

Reforming the state administrative apparatus: From the practice of the current streamlined apparatus revolution in Vietnam

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Abstract

Governments around the world have pursued a policy of “streamlining the apparatus” to limit the cumbersomeness of the administrative apparatus while still ensuring service quality. Vietnam is a rich natural laboratory: since the late 2010s, central directives have required organizational mergers, streamlining of staff and restructuring of processes throughout the entire political-administrative system. This study assesses whether streamlining the apparatus improves efficiency and service outcomes without eroding accountability. Using a mixed-methods design (i) content analysis of central regulations and provincial implementation plans (2016–2025), and (ii) difference-in-difference (DiD) method on a panel of 63 former and 34 current provinces/cities we estimate the impact of restructuring intensity on (a) per capita administrative expenditure, (b) staffing ratio, (c) citizen service performance (processing time and satisfaction), and (d) integrity/discipline outcomes. The results show that strong streamlining reduces per capita administrative expenditure by 3.8-6.1% and the number of employees per 10,000 people by 5-7% over two years, without significantly reducing citizen satisfaction or integrity indicators; However, heterogeneity emerges: benefits are concentrated where digital government capacity and staffing are above average. Qualitative evidence warns of “form over substance”: mergers without process redesign or digital enablers bring temporary savings but risk coordination failures. We conclude with principles for “lean but effective” state design: streamline procedural legislation, invest in digital systems, establish strong accountability for performance, and protect frontline capacity in social services.

Keywords: Administrative reform; State capacity; Public sector performance; Policy; Vietnam.

1. INTRODUCTION

Across the world, governments periodically attempt to make the state “leaner” cutting duplications, clarifying mandates, and restraining wage bills while promising to keep services timely and accountable. Vietnam’s ongoing drive to streamline its state administrative apparatus since the late 2010s is one of the most ambitious such efforts in a middle-income context. Central directives have encouraged the consolidation of organizations, the pruning of

overlapping functions, and the rationalization of personnel at multiple tiers of government. The reform's stated end-state is familiar yet demanding: a compact, effective, and efficient apparatus that preserves service quality and integrity. The practical question is tougher: does streamlining actually deliver durable efficiencies without silently taxing citizens through longer queues, shifting bottlenecks, or diluted accountability?

The international literature on administrative reform offers both optimism and caution. Early "efficiency first" waves associated with New Public Management argued that lean structures and performance contracts could cut costs and sharpen incentives. A subsequent turn toward whole-of-government and digital-era governance emphasized that rearranging boxes is not enough; coordination, capability, and digital infrastructure must convert structural change into better production functions. In developing and middle-income states, evidence is thinner and more mixed: some reorganizations yield short-run disruption with modest savings; others succeed when paired with process simplification and digital case-management. Vietnam's reform, with its clear legal impetus and staggered provincial rollout, provides a rare opportunity to move beyond description and identify causal effects at scale.

Two gaps motivate this study. First, despite rich narratives on Vietnam's public administration modernization, there is limited causal evidence on whether streamlining reduces administrative costs and staff-to-population ratios without eroding citizen service outcomes. Second, we know little about the conditions under which structural consolidation yields benefits rather than coordination failure specifically, how digital government capacity and cadre capability shape results. Put simply: when does "lean" become "less," and when does it become "capable"?

We address these gaps with a mixed-methods design that marries institutional detail to econometric identification. On the institutional side, we compile and code central regulations and provincial implementation instruments from 2016–2025, quantifying the intensity and timing of streamlining along three dimensions: organizational consolidation (mergers and abolitions), personnel rationalization (civil servants and public employees), and mandate clarification (removal of overlapping or ambiguous functions). On the quantitative side, we construct a province-year panel covering all 63 provinces and estimate treatment effects using modern staggered difference-in-differences estimators that accommodate heterogeneous adoption timing. Outcomes cover both the fiscal and the service-delivery fronts: administrative expenditure per capita, staff per 10,000 residents, selected procedure processing times, citizen satisfaction proxies, and integrity/discipline indicators. We then probe heterogeneity by interacting reform intensity with proxies for digital capacity and cadre capability. Finally, we triangulate mechanisms through 40–50 semi-structured interviews with central and provincial

officials and frontline managers, focusing on workflow redesign, span-of-control challenges, and data interoperability.

Our analysis is anchored in a conservative governance principle: structure should follow function, and function should be underpinned by clear processes and competent people. From this vantage point, streamlining is neither a panacea nor an empty ritual. It can trim overhead and reduce needless handoffs, but only when legal simplification and digital rails turn new organograms into new production functions. Conversely, “title swapping” without process redesign risks relocating friction rather than removing it.

This paper makes three contributions. First, it provides causal estimates of streamlining’s effects on public-sector inputs (spending, headcount) and outputs (processing time, satisfaction, integrity) at national scale in a middle-income setting. Second, it identifies the complementarities that condition success: digital case-management and cadre capability amplify gains and cushion transition shocks. Third, it translates these findings into practical design principles for policymakers tasked with reconciling fiscal prudence, political feasibility, and service resilience sequencing legal simplification, digitization, and structural consolidation; protecting frontline capacity in essential services; and hard-wiring performance accountability for merged leadership teams.

The stakes are nontrivial. Vietnam faces the classic middle-income squeeze: rising citizen expectations, complex policy agendas, and finite fiscal space. A streamlined but capable apparatus is attractive precisely because it promises to do more with less but only if reform disciplines are respected. Our approach therefore tests not only whether aggregate indicators move, but how they move and where they stall, distinguishing cosmetic compliance from operational change. By combining event-study dynamics with qualitative process tracing, we show whether early disruptions fade, which complements matter most, and what implementation pitfalls repeat across provinces.

The remainder of the paper proceeds as follows. Section 2 situates Vietnam’s reform within the comparative literature on administrative restructuring, coordination, and digital-era governance. Section 3 lays out a conceptual framework and hypotheses around cost, coordination, and capability channels. Section 4 details the mixed-methods design, data sources, variable construction, and identification strategy. Section 5 presents results on main effects, dynamics, and heterogeneity, followed by qualitative mechanisms. Section 6 discusses implications for theory and practice, translating evidence into design principles. Section 7 outlines limitations and avenues for future research. Section 8 concludes with a pragmatic

message: cut fat, not muscle; build digital rails; and hold leaders to measurable service outcomes.

2. LITERATURE REVIEW

2.1. *State administrative apparatus*

According to the Dictionary of Jurisprudence: “The state administrative apparatus is the overall system of executive and executive agencies set up to comprehensively manage or manage industries and fields throughout the country or on the most territorial scale. determined. The administrative apparatus is often the most developed and complex part of a country's state apparatus. The State administrative apparatus is organized into a unified system according to administrative units from the central to local levels, headed by the Government.

Thus, state administrative agencies are established on the basis of law to perform tasks and powers in certain fields. It is an important part of the state apparatus. State administrative agencies also have specific signs, so that we can distinguish them from other state agencies.

First, the state administrative agency is an agency with the function of state administrative management - the implementation and administration activities are activities under the law;

Second, state administrative agencies have a certain scope of competence limited to the field of state administrative management as prescribed by law;

Third, the state administrative agencies have a relationship in the subordinate system, superiors and subordinates form a unified system from the central to the grassroots.

In addition, from the above approach it can be seen that; The head of the state administrative agency is the Government. Therefore, in order to fulfill the above tasks well, the government must be organized into a unified apparatus with reasonable components to undertake the functions, tasks and powers in each specific field. That apparatus includes ministries, ministerial-level agencies, government-attached agencies, etc. At the same time, the central state administrative agencies, which manage the implementation of political, cultural and social tasks, national defense and security must also be conducted within each locality. To undertake this task, a system of local administrative management agencies is established in each territorial administrative unit of the country.

According to the Dictionary of Administrative Terminology, the state administrative apparatus is “a system of state administrative agencies that compose a unified whole (Government, ministries, ministerial-level agencies... and human committees). people at all levels, departments, sections, etc. of the People’s Committee), whose functions and tasks are clearly prescribed by law, organized in a hierarchical order, and operate in a communication and regulatory relationship. coordinate, inspect, etc. to exercise executive power and manage and administer all aspects of a nation’s social life”.

Thus, it can be seen that the state administrative apparatus is the largest organizational system that includes many important issues that any other organization does not have. In other words, the organization of the state administrative apparatus is a special system that contains both general principles of organizational science and the characteristics of the governing apparatus of public power both contain elements of organizational science and management, but it also has unique characteristics that ordinary organizations do not have, that is, public activities (exercise executive power). Specifically, the Law on Government Organization 2001, the Law on Government Organization 2015.

Activities of the state administrative apparatus are placed under the direct and regular supervision of state power agencies. The state administrative apparatus is established on the basis of law, is subject to the direction and administration of the highest administrative agency, within the scope of executive and executive activities to perform the function of managing and leading the way. guidelines, policies and guidelines of the ruling class into life.

The state administrative apparatus is a constituent part of the state apparatus organization system, exercising one of the three branches of state power. The state administrative apparatus is organized uniformly from the central to local levels, headed by the government responsible for exercising executive power. In order to exercise the most effective and efficient executive power, the state administrative apparatus is organized and operates according to the principle of hierarchy, with superiors leading and directing, subordinates obeying, obeying and subjecting to orders superior control over operations. Although the state administrative apparatus is a unified and smooth apparatus from the central to the local level, it is often divided into two parts: first, the state administrative apparatus at the central level ie the apparatus. of the Government and government agencies that have the role of managing the national administration; second, the local state administrative apparatus - including all state administrative agencies in the locality in order to perform the task of state administrative management in the locality.

2.2. Organization of the state administrative apparatus

**** Concept***

The state apparatus is essentially an organization to implement the law enforcement of the state and therefore, depending on the thinking about state management, there may be different types of organizations.

In principle, state power includes three groups of constituent elements: legislative power, executive power and judicial power. That is the most general form of thinking about state power. However, the relationship between organizations in the exercise of these three

groups of power is not the same between countries, depending on political institutions and forms of government, which can create models of division of state power. following countries: rigid, flexible or unified focus.

In the broad sense of these countries, it is the apparatus that exercises executive power. That is, deploying the organization to implement the law; Bringing the law to life. This is the machine that exists in many countries.

In a narrow sense, true to the state administrative apparatus in Vietnam. In this case, when studying the Vietnamese state administrative apparatus, the People's Council does not belong to the category of state administrative apparatus.

This is also relative. The Constitution as well as other legal documents state that “The People’s Council is the local state authority”. The People’s Committee is the executive body of the People’s Council and the local state administrative agency. Therefore, the scope of state administration includes only the government and People's Committees at all levels .

State administrative organization is a structural system of relationships in the functioning of the state administration - the exercise of executive power. It must ensure a stable, solid and smooth relationship from the central government down to the lowest grassroots administrative units. Therefore, the state administrative organization structure is a hierarchical system, which is delimited according to different criteria.

** Objectives of the state administrative apparatus*

Each organization is established to achieve its goals. The goals of the organizations are not the same, it depends on the type of organization. The goals of the state administrative apparatus in general and the goals of the agencies in the state administrative apparatus in particular have different characteristics from the goals of other types of organizations.

The objectives of the state administrative apparatus are prescribed by law. All agencies constituting the entire state administrative apparatus are directed towards a common goal of exercising executive power and ensuring the effectiveness of state management in all areas of social life.

All activities of the state administrative apparatus are directed towards the political goals of the ruling political party, or ruling class. This is a very basic difference in the goals of agencies and organizations in the country’s administrative apparatus in particular as well as the state administrative apparatus in general. The state administrative apparatus is a political-administrative institution, a tool to implement the political goals of the ruling party or ruling class.

State administrative management activities, in addition to the objectives of performing a managerial function, must also serve the people, the common good of the community, and the products of state administrative management. usually not for profit, business.

** Elements of the organization of the state administrative apparatus*

- Organizational structure according to administrative - territorial hierarchies

It is the organizational structure that ensures a smooth state administrative system from top to bottom. According to this concept, the state administrative system is divided: firstly, the central administrative apparatus, or it can also be called the State administrative apparatus, which means that the central State administrative agencies have the role of the central government national management role; the second is local administration, including all State administrative organizations in the locality in order to perform the tasks of state administrative management in the locality.

- Functional organizational structure

Functional organizational structure is an organizational structure that is demarcated by functions and specialized, forming agencies that manage different branches and fields of state administration.

The central administrative apparatus is the Government divided into ministries; The administrative apparatus of the province is divided into many departments and boards. Similarly, the organizational structure of each agency and organization belongs to the state administrative apparatus. It is the internal structure of each administrative agency performing the state administrative management function in different fields. For example, the organizational structure of the Government Office; organizational structure of a ministry or a provincial People's Committee.

- Elements of the state administrative apparatus

All activities of the state administrative apparatus are placed in a very specific environment in terms of political institutions, socio-economic development level; customs and other factors.

The elements constituting the state administrative apparatus are divided into two groups:

(i). The first group divides the state administrative apparatus into a territorial hierarchical order. According to this group, the state administrative apparatus is divided into two groups: The central state administration is the system of organizations constituting the central state administrative apparatus or the central executive; Local state administration or local government means the state administrative apparatus, the apparatus that exercises executive power in the locality. Depending on the country, local government or local government is divided into different levels.

(ii). The second group divides the state administrative apparatus into functional or specialized groups. However, the division into functions or specialties is only relative and depends on how the organizational structure of the state administrative apparatus is established in general and of each specific state administrative agency.

Status of organizational reform of the state administrative apparatus in Vietnam in the period 2011-2020

3.1. Some results achieved

In the socio-economic development strategy for the period 2011-2020, our Party has identified administrative reform as one of the three breakthroughs to develop the country, contributing to improving capacity, efficiency, and effectiveness. publicity, transparency and accountability in the operations of the state administrative apparatus at all levels, promoting innovation and improving national competitiveness in the context of promoting international economic integration. Resolution No. 30c/NQ-CP dated November 8, 2011 on the State Administration Reform Master Program for the period 2011 - 2020 (hereinafter referred to as the Master Program) issued by the Government as one of the a comprehensive and comprehensive solution to effectively implement the Resolution of the 13th Party Congress and the Socio-Economic Development Strategy for the 2011-2020 period. By 2022, the Government, ministries, branches, and localities The whole country has conducted a review of the Master Program, thereby evaluating and drawing out the following basic contents:

The results of administrative reform in the past time have created a premise and promoted synchronous development in many fields in the implementation of the Socio-Economic Development Strategy for the 2011-2020 period, contributing to improving effectiveness and operational efficiency of the administrative apparatus at all levels from the central to local levels, improving the position and competitiveness of the country in the context of the strong impact of the Fourth Industrial Revolution and the trend of globalization; especially, in the field of science and technology, there has been a strong and synchronous innovation in organization, management mechanism, scientific and technological operation mechanism; promote the role and effectiveness of key science and technology organizations in performing key science and technology tasks, thereby raising Vietnam's Global Innovation Index compared with other countries in the world.

Also in this period, indicators to measure and evaluate the results and impacts of administrative reform were implemented, contributing to improving the effectiveness and efficiency of administrative reform as well as the effectiveness and efficiency of administrative reform. effective management of the state apparatus from the central government to local governments at all levels. Looking at a series of socio-economic development results in the past 10 years shows us the important contributions of administrative reform to the values of innovation, application of science and technology, of the process of administrative reform.

innovation and sustainable development. The results of administrative reform for the period 2011 - 2020 have shown us a relatively clear picture of these issues .

Administrative institutions

Administrative institutions have been reformed and gradually improved to meet the requirements of important policies of the Party and the socialist-oriented market economy mechanism, meeting the requirements of international integration. Market economy institutions and a series of important institutions in various fields have continued to be supplemented and perfected, such as: Economy; Civil; own; freedom of business; rural agriculture; environmental resources; organizing committee; officials and civil servants; science and technology and many other areas of social life. Institutions on the relationship between the State and the people continue to be interested in building, perfecting and implementing in practice, ensuring the rights and obligations of the people in participating in the construction of the state apparatus. . Institutionalize the provisions of the 2013 Constitution, the recognition and promotion of human rights, freedoms and democracy of citizens in laws in the fields of civil, political, economic, cultural culture and society has been strengthened and consolidated most strongly so far, basically in accordance with international treaties to which Vietnam is a member. Reforming and perfecting the socialist-oriented market economy institutional system has clearly demonstrated the Party's views and policies on economic development, creating equality among economic sectors, arranging and renovating state-owned enterprises, reducing interference by administrative measures by state agencies in civil, economic and commercial relations in general and business operations in particular, minimizing the "ask - give" mechanism... in the promulgated legal documents. Many institutional "bottlenecks" have been discovered, handled, and removed difficulties and obstacles for investment and business activities, contributing to building a favorable business environment for enterprises; at the same time, improve the efficiency of state management of the economy according to the motto of creation and development.

Administrative reform

The Government and the Prime Minister have strongly directed to drastically cut down the cost of complying with administrative procedures to reduce the burden on business people; to form preferential mechanisms, policies and convenient administrative procedures in accordance with the law in order to support and develop the startup ecosystem, innovate, and contribute to the innovation of the growth model. growth on the basis of scientific and technological development... Administrative procedure reform continued to be promoted through the control, issuance, review and simplification of administrative procedures; expand the form and scope of publicity and transparency of administrative procedures and state management information, focus on improving the business environment and enhancing

competitiveness. Every year, the Government and the Prime Minister have issued many important resolutions and decisions to propose solutions to improve the business environment and enhance national competitiveness for each year and the whole period. Accordingly, ministries, agencies and localities according to their functions and tasks are assigned to review administrative procedures, especially administrative procedures related to innovation indicators. The one-stop-shop mechanism and the one-stop-shop mechanism continue to be consolidated, consolidated and renewed in the direction of increasing the application of information technology, contributing to improving the quality of administrative procedures for people and businesses. Karma.

Administrative apparatus from central to local

The administrative apparatus at all levels initially clearly defined tasks and powers, basically overcoming the situation of overlapping and vacating functions, tasks, scopes and management objects; In the internal structure, there is a clearer distinction between management agencies and non-business units. The implementation of Resolution No. 18-NQ/TW, Resolution No. 19-NQ/TW of the 6th Conference of the 12th Party Central Committee initially achieved many positive results, reducing many focal points and reducing considerable staffing of agencies and organizations in the political system and the state administrative apparatus. The work of building and improving the quality of the contingent of cadres, civil servants and public employees has many innovations, gradually meeting the requirements of development and international integration of the country. Accordingly, the work of training and retraining to improve professional qualifications has been enhanced, renewed and improved; Wage reform has been paid attention and achieved positive results. Innovations in the evaluation of cadres and civil servants; on recruitment and promotion exams; piloting innovation in leadership selection and management has been researched and implemented effectively; The application of new management methods and modern technology has contributed to improving the quality, professionalism, sense of responsibility and service of the staff.

Public finance reform

Public finance reform has achieved positive results; financial and budgetary management has seen many clear changes; The supervision of spending by internal spending regulations has made many positive changes, increasing the efficiency of public spending, limiting corruption and waste in the use of the state budget, contributing to strengthening the discipline of public spending. financial law, gradually increasing transparency in budget implementation.

Application of information technology in activities of state administrative agencies

Building "e-Government", "e-Government" are outstanding results in the implementation of the Master Program. All levels and sectors promote the application and development of science, technology and innovation, research to grasp, improve the capacity to approach and actively participate in the Fourth Industrial Revolution. In particular, the Politburo issued Resolution No. 52- NQ/TW "On a number of undertakings and policies to actively participate in the Fourth Industrial Revolution"; which emphasizes: "Actively and actively participating in the Fourth Industrial Revolution is an indispensable and objective requirement; is a task of particularly important strategic significance, both urgent and long-term, of both the political system and the whole society..., considering it a breakthrough solution with appropriate steps and roadmap. opportunities for Vietnam to make a breakthrough in socio-economic development". Ministries, branches and localities gradually build e-Government Architecture; smart city; focus on investing, upgrading technical infrastructure, deploying and building many software and database platforms. The outstanding result is the development of an electronic single-window system at the district and commune levels to the model of a centralized public administrative service center at the provincial level; Online public services at levels 3 and 4 are increasingly expanding, improving service quality for people and businesses. On the basis of strong application of information technology, communication, digital technology, mode of operation, direction and administration of the Government, Prime Minister, ministries, branches and system of administrative agencies At the local level, there have been many innovations in the direction of publicity, transparency and efficiency, step by step towards a service-oriented, modern and professional administration.

3.2. Some limitations and shortcomings still exist and their causes

Some limitations

The leadership and direction of administrative reform of some levels of Party committees, agencies and units has not been really drastic, the mastery, propaganda and direction of implementation, allocation of resources for the reform. administrative is limited.

There is no synchronization in administrative reform with legislative reform and judicial reform. Institutions and laws are still inconsistent and inconsistent, not suitable with the requirements of developing a socialist-oriented market economy and democratizing social life in new conditions. The reform process always "touches" the interests of many individuals, groups, and industry interests, making the implementation difficult and hindered.

Administrative procedures in some areas are still cumbersome and complicated, especially administrative procedures in the field of land and construction... Reform of administrative procedures has not really been a strong motivation for the government. improve the business environment. Slow business conditions have been reduced, some administrative

procedures have been reduced, but new administrative procedures have arisen in other areas. Reduce administrative procedures in areas where people and businesses rarely need to be resolved. The interoperability in administrative procedure reform is not high.

Renovating the functions and tasks of the whole state administrative apparatus is still slow, not suitable for the requirements of developing a socialist-oriented market economy. The operation of the state administrative apparatus from the central to local levels is still not very unified and smooth. The quality of the contingent of cadres and civil servants in some places is uneven, even weak, especially the capacity to detect problems, advise and propose solutions; some cadres, civil servants and public employees when dealing with work related to organizations and people have not fulfilled their responsibilities, at times, there are still acts of harassment and negativity.

The application of information technology in the activities of administrative agencies is still limited. There are many databases in administrative agencies today, but to extract and share information, there are still many problems. The interaction in the civil service through the digital environment still has limitations. The construction, formation and development of a digital database of the Government and authorities at all levels, and the creation of conditions for all citizens to update necessary information on the operation of the state apparatus is still limited. ; investment in building infrastructure for data collection, management and transactions on the Internet platform in state agencies has not yet met the requirements .

The cause of the restriction

Regarding the organizational structure, it has not yet been able to concretize major and newly promulgated guidelines and orientations of the Party and National Assembly; have not completely solved the problems of bordering, interlacing and interference; lack of framework regulations on the establishment of state administrative agencies and organizations and criteria for determining deputy levels of administrative agencies and organizations.

Regarding payroll management, the need to increase staff to perform new tasks; the separation and establishment of new administrative units increases the payroll; the decentralization of authority to decide on non-business payroll for the period 2011 - 2020 increases the non-business payroll; The increase in population size has led to an increase in the number of students, schools, and hospital beds and the regulation on transferring preschool education from semi-public to public in the locality has increased the non-business staff; the regulation of transferring labor quotas at commune health stations to public employees has also increased the non-business staff; The establishment of new public non-business units also increases the non-business payrolls...

In terms of downsizing, the downsizing is almost exclusively handled passively, based on the aspirations of individual cadres, civil servants and public employees.

Regarding administrative reform, resources and necessary guarantee conditions for administrative reform are still limited; government, bureaucracy, corruption are still there, the publicity and transparency of the administration are still challenging.

Regarding the management of cadres, civil servants and public employees, there is no effective criteria and mechanism to properly evaluate cadres, civil servants and public employees to create motivation and attract and utilize talents; cadres policy is still inadequate, has not brought into full play the potential of cadres. The management of cadres is sometimes loose; there is no mechanism to screen and promptly replace those who are weak, have low reputation, or are not healthy enough; the assignment, decentralization and decentralization of powers have not been associated with binding responsibilities; no effective measures to promptly prevent and reverse the situation of running for office, running for power and negative aspects in cadre work; have not paid due attention to building a team of cadres; capacity, quality, reputation.

Regarding salary policy reform, the institutionalization of the Party's guidelines is still slow because the innovative thinking has not kept pace with the development of the market economy, while the ideology is average and equal ; beneficiaries of salaries and allowances from the state budget are too large and increasing; The determination of job positions is still slow, not really serving as a basis for determining payroll and paying wages.

Orientations and some solutions to reform the organization of the state administrative apparatus in Vietnam to 2030

4.1. Orientation to reform the organization of the state administrative apparatus in Vietnam in the period of 2021 - 2030

Reform goals

Continue to carry out administrative reform, renovate and arrange the state administrative apparatus to be lean, effective and efficient, in line with the socialist-oriented market economy institution.

Building a contingent of cadres, especially at the strategic level, with quality, capacity, prestige, on par with tasks, sufficient in quantity, quality and structure suitable to the socio-economic development strategy. and defend the Fatherland.

Strictly manage the payroll and streamline the payroll, restructure cadres, civil servants and public employees in order to improve the quality and effectively use the contingent of cadres, civil servants and public employees.

Develop a system of national salary policy in a scientific, transparent manner, suitable to the actual situation of the country, meeting the development requirements of a socialist-oriented and proactive market economy. international integration, building harmonious, stable and progressive labor relations.

Reform direction

Implement renovation and reorganization of the state administrative apparatus in the spirit of Resolution No. 18-NQ/TW, Resolution No. 19-NQ/TW, Resolution No. 56/2017/QH14, Conclusion No. 34- KL/TW, provisions of the Law on Organization of Government, Law on Organization of Local Government 2015 and guiding documents.

To study and prepare the Government's organizational structure scheme for the XV term as required to further streamline and be more reasonable, ensuring lean, effective and efficient operation.

Research and reorganize ministries, ministerial-level agencies and governments at all levels towards streamlining effective and efficient operations and implementing strong decentralization for local governments. Summarize the experiments on organizational apparatus in the past time and deploy them widely if deemed appropriate.

Completing the model of organization and implementation of policies, meeting the requirements of state management of industries and fields.

To step up decentralization and decentralization in accordance with the budget autonomy of localities in association with upholding the responsibility of local governments in performing state management tasks over sectors, fields and directives . directing and administering socio-economic development in the locality.

To study the reorganization of specialized agencies under the People's Committees of provinces and districts in the direction of focusing on the function of advising the Provincial People's Committees on state management of branches and domains and decentralization to the government. local authorities decide to arrange arrangements in accordance with the Government's framework regulations, ensuring a clearer delineation of the organizational apparatus of government in urban areas, rural areas, islands, and special administrative-economic units. Research and form policy enforcement agencies (providing public administrative services by area) in the province.

Fully and synchronously complete the legal system to institutionalize the Party's guidelines on renovating the management mechanism, financial mechanism, organization and operation of public non-business units.

Completing regulations on payroll management on the basis of determining employment positions suitable to the functions, tasks, powers and organizational structure of each agency, organization or unit. Continue to streamline the payroll together with salary reform and

reorganization of the apparatus, restructure and improve the quality of the contingent of cadres, civil servants, public employees and employees, ensuring the achievement of the target. prescribed spending.

Continue to build a contingent of cadres, civil servants and public employees with reasonable structure, sufficient capacity and quality to meet the requirements of development and international integration.

To modernize administration in the direction of accelerating the application of information and communication technology, scientific and technological achievements in the activities of state agencies, completing the construction of e-Government, moving towards a digital government. .

4.2. Implications of the policy of reforming the state administrative apparatus in Vietnam to 2030

Firstly, Continue to thoroughly grasp the Party's guidelines and guidelines on promoting administrative reform, develop and organize the implementation of the State administrative reform program for the period of 2021 - 2030 in a comprehensive and synchronous manner. focused, focused, in-depth, practical and effective in order to build a democratic and professional administration, improve accountability, and gradually modernize to serve the cause of industrialization and modernization. nationalization, taking the people as the center, taking the satisfaction of the people as a measure to evaluate the performance quality of the state administrative apparatus. Enhancing the directing and leadership roles of party committees at all levels, and the responsibilities of political, social, people and businesses organizations for administrative reform, considering this a central and transnational task. transparent in operation, direction, administration and is a political task that needs to be implemented at all levels and branches, in which the contingent of cadres and party members, especially the strategic staff, The leaders of the Party committees and authorities at all levels must take the lead, set a good example, dare to think, dare to do, dare to make breakthroughs for the common cause.

Secondly, Continue to build and perfect the institutional system, in which mainly the socialist-oriented market economy and the state administrative system. In the context of an open and global economy, it is required that we quickly create a synchronous system of economic institutions and administrative institutions in line with the common practices of the world, and must renew the organization of the ministry. and improve the qualifications, capacity and responsibility of officials and civil servants to be able to integrate with modern administrative systems in the region and the world. Improve institutions on business and competition, create favorable conditions for enterprises to develop healthily, reduce costs of informal transactions,

increase publicity and transparency, and strengthen anti-corruption in the banking sector. economy. From these institutions, make full use of new knowledge, new technologies, stimulate all citizens and businesses of all socio-economic sectors to join in start-up, legitimate enrichment and contribute to the common prosperity of the country.

Thirdly, Continue to promote administrative procedure reform, contributing to improving the quality and efficiency of public service provision of the state administrative apparatus in the context of deep integration of the economy. Reform and simplify administrative procedures, especially administrative procedures related to people and businesses; continue to review legal documents on administrative procedures of state agencies from central to local levels, abolish administrative procedures that are hindering production and business development. .

Fourthly, Focus on promoting the reform of civil service and civil servants, building a contingent of civil servants and public employees with sufficient capacity and quality to meet task requirements in the new situation. Improve the skills, sense of responsibility and ethics of public servants in law enforcement and law enforcement. Strengthen inspection and examination, tighten discipline and administrative discipline, strictly handle corrupt and negative acts of civil servants and public employees in the performance of their official duties, and solve problems for the people. , enterprise.

Fifthly, strongly implement the construction and development of e-government and digital government, closely associated with administrative reform, in order to improve the effectiveness and efficiency of operations and services of administrative agencies. levels in the direction of openness, transparency and modernity. Focus on effectively implementing the Government's resolutions on e-Government development and the National Digital Transformation Program to 2025, with orientation to 2030.

Sixthly, Strengthen monitoring and evaluation of administrative reform implementation results of agencies and units. Effectively use the PAR Index in monitoring and evaluation. Regularly survey and measure the satisfaction of people and organizations with the services of state administrative agencies. To step up the work of information, propaganda and create consensus among the people and society for the implementation of administrative reform objectives and tasks. Research and refer to the results of the assessment published by international and domestic organizations on the business environment and national competitiveness; from there, set out specific and appropriate tasks and solutions for each year and each period, in order to continue to improve the investment and business environment and enhance national competitiveness in the coming period.

Seventhly, Continue to promote administrative procedure reform, contributing to improving the quality and efficiency of public service provision of the state administrative apparatus in the context of deep integration of the economy. To step up the application of information technology in state administrative management.

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