of public services in Vietnam; the program had five primary activities, each with its own approach:

ACTIVITY

1

Improve the capacity to implement regulations related to online public service delivery and processing

1.1 Support NPSP implementation plans, as per Decision 274,¹ “Approval of Scheme for the National Public Service Portal”

1.2 Work with the OOG to review and develop a list of Administrative Procedures (APs) for business process re-engineering (BPR) prioritization for 2021, 2022, and 2023

ACTIVITY

2

Change management and communications plans to strengthen the National Public Service Portal

2.1 Conduct assessment and baseline status report of the NPSP (as per Decision 274)

2.2 Support the development and implementation of a change management strategy and a communications plan

ACTIVITY

3

Provide business process re-engineering and interface design support for the National Public Service Portal

3.1 Perform and support BPR of the prioritized citizen-related APs

3.2 Assess BPR functionality process and support APCA’s internal review of the processes related to the BPR of APs

3.3 Support the development of a monitoring and evaluation (M&E) system for APs on the NPSP

3.4 Support the development of NPSP system administration tools

ACTIVITY

4

Provide business process re-engineering support for one-stop shops, focusing on the digitization of APs and access to digitized results via the National Public Service Portal

4.1 Develop a Digitization Toolkit

4.2 Pilot the implementation of digitization at one one-stop shop

4.3 Develop M&E report for extension of NPSP data and replication of data collection

ACTIVITY

5

Support the Vietnam Social Security (VSS) office in the business process re-engineering (BPR) of administrative procedures (AP) in order to strengthen efforts to provide online administrative procedures and implement e-government, with the aim of better serving Vietnamese citizens and businesses.

5.1 Undertaking and supporting the BPR of four prioritized VSS APs that serve citizens and businesses

5.2 Supporting user experience review and recommendations for BPR

5.3 Conducting a workshop on the BPR of administrative procedures for VSS staff

¹ Decision No. 274/QĐ-TTg, dated March 12, 2019, on the approval of the National Public Service Portal

ACTIVITY

1

Improve the capacity to implement regulations related to online public service delivery and processing

APPROACH 1.1

Support NPSP implementation plans, as per Decision 274, with three hybrid (online and offline) staff training workshops wherein each workshop is a one-day or a 1.5-day training course delivered at the local level.

Task 1.1.1 - Training workshops

Following intense planning and coordination with APCA, workshops were conducted in the following provinces, representing the north, central, and southern regions of the country:

- Hai Phong, May 23-24, 2022,
- Da Nang, May 26-27, 2022, and
- Vung Tau June 2-3, 2022.

Workshop participants were all focal personnel from localities involved in the implementation of e-government development and the one-stop-shop² model.

The development of the NPSP was an important step in the GVN's efforts to improve online AP provision. At the

time the trainings took place, online AP processing was lacking in quality and was not linked or synchronized across ministries and provinces. To achieve uniform performance in AP processing across provinces, thorough training and capacity building for government officials are required, especially on new technical topics such as: linking the national-level NPSP to the provincial-level online one-stop shops, consolidating the International Organization for Standardization (ISO) process in the provinces in regards to the administrative procedure settlement process, digitizing the results of administrative settlements, and accepting online payments via the NPSP.



² “One-stop shops” are located within both the Department for Receiving and Returning Results of Administrative Procedures and provincial-level Public Administration Service Centers. One-stop shops perform the tasks related to guiding, receiving, and resolving administrative procedures; settling or transferring settlement files; returning the results for the settlement of administrative procedures; and monitoring, supervising, and evaluating the settlement of administrative procedures for businesses and citizens.

During the training workshops, the digitization approach to public service in Vietnam was presented, and question-and-answer sessions were hosted in which participants could voice their questions and identify pain points and, in turn, APCA leaders and the team's technical experts could address these concerns.

These workshops were significant, as they helped APCA/OOG participants grasp the theory behind new digitization regulations and gave participants the opportunity to receive practical, hands-on guidance about these important new skills. The trainings were a chance for local representatives to exchange ideas and share experiences related to the AP implementation process.

APPROACH 1.2

Work with the OOG to review and develop a list of APs for BPR prioritization for 2021, 2022, and 2023

Task 1.2.1 - Support the OOG in identifying target APs for 2021, 2022, and 2023, reporting to the Prime Minister in January of each year

For many years, the GVN has asked ministries and provinces to actively re-engineer their processes in order to provide online APs to citizens and businesses. The government monitors the results of this re-engineering process through requesting paper-based periodic reports from ministries and provinces. Many “successful” statistics that had been reported annually turned out to be “nominal” when the OOG conducted surveys and audits of these reports. In reality, citizens and businesses still mainly submit in-person, offline applications for APs that will then be processed by state agencies, many of which have unreasonable AP requirements and suffer from a lack of transparency and clarity. Although some ministries and provinces have made efforts to implement digital processes within their respective arenas, the overall results are not yet synchronized, making communication between state agencies difficult. Consequently, citizens and businesses still face difficulties completing APs.

Digitization is mainly achieved through a “top-down” method wherein the Prime Minister signs and promulgates a list of APs for digitization and mandates that ministries and provinces carry out an annual restructuring to comply with the digitization requirements. The OOG is responsible for helping the GVN develop an AP list, as well as for supervising the implementation of tasks by ministries and provinces in order to create synchronization in the e-government transition.

The Digital Frontiers team identified target APs to be digitized in preparation for the GVN/Prime Minister's approval in March of each year. This identification process included the following main steps:

1. Develop criteria for the selection of prioritized APs annually.
2. Research and review relevant legal documents.
3. Develop questions and material for consultation with citizens, businesses, and state management agencies.
4. Collect practical information regarding on the ground challenges of implementing APs.
5. Draft reports analyzing the current status of AP implementation and propose a list of prioritized APs for BPR.
6. Support APCA in developing the draft document for the Prime Minister, and consult with ministries and provinces throughout this process.
7. Assist APCA in finalizing documents to submit to the Prime Minister for signature and promulgation.

This process was accompanied by comprehensive and multi-dimensional assessments of both the legal and practical aspects in order to develop an appropriate and feasible list of APs for digitization each year.

Digital Frontiers utilized several important criteria for reviewing and selecting the prioritized APs lists, such as:

- Emphasize APs that have a high frequency of implementation and a great impact on citizens/businesses as assessed by experts and/or actual feedback from citizens/businesses.

- Emphasize APs for which it is possible to digitize the whole process (the whole process can be done via the internet).
- Emphasize APs related to major projects on e-government. For example, Project 06 mandated the development of a population database, an electronic identification system, and an authentication process for national digital transformation in 2022-2025, with a vision to 2030.

When it came to revising legislation to allow for digitization, the team's regulatory and policy experts worked closely with APCA throughout this process to ensure all regulatory matters were addressed. Due to the complex

nature of Vietnam's political administrative apparatus, as well as the complexity of transitioning from in-person to online workflows, these recommendations had to be carried out slowly and carefully, with great deliberation and in consultation with multiple stakeholders within the government.

A selection of government-endorsed digitization projects was announced each year; the selection was based upon which APs for digitization the Digital Frontiers team identified (explained in more detail under Activity 3). This AP prioritization support was so successful in 2021 and 2022 that APCA requested Digital Frontiers extend its support for a third year, into 2023.

ACTIVITY 1

Outputs, key findings, new developments, and approaches

- The Digital Frontiers team provided a practical approach toward e-government digitization in which it partnered with the GVN to develop AP selection criteria for each year. It also evaluated information from the implementation process in order to select specific APs to focus on for re-engineering. This capacity building of government officials initiated a positive cycle of confidence-building in regard to digitization processes and provided officials with a proven methodology that combined research and practice.
- The team implemented practical and application-focused workshops in order to troubleshoot each province's digitization processes. The workshops included experts who could provide solutions.
- 63 cities/provinces were presented with the GVN's plan for digitization.
- There were 272 trainees in total (three key representatives in e-government from each city/province) who then passed along the knowledge to their local peers.
- The team produced two reports each year (2021, 2022, and 2023) for the purpose of reviewing AP implementation, reports which the Prime Minister then used to issue a formal decision on a priority AP list.
- 25 priority APs total in 2021, 2022, and 2023 were selected for Digital Frontiers to support in business process re-engineering.

ACTIVITY

2

Change Management and Communications Plans to strengthen the National Public Service Portal

APPROACH 2.1

Assessment of and baseline status report on the NPSP (as per Decision 274)

Task 2.1.1 - Develop systems assessment of the NPSP and define short-term requirements and recommendations, including a systems review and a penetration test of the National Public Service Portal (NPSP)

- The systems review was an architecture review of the NPSP; the purpose was to ensure that the system was ready for further digitization as well as to promote a whole-of-government approach towards systems. The systems review revealed that the NPSP system was digitized but that, due to information technology (IT) legacy reasons, interoperability with other Vietnamese public sector systems was still lacking.
- To ensure that the NPSP had strong cybersecurity controls in place, a technical penetration test was also conducted. An external firm was selected to run the penetration test in 2022. The test revealed a number of technical vulnerabilities, which were immediately communicated to APCA for their rectification.

One challenge in the technical assessment of the NPSP was that much of the system was built by APCA's partner,

VNPT (the local Vietnamese telecommunications company known primarily by its acronym). Very little documentation of the system's development had been preserved over the years, meaning that the Digital Frontiers team had to conduct extensive and time-consuming interviews with VNPT staff in order to gather much of the information for the systems review and the penetration test parameters.

Task 2.1.2 - Development of a monitoring and evaluation (M&E) framework for measuring adoption and usage levels & Task 2.1.3 - Development of an NPSP user satisfaction toolkit

These two tasks were tackled concurrently through extensive, iterative discussions with APCA, ultimately leading to the development of an M&E framework and indicators for measuring user satisfaction on the NPSP. The challenge was how to measure the indicators through near real-time data rather than through a traditional survey method without yet having a near real-time dashboard available within the system. To address this challenge, the team worked with APCA to build the NPSP M&E Dashboard.

The indicators established with APCA eventually became the data measured and displayed on the NPSP M&E Dashboard. The specific indicators are discussed in more detail under Activity 3 of this report.

APPROACH 2.2

Support the development and implementation of a change management strategy and a communications plan

Task 2.2.1 - Map out NPSP adoption requirements in order to develop a change management strategy for Decree 107 (Digitization and Dashboard)³

Task 2.2.2 - Develop training videos, produced in collaboration with APCA, for one-stop shop staff about the digitization toolkit and the M&E Dashboard

A change management strategy was developed for APCA, taking into account local considerations and local context. The current e-government and digitization efforts across provinces and ministries are very siloed, with most systems developed to provide e-services in a functional manner rather than a user-friendly manner. Digital Frontiers recognized that, to be able to move forward, there needed to be a new understanding of data-driven governance in which progress and quality are measured in order to reinforce continuous improvement. These concepts were built into the change management plan. The Vietnam Prime Minister's current push for public sector digitization was very beneficial to change management efforts, as it buoyed political will and provided the program with ample support to move ahead with its digitization tasks. With many competing activities, provinces and ministries often looked to those most clearly aligned with the priorities of government leadership. The Prime Minister's prioritization of digitization was crucial to initiating change within these provinces and ministries. Additionally, when the Prime Minister formally issues a priority, agencies must

then provide regular updates on their progress, enabling the changes to take place more efficiently.

The change management strategy was built on global best practices, combining top-down and bottom-up approaches to allow Vietnam to have a best-in-class digitization approach to informing its civil service.

Change management for top-down agencies such as the OOG and APCA included a lot of challenges. People, departments, and agents were accustomed to following their functional scopes of work, so new initiatives related to digitization and data-driven management fundamentally changed the way they worked and naturally encountered some resistance.

Digital Frontiers dealt with these challenges in a few ways. While the proposed changes required the entire government system to change, Digital Frontiers was only working with one department within APCA. Thus, buy-in would still need to be curated at many levels: from APCA leaders to every department manager to, eventually, every person. The program team learned to work through one department in order to escalate the right issues to APCA leaders and subsequently acquire their buy-in, reinforcing the new direction. Moreover, the team learned to communicate its recommendations to every stakeholder within and outside of APCA as well as to work with provinces to create simultaneous top-down and bottom-up change. Our success was evident when this new method of data-driven governance became official government policy through Decision 766⁴ and then Circular 01/2023/TT-VPCP.⁵

To assist with the communication and training about how to digitize APs, APCA requested the creation of training videos that could be used to train staff asynchronously.

³ [Decree 107/2021/ND-CP](#), dated December 6, 2021, on the implementation of one-stop shops and integrating the one-stop shop mechanism into administrative procedure settlement

⁴ [Decision 766/QĐ-TTg](#), dated June 23, 2022, on approving a set of indicators for the direction, operation, and evaluation of service quality in real-time electronic implementation of administrative procedures and the provision of public services

⁵ [Circular 01/2023/TT-VPCP](#), dated April 5, 2023, on provisions and implementation measures in a number of documents, the results of the settlement of administrative procedures, and the implementation of administrative procedures in the electronic environment

This was especially helpful in addressing the “pain points” expressed by staff - moving from a paper-based system, such as handling paper documents and rubber stamps for sealing, to digital processes, such as creating and reviewing digital certificates.

Eight training videos were developed for the purpose of briefing staff on the digitization toolkit, the process of digitization, the M&E Dashboard, and the standards and approaches for digitizing the APs. These videos were completed and submitted to APCA in preparation for their future training plans.

ACTIVITY 2

Outputs, key findings, new developments, and approaches

- The following eight assessments on the NPSP architecture were conducted: 1) ability to ensure business requirements, 2) display requests, 3) information safety and security, 4) monitoring and evaluation capabilities, 5) operational readiness, 6) scalability, 7) data integrity and resilience, and 8) API category management. This was the first time that the NPSP had had its information architecture reviewed, and it revealed that there was absolutely no project documentation for the NPSP. This was an important finding for the OOG/APCA to rectify so that they could ensure that future iterations of the NPSP would have strong project documentation (for the purposes of better training and information architecture improvement).
- The program also conducted the first-ever, third-party security penetration test of the NPSP, which revealed key security loopholes for the OOG/APCA team to rectify immediately. This was an important contribution to the development, security, and trust of the NPSP.
- The architecture review and penetration test were important steps in improving the safety and security of citizens’ and businesses’ personal information and enhancing the user experience of the NPSP.
- The team developed 26 indicators regarding NPSP adoption, usage, and user satisfaction: 11 indicators with data readily available (four indicators with data in real time) and 14 indicators with data collectable. The indicators for NPSP adoption helped foster real-time, data-driven decision making among GVN officials by providing them with visibility into e-services processing rates at the provincial and municipal levels. This data visibility will eventually lead to higher quality, more efficient citizen services by allowing government officials to assess gaps and make changes over shorter periods of time.
- The program contributed to the first change management planning process, messaging a whole-of-government approach in regard to public sector digitization. The GVN should take the planning document into consideration and ensure that all government agencies understand the importance of public sector digitization and disseminate this message to their subsidiary agencies.
- In tandem with Activity 4, live trainings were provided at the provincial level on topics such as data-driven governance, use of the Decision 766 dashboard, the digitization process, and IT system upgrade guidelines.
- Training videos on digitization topics were recorded to allow asynchronous learning and to enable staff training and upskilling to take place at any place and time that public sector staff might be available.

ACTIVITY

3

Business Process Re-engineering and Interface Design Support for the National Public Service Portal

From the beginning of the program, it was clear that APCA needed to improve their NPSP interface, particularly around the processing of APs. Many processes were still manually completed with paper documentation and rubber stamps, slowing the process immensely. There was, therefore, an urgent need to map the road to digitization, with practical steps on how to ensure the process could be digitally managed and reported live within the NPSP.

APPROACH 3.1

Perform and support BPR of the prioritized citizen-related APs

APPROACH 3.2

Assess BPR functionality process and support APCA's internal review of the processes related to the BPR of APs

BPR “road maps” were created for a total of 25 APs during this program. Each AP was selected after careful consideration and deliberation and approved by the Vietnamese Prime Minister for further digitization (see Activity 1 for details on how the program supported this).

The program team reviewed and planned the BPR for 15 APs in 2021, five APs in 2022, and five APs in 2023. This process involved the following steps:

- Mapping out how the AP was currently being performed – usually in analog form (e.g., the submission of paper documentation for license renewals in person at a one stop shop)
- Mapping out the digitization process for how each procedure could be performed digitally, with the requisite approvals from different departments also digitized
- Developing the regulatory and legislative framework and guiding the subsequent approvals required for each of these APs to be digitized
- Developing the technical map of how these digitization processes would be implemented, with an emphasis on data reusability in the interest of applying the “once-only” principle⁶.

The business process re-engineering plans were completed in consultation with APCA and relevant province/department stakeholders and then submitted for further implementation.

Plans for re-engineering a total of 25 prioritized APs were successfully delivered by Digital Frontiers in 2021, 2022, and 2023. In order to support program continuity across

⁶ https://en.wikipedia.org/wiki/Once-only_principle

The success and effectiveness of Digital Frontiers' business process re-engineering methodology can be demonstrated through examining the program's engagement with the Vietnam Social Security (VSS) agency.

VSS representatives said that they struggled to identify the appropriate methodology and internal procedures with which to complete the mandatory AP restructuring reports, thus complicating the process and resulting in a poor user experience.

Upon receiving Digital Frontiers' AP restructuring report, the VSS said it was a "gold mine" of information that helped them better perform AP restructuring tasks and improved their capacity by learning from Digital Frontiers' experience. VSS representatives were so satisfied with the guidance received from Digital Frontiers that they requested additional support from the program, which was then provided from March to September of 2023.

the three years and to accelerate the repeated process of mapping out the BPR for APs, the initial program approach was to develop a template for the BPR of APs. This template could then be leveraged and applied in multiple contexts in order to scale up and speed up the re-engineering process. As part of this activity and during the AP re-engineering process, Digital Frontiers conducted three consultation trips to consult with an interdepartmental, collaborative team, which included four APCA technical departments and other government agencies (such as Vietnam Social Security). The prioritized APs that were selected are the fundamental building blocks of the Vietnam government's e-government and digitization program. By supporting the GVN's efforts to promote e-government deployment, the program has contributed to improving the range and quality of the government services available to citizens and businesses, thus enhancing the efficiency and transparency of the Government of Vietnam's operations.

Through sharing experiences and conducting trainings with APCA, the OOG, and related partners, the program helped build the capacity of stakeholders to develop key processes of e-government, raising awareness and creating a positive experience for the citizens and businesses accessing services. It also improved operations internally between state administrative systems.

APPROACH 3.3

Support the development of an M&E system for APs on the NPSP

Task 3.3.1 - Develop M&E assessment criteria for evaluation of AP implementation;

Task 3.3.3 - Support internal training workshop for OOG/APCA's use of the M&E dashboard;

Task 3.3.4 - Pilot the M&E Dashboard display;

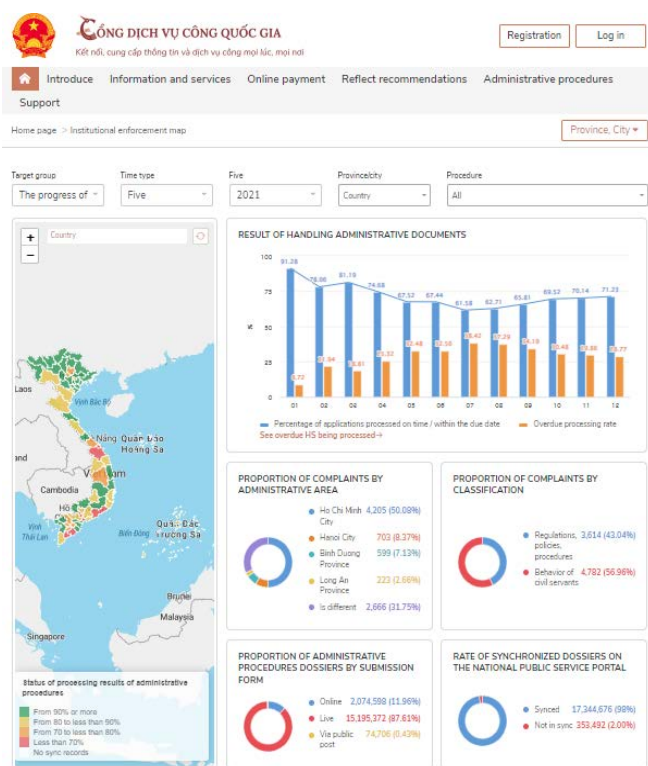
Task 3.4.2 - Select indicators to display for each dashboard display in 3.3.4 (six dashboards) and 4.3.1 (one dashboard).

The checklist and pilot of the M&E Dashboard were discussed at great length with APCA and VNPT. The team used Python to program the live dashboard, beginning in October 2021 and continuing until the end of the program.

The M&E Dashboard's purpose is to be the primary tool for the GVN's data-driven governance initiative. The dashboard allows e-services transactional data at all one-stop shops in the country to be collected, consolidated, and reported using common indicators. For the first time, officers at every level of government can have an accurate picture of how well e-services are being implemented from a user-centric and policy-reinforcement perspective.

The dashboard is live and can be viewed at <https://dich-vucong.gov.vn/p/home/dashboard-chi-tieu.html>, with all indicators successfully displayed.

The dashboard is interactive, and information can be displayed in different configurations. In June 2022, the dashboard was officially announced via Decision 766/



QD-TTg⁷ and is now extensively used across the government for M&E activities.

APPROACH 3.4

Support the development of NPSP system administration tools

Task 3.4.1 - Assess the current state of the NPSP system administration dashboard with the completion of one detailed assessment report reviewing other countries' national e-government portals

This task was completed taking into account APCA's feedback that they wanted to learn best practices in e-government implementation from external sources. For the core deliverable, an assessment report reviewing other countries' national e-government portals, four countries' e-government plans were strategically reviewed: (1) Estonia's Digital Agenda 2020, including their e-identification, digital

signatures, and e-residency programs, as well as their cybersecurity strategy; (2) South Korea's E-Government Masterplan and data sharing policy; (3) Singapore's Smart Nation Blueprint and Digital Government Blueprint 2018; and (4) Japan's Digital Government Action Plan 2018 and Open Data Sharing plan. Vietnam's NPSP was then compared and contrasted with these countries' systems, and the team then developed recommendations in a report with key takeaways for Vietnam.

In addition, another report entitled "Best Practices for Reporting e-Government Statistics and Usage" was developed at the request of the OOG/APCA. It focused on Australia's Performance Dashboard; the United Kingdom's Data Dashboard; the United States' analytics.usa.gov of the General Services Administration (GSA)'s Technology Transformation Services; Estonia's e-Estonia platform; and the United Nations' E-Government Development Index (EGDI). The OOG/APCA also requested the report "Best Practices for Measuring e-Government," which covered 15 of the high-priority administrative processes supported by Digital Frontiers, the UN E-Government Development Index (EGDI), the World Bank Doing Business Report 2020, and the OECD Digital Government Index (DGI) 2019.

Among the findings of these reports was that Australia's Performance Dashboard comprised four statistics: user satisfaction, cost per transaction, digital adoption uptake rate, and completion rate for users of the service (i.e., whether they were able to complete the transaction online). The United Kingdom's Data Dashboard similarly included: transactions, cost and cost per transaction, digital uptake, completion rate, and user satisfaction. The U.S. GSA's analytics dashboard took a slightly different track, reporting instead the number of page visits, devices used, browsers and operating systems, visitor locations by city and country, top pages accessed, and top downloads. E-Estonia took a similar whole-of-government approach to their reporting and covered: the number of Estonians using internet voting, number of e-Residents

⁷ Decision 766/QD-TTg, dated June 23, 2022, on approving a set of indicators for the direction, operation, and evaluation of service quality in real-time electronic implementation of administrative procedures and the provision of public services

and e-Resident companies, state services that are online, number of services available on X-road (their e-government service portal), number of queries via X-road per month, and number of Estonian residents who have an ID card and are using mobile-ID and smart-ID.

At the end of this assessment, six conclusions were drawn to advise the Government of Vietnam on their next steps toward the development of NPSP system administration tools:

- 1. There should be continued, high-level government support for digital government to ensure the continuity of policy agendas and programs even during leadership transitions.** Key examples substantiating this conclusion include Singapore and South Korea, which have successfully developed world-class e-governments over several administrations.
- 2. Vietnam should focus on transitioning to a more specialized and technical public sector in order to effectively address the unique needs arising from e-government services** (as opposed to fostering a culture of generalists within the bureaucracy).
- 3. Vietnam should be using high-level, more centralized governing mechanisms (e.g., at the Prime Minister level) to break down silos between government agencies and push for coordination in a whole-of-government approach.** It should be noted that this could require multiple iterations until the right structure is found. One example is Japan's experimentation with government information technology and digital transformation organizational structure, particularly with its new Digital Agency created as a result of this experimentation.

- 4. Vietnam should be appropriately sequencing foundational technology components and creating common government technology standards so that there is a clear strategy in place regarding when and how the building blocks for e-government will be constructed.**

This is likely to include a technology roadmap and implementation plan, which could further entail standards such as enterprise architecture (if appropriate for the system size) and an open-source framework.

- 5. Similarly, Vietnam should integrate data sharing and relevant architecture across its government, including putting in place legal mandates forcing government agencies to use common technology standards.**

- a. The establishment of centralized architecture (such as a central data center and single integrated system) will also encourage interoperability and data sharing between different agencies. One example of this is Estonia's enterprise architecture.
- b. Transitioning to the cloud can help further maximize the efficiency of shared resources, as per South Korea's K-ICT Cloud Computing Development Plan.

- 6. The Government of Vietnam should consider working closely with the private sector to help build e-government,** leveraging private sector expertise and helping build private sector capacity.

In addition, there may also be broader frameworks that are foundational to the digital economy that the Government of Vietnam should adopt in order to build an effective e-government system. These could include regulatory foundations such as cybersecurity and data protection regulations, building public trust in the government's handling of personal information, and/or wider policy objectives such as digital literacy and digital inclusion.

ACTIVITY 3

Outputs, key findings, new developments, and approaches

A core technical contribution that this program provided to the Government of Vietnam was the original and unique development of the Monitoring and Evaluation Dashboard (M&E Dashboard).

Programming the Dashboard

The initial level of challenge in the dashboard development process was significant, requiring the Digital Frontiers team to become acquainted with the NPSP system and then create indicators based on available data analysis. After developing the indicators and synthesis formulas, the program team assisted the OOG and their contractor in using Python to program and implement the dashboard from scratch. However, this task was complicated by multiple levels of security and permissions required for access. Unfortunately, the technical team was ultimately not able to directly access the NPSP portal, as they were not OOG/APCA employees.

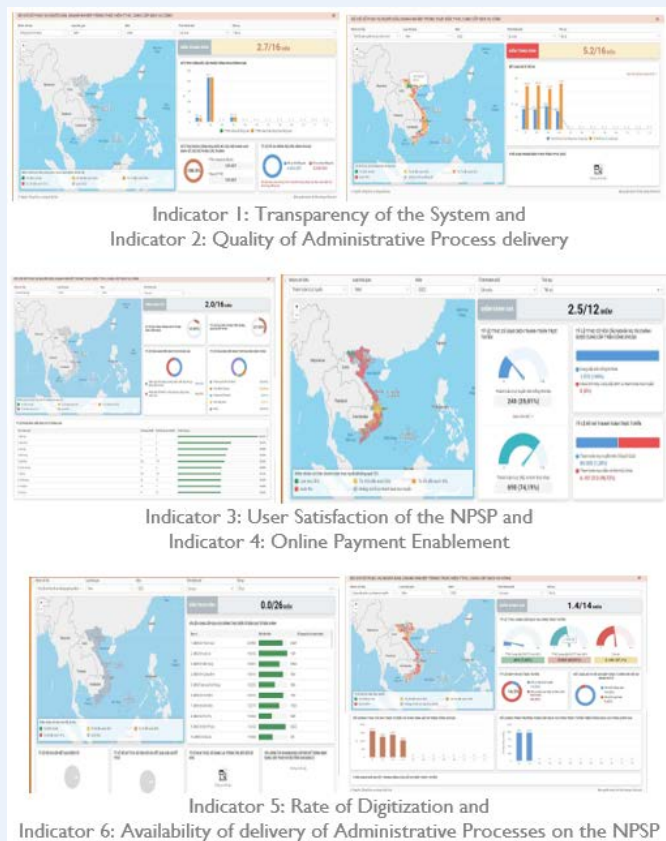
To overcome this obstacle, the team collaborated closely with OOG/APCA counterparts. Masked data sets were employed to test and debug the programming, leading to successful implementation of the M&E Dashboard as seen in the screenshot above.

Dashboard Indicators

A total of six indicators were created for publication on the M&E Dashboard:

1. **Transparency of the system**
2. **Quality of Administrative Procedure delivery**
3. **User satisfaction of the portal**
4. **Online payment enablement**
5. **Rate of digitization**
6. **Availability of delivery of Administrative Procedures on the NPSP**

These indicators were selected following discussions with the OOG/APCA, as they felt these six would be the most useful and timely for their digital transformation planning and policymaking purposes.



ACTIVITY 3

Outputs, key findings, new developments, and approaches (continued)

Dashboard Features

- **National, provincial, and ministry views** – Each of the indicators listed above can be viewed from a national perspective, more narrowly from a provincial perspective, or from a specific ministry/government department perspective. This allows the data to be used to identify, diagnose, and troubleshoot digitization challenges, as the dashboard now shows where rates of digital transformation may not have accelerated quickly enough.
- **Live, real-time data** – A key request from the OOG/APCA was that the system be designed to allow for real-time data displays. This was programmable; however, the team encountered some challenges. The ministry departments did not have systems in which these statistics, such as user satisfaction or online payment enablement, were captured digitally, and/or they had systems that were not interoperable with the NPSP system.

The team worked closely with the specific ministries in charge of the six priority indicators to develop a pilot system through which this information could be provided manually in the beginning but that could later be updated to include live data.

Upon completion of the program, the M&E Dashboard was successfully implemented, and data from three provinces was uploaded as a proof-of-concept (see screenshots above). In June 2022, the Prime Minister issued Decision 766/QĐ-TTg⁸, officially publicizing the dashboard and institutionalizing its use. It was officially launched in August 2022. Provincial data and information systems have been consciously integrated, providing the Government of Vietnam with a powerful monitoring dashboard for tracking its digital government transformation progress and for planning purposes. The 2023 Vietnam government crackdown on corruption and graft⁹ illuminated the country's need for transparent systems, which is a strong value-add of a system like the M&E Dashboard with live reporting.

8 [Decision 766/QĐ-TTg](#), dated June 23, 2022, on approving a set of indicators for the direction, operation, and evaluation of service quality in real-time electronic implementation of administrative procedures and the provision of public services

9 Pham Tiep, March 09 2022, Prime Minister: Administrative reform contributes to preventing and combating corruption and negativity: <https://baotintuc.vn/thoi-su/thu-tuong-cai-cach-hanh-chinh-gop-phan-phong-chong-tham-nhung-tieu-cuc-20220309115421163.htm>

ACTIVITY

4

Provide Business process re-engineering support for one-stop shops, focusing on the digitization of administrative procedures and access to digitalized results via the National Public Service Portal

APPROACH 4.1

Develop a Digitization Toolkit

Task 4.1.1 - Select the one-stop shop (OSS) for the pilot and provide support by conducting consultations with the pilot OSS and other relevant government units regarding which transactions to prioritize in the digitization process

Putting the tools developed under this program into practice at the provincial level was an important step for demonstrating their effectiveness and sustainability. The OSS of the province Binh Phuoc was selected as the pilot for implementing the digitization process and monitoring performance on the NPSP M&E Dashboard. Through this pilot, Digital Frontiers gathered several findings and recommendations that could be helpful when replicating digitization in future provinces.

Binh Phuoc was chosen for the pilot because it is a progressive and developed province that was ready and eager to put in place digitization approaches. During the pilot program, public sector officials in Binh Phuoc were trained on the following topics:

- Implementing the digitization process: digitization of records, digitization of results from receiving and processing APs
- The information system's necessary updates for handling APs and instructions on how to connect and share data

Perhaps the most important finding from the pilot was that investment from province leadership determines how effective the change process will be. Binh Phuoc advanced in its digitization initiatives despite being a province that is poorer and geographically farther away from the capital. This was possible because the APCA and Digital Frontiers teams provided the necessary support to the right leader (the Binh Phuoc provincial office manager) and because the province had a strong drive to improve their administrative procedures. The project team learned that visibility into how their administrative services performed, as tracked and displayed in the NPSP M&E Dashboard, further strengthened their determination to improve. The pilot highlighted the timeliness of the program's support, as it helped the province understand and internalize APCA initiatives, especially regarding how to effectively use the NPSP Dashboard to reinforce improvements at every OSS. Another lesson gleaned from this pilot was the importance of guiding the primary leader of a province to help them better understand

and easily use tools such as the M&E Dashboard. Once the leader understands and knows how to use the tools effectively, the change process can then be reinforced among other government employees. Another learning was that change and transformation do not necessarily depend on the size or wealth of the province but rather on whether the province wants to improve for its own sake.

Task 4.1.2 - Develop a Digitization Toolkit

4.1.2.1 Provide Vietnam with one report on relevant international experience and recommendations for solutions related to the digitization of transaction records, moving from paper to digital

4.1.2.2 Draft Digitization Toolkit

The Digitization Toolkit was developed in partnership with APCA and took into account that digitization would happen at the one-stop shop level rather than at a central level. The toolkit guidance was built upon a report highlighting international experiences in digitization, particularly from the following countries:

- Best Practice #1: United States - Federal Agencies Digital Guidelines Initiative
- Best Practice #2: New Zealand - Information and records management standard
- Best Practice #3: Singapore - Digital service standards
- Best Practice #4: Canada - Digitizing Government Information Guide
- Best Practice #5: Estonia - Estonian identification card

The best practices guide helped APCA develop clearer considerations for what would need to be included in their Digitization Toolkit.

APPROACH 4.2

[Pilot the implementation of digitization at one one-stop shop](#)

Task 4.2.1 - Support the development of training materials and training sessions for relevant government staff

4.2.1.1 Assemble one digitization training manual

4.2.1.2 Provide two one-day training courses for OSS staff and other related units/departments of the pilot ministry and province

Task 4.2.2 - Conduct pilot review and assessment

The Digital Frontiers team developed training materials with which to teach the Digitization Toolkit modules. Two provinces were selected to participate in this training course: Binh Phuoc (which was also the pilot OSS) on October 4, 2022 and Ninh Binh on May 17, 2022.

A pilot review and assessment of Binh Phuoc was developed to review the digitization results. The Administrative Procedure Settlement Information System was still being upgraded and improved; therefore, the digitization process encountered some difficulties, such as slow software processing and a lack of clear digitization steps. Moreover, as provincial-level agencies had not specified which record components needed to be digitized, officers were digitizing all record components and manually adding them to the system, leading to slow processing speeds. Additionally, national and specialized databases had not been fully integrated and shared with the OOG/APCA, so it proved difficult to locate and reuse available data. Hence, Digital Frontiers recommended that Binh Phuoc Province take the following steps:

- Improve the Administrative Procedure Settlement Information System and the electronic data stores of individuals and organizations.
- Provincial-level People's Committees and agencies should review and specify which record components need to be digitized and which do not. Update the electronic data fields of record components to ensure consistent implementation across one-stop shops at all levels.
- Regularly organize trainings and Q&A sessions.
- Regularly check and review data and outcomes of the digitization of administrative procedure records and settlement results.
- Continue to deploy communications campaigns and offer guidance to people and businesses.

APPROACH 4.3

Develop monitoring and evaluation (M&E) report for extension of NPSP data and replication of data collection

Task 4.3.1 - Provide support developing assessment criteria and M&E mechanisms and reporting templates

The M&E Dashboard is live at <https://dichvucong.gov.vn/p/home/dashboard-chi-tieu.html>. All assessment criteria

for measuring province- and ministry-level performance have been developed, and a number of indicators are now successfully programmed and deployed in the dashboard system.

The reporting templates have been planned and created with APCA. The indicators now display on the dashboard in a one-glance approach, including options for viewing via graphs, pie charts, bar graphs, maps, and other visualization tools.

ACTIVITY 4

Outputs, key findings, new developments, and approaches

- The pilot province received detailed instructions to ensure standardized AP digitization could take place per to the Digitization Toolkit. This allowed the provinces to quickly digitize, creating a model and reference point for other provinces.
- Using the handbook, every provincial and ministerial agency in the country was trained on digitizing their processes to support all OSSs (more than 11,000 in total). Many provinces, such as Quang Ninh¹⁰ and Khanh Hoa,¹¹ have already started these processes and have equipped their OSSs with the requisite scanners and software. Data from the M&E Dashboard shows a big jump in digitization results. As mentioned in the language of Decision 766,¹² the scores for “Percentage of digitized administrative procedure records” and “Percentage of records re-using digitized information and data” were calculated at the maximum points of 4 and 2, respectively.
- Together with the trainings conducted as part of Activity 2, additional trainings incorporated a strong methodology for government staff by providing both the Digitization Toolkit and a “textbook” for the digitization process. The methods presented were built on global best practices, with practical tools for meeting the GVN’s goals through use of the M&E Dashboard (developed in Activity 3) and by digitizing the APs (under Activity 1).



10 Thu Nguyet, Digitizing records and data - Efforts of agencies <https://dichvucong.quangninh.gov.vn/Default.aspx?tabid=121&ctl=ndetail&mid=511&nid=184156>

11 Nguyen Vu, Efforts to digitize the results of administrative procedures, December 21, 2022 <https://stttt.khanhhoa.gov.vn/cai-cach-hanh-chinh/tin-bai-ve-cchc/no-luc-so-hoa-ket-qua-giai-quyet-thu-tuc-hanh-chinh-10157.html>

12 Decision 766/QD-TTg, dated June 23, 2022, on approving a set of indicators for the direction, operation, and evaluation of service quality in real-time electronic implementation of administrative procedures and the provision of public services

ACTIVITY

5

Support Vietnam Social Security in the business process re-engineering of administrative procedures in order to strengthen efforts to provide online administrative procedures and implement e-government, with the aim of better serving Vietnamese citizens and businesses

Built on the foundation of the successful technical assistance provided to the OOG and upon request from the Vietnam Social Security (VSS) office, this Activity aimed to specifically support the VSS in improving their capacity to perform the business process re-engineering (BPR) of administrative procedures (APs) serving citizens and businesses. With the intention of showcasing examples on how to execute the BPR of APs to better serve citizens and businesses in online public service delivery, and in a manner so that the VSS could learn and apply these lessons and methodologies in the future, this support was implemented through three main approaches:

APPROACH 5.1

Undertaking and supporting the BPR of four prioritized VSS APs that serve citizens and businesses

The following prioritized APs serving citizens and businesses were selected by the VSS for the project to support:

- **AP#647a:** Settlement of pension benefits for people participating in compulsory social insurance (applicable to agencies)

- **AP#640a:** Settlement of pension benefits for people participating in voluntary social insurance, and reserving of paid social insurance (applicable to individuals)
- **AP#05** (mandated for re-engineering by the Prime Minister under Decision No. 422/QD-TTg, dated April 4, 2022): Registration to de-activate/issue health insurance cards for people only participating in health insurance (applicable to individuals)
- **AP#14.1** (mandated for re-engineering by the Prime Minister under Decision No. 422/QD-TTg, dated April 4, 2022): Settlement of one-time social insurance benefits - pilot of a mobile application for digital signature authentication to enable online administrative procedures (applicable to individuals)

These were the prioritized administrative procedures that the Prime Minister flagged to the VSS for re-engineering in 2023. The project worked through a standardized process for BPR in which the VSS also learned from the project team how it might replicate the approach and methodology in the future. The following tasks represented the sequence of this standardized process:

Task 5.1.1 - Reviewing the applicable legal grounds related to prioritized APs

Relevant legal documents related to prioritized APs were collected and reviewed for applicability.

Task 5.1.2 - Mapping out the current business process of each AP

The current, paper-based business process for each AP was mapped out with accompanying analysis on the compatibility/incompatibility of existing paper-based processes vs. future online processes. This informed recommendations for improvement and digitization.

Task 5.1.3 - Providing BPR recommendations for each prioritized AP

Based on tasks 5.1.1 and 5.1.2, recommendations were made for the BPR of each AP.

Task 5.1.4 - Conducting provincial consultation trips to Kon Tum and Ho Chi Minh City to finalize the BPR plan for each AP

Having developed an initial version of the BPR plans, the project team conducted provincial consultation trips to

Kon Tum and Ho Chi Minh City in order to collect on-the-ground information and feedback from local insurance agencies and users of public services. This important information was obtained from on-site observation and interaction with citizens and businesses, particularly highlighting the perspectives of actual implementers on the ground.

- Ho Chi Minh City Social Security Office and District 1 Office: June 27, 2023
- Kon Tum Social Security Office: June 28, 2023

Additionally, the Hanoi VSS was initially consulted during a meeting on June 9, 2023 (given its proximity to project team operations).

Task 5.1.5 - Finalizing the BPR plans for four prioritized APs

Based on findings and inputs collected on the ground, the BPR plans were incorporated and revised with recommendations for improvement of the APs.

These BPR plans were then presented to the VSS for further discussion and feedback, after which they were finalized and submitted to the VSS.

Key findings from the provincial consultation trips to Kon Tum and Ho Chi Minh City

- VSS staff at the local level are under strong work pressure due to high demand for their services from citizens and businesses. When public services went online, incompatibility between the technological infrastructures of different agencies, and the lack of easy data sharing across online platforms, became major challenges for the VSS staff. Because of these issues, many processes still had to be completed manually and proved time-consuming.
- Many public services require involvement from multiple agencies, and data from these multi-agency online public services are lacking. This makes it difficult for a citizen or business to complete a service fully online.
- Many APs have now been provided as online public services, but the rate of use is still very low; there are even APs with a use rate of approximately 0%. The reasons for this lack of adoption boil down to inconveniences in the implementation process or in the process of preparing digital documents.
- There is a lack of digital infrastructure that would allow users to conveniently perform steps in each AP. Meanwhile, not enough attention has been paid to public communication, guidance, and user support that might increase the effectiveness of this process.

APPROACH 5.2

Supporting user experience review and recommendations for BPR

It is important to understand how users (i.e., citizens and businesses) experience online public services. This approach shows how effective an online public service is in reality as opposed to in theory; thus, a user experience review is a critical step following the BPR process. The ultimate goal is to make online public services more convenient for end users and to increase uptake. This review was performed through the following tasks:

Task 5.2.1 - Selecting one pilot AP

In collaboration with the project team, the VSS selected **AP#04** - *Voluntary social insurance registration (new registration; change from compulsory social insurance to voluntary social insurance)* - to conduct a review of the user experience. This AP was re-engineered by the Digital Frontiers team during the first phase of the project and was already being implemented online, so it was well-positioned for piloting the user experience review.

Task 5.2.2 - Conducting the user experience review for the pilot AP

The review aimed to:

- Review and produce results according to the criteria officially issued by the Ministry of Information and Communications and the Office of the Government.
- Evaluate the convenience and ease of online record submission from the perspective of online service users.
- Provide feedback and recommendations to improve and upgrade software functions and interfaces.
- Offer feedback and recommendations to improve and streamline officials' processing tasks in administrative procedure settlement.

Methods of implementation:

- Review the user experience independently according to the functional criteria issued by the Ministry of Information and Communications.

- Evaluate the user experience by role-playing as:
 - Individuals (employees) and agencies (employers)
 - Officials in one-stop-shops (OSS)
- Study and conduct field consultations.

Based on findings, the project team made recommendations to improve the user experience for individual users as well as for officials and civil servants of the social insurance sector.

Recommendations derived from the user experience review:

1. **User-Centric Design:** Incorporate a design that is intuitive and easy to navigate to improve the user experience.
2. **Data Validation:** Enhance data validation through multi-agency collaboration and provide real-time support to users, thereby increasing reliability.
3. **Accessibility Features:** Ensure the platform is accessible to people with disabilities by adhering to web accessibility guidelines.
4. **Seamless Integration:** Work on integrating various functionalities smoothly, ensuring data flows seamlessly between different modules and across platforms.
5. **Mobile Responsiveness:** Given the increasing use of mobile devices, ensure that the platform is fully functional in a mobile format.
6. **Information Repository:** Create a comprehensive FAQ and help section to assist users in real-time.
7. **Data Analytics:** Implement advanced analytics to track user behavior and system performance, thereby proactively identifying areas for improvement.

APPROACH 5.3

Conducting a workshop on the BPR of administrative procedures for VSS staff



All participants with Deputy Director-General Chu Manh Sinh at the training workshop on September 14, 2023

To ensure that the long-term impact of the project is sustained after the project concludes, it is critical to build VSS capacity to execute the BPR of APs. The BPR of the prioritized APs identified under this project was intended only to set examples for how to properly execute the BPR of APs to better serve citizens and businesses. Therefore, a training workshop for VSS officials on the **Business Process Re-engineering of Administrative Procedures and the User Experience Review of Administrative Procedure Delivery** was held in Vinh Phuc on September 14th, 2023.

Task 5.3.1 - Conducting a workshop

Led by VSS Deputy Director-General Chu Manh Sinh, this workshop was well attended. It was divided into two key sessions: (a) experience and knowledge sharing through presentations from the project team and (b) practice for VSS staff in applying the BPR methodology.

The objectives of the training workshop included:

- Review the results and effectiveness of the USAID Vietnam E-Government Capacity Building Program's support to VSS, including: the BPR of four specific public services (AP#647a, AP#640a, AP#5, AP#14.1) and the user experience review of one online public service for social insurance (AP #04).
- Share experiences and transfer knowledge to VSS officials regarding the methodology and content of the BPR of APs, including how to conduct the process to provide increasingly effective online public services.

- Share experiences and transfer knowledge to VSS officials regarding the criteria and methodology for conducting a user experience review of a VSS online public service. The goal is to better serve individuals, organizations, and businesses when conducting VSS APs and to optimize the processing tasks and responsibilities of VSS officials.
- Provide a practice session for the purpose of training VSS officials how to execute the BPR of APs, helping the VSS to systematize online public service delivery by providing language and modeling for processes. This will help the VSS improve the quality of their current BPR to become simpler, more transparent, and more efficient.
- Provide a practice session on how to conduct a user experience review to assess how users (citizens, businesses, or VSS officials) experience an online service. This will help VSS optimize their online public service delivery.

Task 5.3.2 - Producing a workshop report

After the workshop, the project team produced a report summarizing the discussion and feedback collected over the course of the workshop.

This workshop was highly regarded by Mr. Chu Manh Sinh: “The workshop provided a very helpful professional system for the BPR of VSS’s online public services, serving as the ‘international standard’ that the VSS will consider adopting on their own following this workshop,” he said. In addition, the following are key conclusions gleaned from the workshop:

- E-government development and online public service delivery to people and businesses are long-term processes, requiring continuous efforts from several state agencies, including the VSS. During implementation, particularly the BPR of APs involving a “people and businesses-centered service,” implementers must always stick to these specific objectives: (1) the optimization of online public service delivery to aid people and businesses in conducting APs conveniently and simply; (2) the improvement in efficiency of AP processing, of the VSS system itself, and of VSS officials;

and (3) the development of a logical, scientific, and consistent model for all parties to easily coordinate on the improvement of the system.

- It is unnecessary for all APs to be fully online. The BPR should pay attention to the people conducting APs to ensure their smooth, efficient, and easy performance.
- The VSS is promoting online public service delivery; it is important that it understand that any “service” provided must meet the requirements of service users. If a service has good functionality and performance but the users still have negative experiences with it, it will be difficult to convince users to access that service again. Therefore, user experience reviews are necessary for all online public services and must be

conducted periodically to detect any problems and make continuous improvements.

- The workshop exercise simulating the user experience review, followed by the discussion on proposed improvements, demonstrated that the VSS team has ample ability to proactively review and detect problems quite well. In the event of little to no external support or resources, the VSS can use the knowledge imparted by the Digital Frontiers team and their own resources to continue this work. Using the training materials from the workshop that were designed from international experience and expertise and communicated through the program, the VSS can conduct user experience reviews for the public services already announced.

CHALLENGES AND LESSONS LEARNED

As with any program of this nature, there were many challenges and lessons learned in the process of implementation. Notably, this program began and was completed during the COVID-19 pandemic (from 2020-2023). Below, the project team lists several challenges were faced along with the lessons learned throughout the program's tenure:

CHALLENGE

The COVID-19 pandemic posed many challenges for fostering team interaction, carrying out program capacity-building exercises, and completing deliverables.

SOLUTION – FLEXIBILITY

Alternative communications channels and avenues for team interaction were established; capacity-building workshops were rescope to provide the possibility of online or hybrid delivery.

CHALLENGE

The program's Vietnamese government counterpart (OOG/APCA) was under great political pressure, resulting in changing requests and demands.

SOLUTION – ADAPTIVE MANAGEMENT

The project team focused on results to be able to adapt to changing circumstances. They were considered opportunities! APCA looked to us as a trusted partner, working hand in hand to adapt to the changing requirements and maximize results of the government's digitization mandates to meet their needs.

CHALLENGE

Coordination within the GVN counterpart (OOG/APCA) and with other stakeholders was limited due to bureaucracy, weak interagency collaboration, and COVID-19 restrictions, among other factors.

SOLUTION – CHAMPION & LEADERSHIP

Cultivating understanding with and direct engagement of leadership throughout the process greatly helped effect change. The data-driven approach and digitization were streamlined and helped facilitate better coordination and interdepartmental/interagency collaboration.

CHALLENGE

Actual impact is the best evidence for ensuring long-term sustainability.

SOLUTION – ALIGNMENT

With recommended strategies for change, the pilot provinces, and the release of the dashboard, APCA saw a need to extend the changes to all agencies. As a result, our work not only laid the foundation for this multiplier effect but could also help maximize resources and integrate other donor-supported activities, such as LinkSME, the World Bank, etc., to sustain further impact (e.g., through training activities to other agencies in Vietnam).

CHALLENGE (VSS)

Within the VSS, different stakeholders from business and IT units that handle the development of online public services are usually not aligned with one another. As such, more program management-focused efforts and leadership guidance are needed to ensure consistency, effectiveness, and efficiency.

SOLUTION – IMPACT MANAGEMENT & REGULAR COMMUNICATION

Leadership buy-in is critical for providing the timely direction and guidance necessary for this multi-departmental/multi-sectoral engagement. In addition, providing leadership with regular communication updates and reports on key milestones and any bottlenecks to be resolved are crucial to success.

RECOMMENDATIONS

Consider international best practices on utilizing new technology advancement to support better governance and enhance efficiency and transparency.

Technology advances very quickly. The fact that the Vietnamese government has started the data-centric journey already means that there are many new opportunities to apply those technologies to enhance government services for the benefit of citizens and businesses.

Support the design of an innovative digital government framework (i.e., government cloud, blockchain-enabled, etc.) that ensures data privacy.

Digital transformation will push the government's processes into a new paradigm, where users can expect a true "one government" approach in which all registered data is available for public services. Many business services will need to be re-engineered to be more user- and life-event-focused rather than agency- and functionality-focused. This also necessitates the correct approach to data privacy.

Support capacity building for different roles in digital government implementation.

Many government officials will need to be trained in order to cultivate better digital skills and foster the capacity to use the new digital government platform to its fullest extent.

Support local governments' use of a digital government platform to grow the digital economy.

Local government can rely on whole-of-government data about citizens and businesses to better govern and fuel the growth of the local economy and society. This new dimension should be encouraged, guided, and enforced such that local governments have ample opportunities for growth.

Promote change management to government leaders and officials.

Change management is new to the GVN, which works in a more traditional top-down command and control approach. Change never comes overnight, but rather it requires proper preparation and skills!

(VSS) Further strengthen e-government implementation, particularly the business process re-engineering of online public services using a “citizen- and business-centric approach.”

Further support is needed to help government agencies in their e-government efforts to: (1) optimize public service delivery to make the services more convenient for citizens and businesses and (2) increase the government’s efficiency in public service processing. E-government development and online public service delivery are long-term processes that require multi-agency involvement and effort. At this stage, many government agencies mostly focus on the functionality of the e-government systems and lack an understanding of the “service aspect” or the “customer-oriented approach” to delivering public services. This hinders the online public service uptake and limits the success of e-government implementation in Vietnam in general.

ANNEX I. PROGRAM OUTPUTS

Program Documents and Outputs

- 1.1 Workshop summaries for Hai Phong, Da Nang, & Vung Tau (3 deliverables)
- 1.2 Finalized and signed-off list and overview of regulatory documents related to prioritized Administrative Procedures (APs) for 2021, 2022, 2023 (3 deliverables)
- 2.1 Assessment and baseline status report of the NPSP (as per Decision 274) (8 deliverables)
- 2.2 Support the development and implementation of a change management strategy and communication plan (18 deliverables)
- 3.1 Business process re-engineered (BPR) maps for 20 APs (40 deliverables)
- 3.2 BPR consultation workshops summaries for Can Tho, Soc Trang, & Ca Mau (8 deliverables)
- 3.3, 3.4, and 4.3 M&E Automated Dashboard developed on the National Public Sector Portal (NPSP) <https://dichvucong.gov.vn/p/home/dashboard-chi-tieu.html> (10 deliverables)
- 4.1 Develop Digitization Toolkit (7 deliverables)
- 4.2 (1) one Digitization Training Manual (slide deck), (2) two training course workshop summaries for Binh Phuoc and Ninh Binh, and (3) one pilot OSS for Binh Phuoc (6 deliverables)
- 5.1 Undertaking and supporting the BPR of four prioritized VSS APs that serve citizens and businesses (10 deliverables):
 - AP #647a: Settlement of pension benefits for people participating in compulsory social insurance - Vietnamese (Full Report) & English (Executive summary)
 - AP #640a: Settlement of pension benefit for people participating in voluntary social insurance, and reserving of paid social insurance - Vietnamese (Full Report) & English (Executive summary)
 - AP #05: Registration to de-activate/issue health insurance cards for people only participating in health insurance - Vietnamese (Full Report) & English (Executive summary)
 - AP #14.1 Settlement of one-time social insurance benefits - Vietnamese (Full Report) & English (Executive summary)
- 5.2 Supporting user experience review and recommendation for BPR (2 deliverables):
 - AP #04: Voluntary social insurance registration (new registration; change from compulsory social insurance to voluntary social insurance) - Vietnamese (Full Report) & English (Executive summary)
- 5.3 Workshop on the BPR of administrative procedures for VSS staff (2 deliverables) (in Vietnamese & English)

Reference Documents

- Decision 766/QĐ-TTg - Set of quality assessment indicators for electronic administrative procedures, <https://thuvienphapluat.vn/van-ban/Bo-may-hanh-chinh/Quy-dinh-766-QĐ-TTg-2022-Bo-chi-so-danh-gia-chat-luong-phuc-vu-thu-tuc-hanh-chinh-dien-tu-518821.aspx>
- Press coverage for Decision 766/QĐ-TTg - <https://vov1.vov.gov.vn/doi-thoai/de-danh-gia-chat-luong-phuc-vu-nguoi-dan-doanh-nghiep-trong-thuc-hien-thu-tuc-h-cmobile69-93091.aspx>

Workshops

- 1.1** Offline workshops in Hai Phong May 23-24, 2022; Da Nang May 26-27, 2022; and Vung Tau June 2-3, 2022
- 4.1 and 4.2a** Offline consultation workshop with pilot one-stop shop (OSS) and digitization training course – Binh Phuoc, May 20, 2022
- 4.2b** Offline digitization training course – Ninh Binh, May 17, 2022
- 3.2** Offline BPR consultation trip workshops in Can Tho October 11, 2022; Soc Trang October 12-13, 2022; and Ca Mau October 14, 2022
- 3.3** APCA's internal training in Hanoi December 2-3, 2022 & implementation enhancement event in Lao Cai February 24, 2023
- 5.1.4** Provincial consultation trips in Hanoi, and to Kon Tum and Ho Chi Minh City to finalize the BPR plan for each AP
- 5.3.1** Workshop on the BPR of administrative procedures for VSS staff

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