



Reforming the administrative apparatus organization in Vietnam in the context of international integration

Ha Van Hoa

Doctor of Public Administration at National Academy of Public Administration, Vietnam; 77 Nguyen Chi Thanh, Dong Da, Hanoi city, Vietnam.

Email: hahoadhvn@gmail.com

Orcid: <https://orcid.org/0009-0002-4279-4796>

| <i>Article History</i> | <i>Abstract</i> |
|---|---|
| <p>Received: 12 September 2023 Revised: 10 October 2023 Accepted: 15 November 2023</p> <p>CC License CC-BY-NC-SA 4.0</p> | <p>This article focuses on reforming the administrative apparatus in Vietnam in the context of international integration. Vietnam has been going through a process of deep integration with the world, through international trade and economic agreements, especially the Comprehensive and Progressive Agreement for Economic Partnership (CPTPP) and the Vietnam - EU Free Trade Agreement (EVFTA). In this context, administrative reform is important to adaptation and development. Promoting efficiency, transparency, and integration across government agencies and regulatory systems is necessary to ensure that Vietnam can take advantage of the opportunities and face the challenges posed by the integration process. The article includes reviewing measures to reform management, strengthen administrative responsiveness, and ensure transparency and accountability in resource management and policy implementation. Ensuring the participation of government agencies in international agreements is also an important aspect of this process.</p> <p>Keywords: Organizational apparatus; State Administration; To revolutionize; International integration; Vietnam.</p> |

1. Introduction

The international context of the 21st century has brought Vietnam into a global integration with unprecedented speed and scale. During this era, Vietnam signed and participated in many important international trade and economic agreements, from the Comprehensive and Progressive Agreement for Economic Partnership (CPTPP) to the Vietnam Free Trade Agreement. South - EU (EVFTA), creates great opportunities but poses significant challenges for the country's economy and administration. In the context of increasing international integration, administrative organizational reform has become a core element in Vietnam's development and international interaction. This raises important questions about the

ability of the country's administrative apparatus to adapt and operate effectively in an increasingly complex international environment.

Building an organizational model of the political system in a streamlined, effective, and efficient manner is the content and key task of the Party's Resolution of the 6th Plenum of the Party Central Committee (Central Committee, 2018). This is a large, important, and complex task, with a comprehensive impact on the structure and organization of our country's political system; requires uniformity in solutions and high determination in implementation. The formulation of the Resolution was carried out based on summarizing the Party's leadership work during 30 years of national innovation and development; Evaluate the results of implementing resolutions and directives of the Central Executive Committee and the Politburo on the work of building and consolidating the political system in recent years. At the same time, based on assessing the world and domestic situation, forecasting development trends, and identifying advantages and disadvantages, opportunities, and challenges for our country.

This article focuses on researching and evaluating measures to reform the administrative apparatus in Vietnam in the context of international integration. We will explore how government agencies and regulatory systems are adapting to ensure efficiency, transparency, and integration in resource management and policy implementation. In addition, the article will also consider how Vietnam's participation in international agreements can be optimized and managed to achieve maximum benefits for the country. Vietnam has adapted and reformed its bureaucracy to face new challenges, and together we will explore the specific actions and strategies the country has adopted to ensure a The administrative system is strong and responds effectively in the international integration environment.

2. Theoretical basis

2.1. State administrative apparatus

According to the Dictionary of Jurisprudence: "The state administrative apparatus is the entire system of executive and executive agencies established to comprehensively manage or manage industries and sectors throughout the country or on a certain 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 of administrative units from the central to local levels, headed by the Government.

Thus, state administrative agencies are established based on law to carry out tasks and powers in each certain field. Is an important part of the state apparatus. State administrative agencies also have specific signs, thanks to which we can distinguish them from other state agencies.

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

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

Third, state administrative agencies have relationships within the subordinate system, with superiors and subordinates forming 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, to complete the above tasks, the government must be organized into a unified apparatus with reasonable constituent parts to undertake the functions, tasks, and powers in each specific field. That apparatus includes ministries, ministerial-level agencies, and government agencies... At the same time, central state administrative agencies manage the implementation of political, cultural, social, and political tasks. National defense and security must also be carried out 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 Explanation of administrative terms, the state administrative apparatus is "a system of state administrative agencies that form a unified whole (the Government, ministries, ministerial-level agencies... and the People's Committee". People at all levels, departments, divisions... of the People's Committee), have functions and tasks clearly defined by law, are organized in a hierarchical order and operate in a relationship of communication and control. coordination, inspection... to exercise executive power and manage and administer all aspects of a country's social life".

Thus, it can be seen that the state administrative apparatus is the largest organizational system that includes many important issues that no other organization has. In other words, the organization of the state administrative apparatus is a special system, containing both general principles of organizational science and the characteristics of a governing apparatus of public power. It not only contains elements belonging to the science of management organization, but it also has unique characteristics that normal organizations do not have, which are public activities (exercising executive power). Specifically, the Law on Government Organization 2001 and the Law on Government Organization 2015.

The activities of the state administrative apparatus are placed under the direct and regular supervision of state power agencies. The state administrative apparatus is established based on law, subject to the direction of the highest administrative agency, within the scope of executive and administrative activities to perform the function of management and guidance. ways, policies, and guidelines of the ruling class in life.

The state administrative apparatus is an integral part of the state apparatus organization system, implementing 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. To exercise executive power most effectively and efficiently, the state administrative apparatus is organized and operates according to the principle of hierarchy, with superiors leading and directing, and subordinates obeying, following orders and obeying superior control in operations. Although the state administrative apparatus is a unified and smooth apparatus from the Central to local levels, it is often divided into two parts: first, the state administrative apparatus at the Central level, that is, the state administrative apparatus at the Central level of the Government and government agencies that have the role of managing the national administration; Second, the local state administrative apparatus - includes all local state administrative agencies to perform local state administrative management tasks.

2.2. Organization of the state administrative apparatus

**** Concept***

The state apparatus is essentially an organization to implement state law and therefore, depending on thinking about state management, there can be different organizational forms.

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 the political institution and form of government, which can create models of division of state power. Water according to rigid, flexible unified, and focused.

In the broad general sense of these countries, it is the apparatus that exercises executive power. That means deploying and organizing the implementation of the law; and bringing the law to life. This is the apparatus that exists in many countries.

In a narrow sense, true for 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 only relative. The Constitution as well as other legal documents state that "The People's Council is the local state power agency". 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 only includes the government and People's Committees at all levels.

State administrative organization is a structural system of relationships in performing the functions of state administration - the exercise of executive power. It must ensure a stable,

solid, and smooth relationship from the center to the lowest basic administrative units. Therefore, the state administrative organizational structure is a hierarchical system, delimited according to different criteria.

** Objectives of the state administrative apparatus*

Every organization is established to achieve its goals. The goals of 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 agencies within the state administrative apparatus, in particular, have characteristics that are different from the goals of other types of organizations.

The goals of the state administrative apparatus are prescribed by law. All agencies constituting the entire state administrative apparatus aim at a common goal of exercising executive power, 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 goals of performing management functions, must also serve the people, the common good of the community, and the products of state administrative management. Usually not for profit or business purposes.

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

- Organizational structure according to administrative and territorial levels

That 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 into first, the central administrative apparatus, which can also be called the state administrative apparatus, meaning that the central state administrative agencies have the role of national management role; The second is local administration, including all local State administrative organizations to perform local state administrative management tasks.

- Organizational structure by function

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

The Central administrative apparatus is the Government divided into ministries; The province's administrative apparatus is divided into many Departments and Boards. Similarly, the organizational structure of each agency and organization within the state administrative

apparatus. That is the internal structure of each administrative agency that performs state administrative management functions in different fields. For example, the organizational structure of the Government Office; the organizational structure of a ministry, or a provincial People's Committee.

- Elements constituting the state administrative apparatus

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

The elements constituting the state administrative apparatus are divided into 2 groups:

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

(2). 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 the way the organizational structure of the state administrative apparatus in general and of each specific state administrative agency is established.

3. Current status of reform in the organization of the state administrative apparatus in Vietnam in the period 2011-2022

3.1. Some results were achieved

In the Socio-Economic Development Strategy for the period 2011-2020, our Party has identified administrative reform as one of three breakthrough stages to develop the country, contributing to improving capacity, efficiency, and effectiveness. openness, transparency, and accountability in the operations of the state administrative apparatus at all levels, promoting innovation and enhancing national competitiveness in the context of promoting international economic integration. Resolution No. 30c/NQ-CP dated November 8, 2011, on the Master Program for State Administrative Reform for the period 2011 - 2020 (hereinafter referred to as the Master Program) issued by the Government is one of the overall and comprehensive solutions to effectively implement the Resolution of the 13th Party Congress and the Socio-Economic Development Strategy for the period 2011 - 2020. By 2022, the Government, ministries, branches, and localities will Local authorities across the country have summarized the overall Program, thereby evaluating and drawing out the following basic contents:

The results of administrative reform in recent times have created a premise and promoted synchronous development in many fields in implementing the Socio-Economic Development Strategy for the period 2011 - 2020, contributing to improving effectiveness and efficiency of the administrative apparatus at all levels from central to local levels, enhancing national position and competitiveness in the context of the strong impact of the Fourth Industrial Revolution and the globalization; In particular, in the field of science and technology, there has been strong and synchronous innovation in organization, management mechanism, and mechanism of scientific and technological activities; Promoting the role and effectiveness of key science and technology organizations in implementing key science and technology tasks, thereby improving Vietnam's Global Innovation Index Compare with countries around the world.

Also during 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 reforms. management efficiency of the state apparatus from the central to local authorities at all levels. Looking at a series of socio-economic development results over the past 10 years shows us the important contributions of administrative reform to the values of innovation, the application of science and technology, and innovation and sustainable development. The results of administrative reform in the period 2011 - 2020 have shown us a relatively clear picture of these issues.

Institutions of administration

Administrative institutions have been reformed and gradually improved by the Party's important policy requirements and the socialist-oriented market economic mechanism, meeting the requirements of international integration. Market economic institutions and a series of important institutions in various fields have continued to be supplemented and improved, such as the 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 receive attention in the building, completing, and implementing in practice, ensuring the rights and obligations of the people in participating in building the state apparatus. Institutionalize the provisions of the 2013 Constitution, recognize and promote human rights, freedom, and democracy of citizens in-laws in the fields of civil, political, economic, and cultural matters. and society has been enhanced and consolidated most strongly ever, basically by international treaties of which Vietnam is a member. Reforming and perfecting the socialist-oriented market economic institutional system has demonstrated the Party's views and policies on economic

development, creating equality among economic sectors, arranging and reforming state-owned enterprises, reducing interference by administrative measures of state agencies in civil, economic, and commercial relations in general and enterprise operations in particular, minimizing opportunities to "ask - give" mechanism... in legal documents that have been promulgated. Many institutional "bottlenecks" have been discovered, and handled, and difficulties and obstacles for investment and business activities have been removed, contributing to building a favorable business environment for businesses; At the same time, improves the efficiency of state economic management according to the motto of creation and development.

Administrative reform

The Government and Prime Minister have directed drastic reductions in administrative procedure compliance costs to reduce the burden on business people and form preferential mechanisms, policies, and favorable administrative procedures according to the provisions of law to support and develop the startup and innovation ecosystem, contributing to innovating the growth model. growth based on scientific and technological development... Administrative procedure reform continues to be promoted through control, new promulgation, review, and simplification of administrative procedures; Expand the form and scope of disclosure and transparency of administrative procedures and state management information, focusing 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 period. Accordingly, ministries, agencies, and localities, according to their assigned functions and tasks, review administrative procedures, especially administrative procedures related to innovation indicators. The one-stop shop mechanism and the interconnected one-stop-shop mechanism continue to be consolidated, consolidated and innovated in the direction of enhancing the application of information technology, contributing to improving the quality of handling administrative procedures for people and businesses. Karma.

Administrative apparatus from central to local levels

The administrative apparatus at all levels has initially clearly defined tasks and powers, basically overcoming the overlapping and vacant functions, tasks, scope, and objects of management; The internal structure has a clearer division between management agencies and public service units. The implementation of Resolution No. 18-NQ/TW, and Resolution No. 19-NQ/TW of the 6th Conference of the 12th Party Central Committee has initially achieved many positive results, reducing many focal points and reducing costs. significant payrolls of agencies and organizations in the political system and state administrative apparatus. The work

of building and improving the quality of cadres, civil servants, and public employees has had many innovations, gradually meeting the country's development and international integration requirements. Accordingly, training and fostering to improve professional qualifications and skills has been strengthened, innovated, and improved quality; Wage reform has received attention and achieved positive results. Innovations in evaluating officials and civil servants; on recruitment and promotion exams; and Piloting innovative ways to select leaders and managers have been researched and implemented with results; The application of new management methods and modern technology has contributed to improving the quality, professionalism, responsibility and service of officials, civil servants and public employees.

Public finance reform

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

Applying information technology in the operations of state administrative agencies

Building "e-Government" and "e-Government" are outstanding results in implementing the overall Program. All levels and sectors promote the application and development of science, technology, and innovation, research, grasp, improve access capacity and proactively participate in the Fourth Industrial Revolution. In particular, the Politburo issued Resolution No. 52- NQ/TW "On several guidelines and policies to proactively participate in the Fourth Industrial Revolution"; which emphasized: "Proactively and actively participating in the Fourth Industrial Revolution is an indispensable objective requirement; is a task of special strategic importance, both urgent and long-term for both the political system and the entire society..., considering it a breakthrough solution with appropriate steps and roadmap. opportunity for Vietnam to make a breakthrough in socio-economic development." Ministries, branches, and localities gradually build e-government Architecture; and smart urban areas; Focusing on investing, upgrading technical infrastructure, and deploying and building many software and database platforms. Outstanding results are the development of the electronic one-stop system at 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 the quality of serving people and businesses. Based on the strong application of information technology, communications, and digital technology, the methods of operation, direction, and administration of the Government, the Prime Minister, ministries, branches, and administrative agency systems At the local level, there have been many innovations in the

direction of openness, transparency, and efficiency, gradually moving towards a service, modern, and professional administration.

3.2. Some limitations and inadequacies still exist and their causes

Some limitations

The leadership and direction of administrative reform at some levels of party committees, agencies, and units are not drastic, the thorough understanding, propaganda direction of implementation, and allocation of resources for reform Administration is still limited.

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

Administrative procedures in some fields are still cumbersome and complicated, especially administrative procedures in the fields of land and construction... Administrative procedure reform is still not a strong driving force for improving the business environment. Slow business conditions have been reduced, and 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. Interoperability in administrative procedure reform is not high.

Innovating the functions and tasks of the entire state administrative apparatus is still slow and not by the requirements of developing a socialist-oriented market economy. The activities of the state administrative apparatus from central to local levels are still not very unified and smooth. The quality of cadres and civil servants in some places is uneven and even weak, especially in the ability to detect problems, advise, and propose solutions; Some officials, civil servants, and public employees, when handling work related to organizations and people, have not fulfilled their responsibilities. At times and in some places, they have committed harassing and negative behaviors.

The application of information technology in the activities of administrative agencies is still limited. There are many databases in administrative agencies today, but there are still many problems in extracting and sharing information. Interaction in the civil service through the digital environment still has limitations. The construction, formation, and development of digital databases of the Government and authorities at all levels, and the creation of conditions for all citizens to update necessary information on the operations of the state apparatus are still

limited. ; Investment in building infrastructure for data collection, management, and transactions on the Internet platform in state agencies has not met the requirements.

Cause of limitation

Regarding the organizational structure, the major and newly promulgated policies and directions of the Party and the National Assembly have not yet been concretized; The issues of bordering, intertwining, and interference have not been completely resolved; 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 payroll to perform new tasks; The separation and establishment of new administrative units increases staffing; The decentralization of authority to decide on career payrolls for the period 2011 - 2020 increases the career payroll; The increase in population size leads to an increase in the size of students, schools, and hospital beds, and the regulation of converting preschool education from semi-public to public in the locality has increased the professional staff; The regulation of transferring labor quotas at commune-level Health Stations to civil servants has also increased the career payroll; The establishment of new public service units also increases the staff size...

Regarding staff streamlining, the implementation of staff streamlining is mostly only passively resolved, based on the wishes of individual officials, civil servants, and public employees.

Regarding administrative reform, resources and necessary conditions for administrative reform are still limited; Bureaucracy, bureaucracy, and corruption still exist, and the openness and transparency of the administrative system still have many challenges.

Regarding the management of cadres, civil servants, and public employees, there are no effective criteria or mechanisms to properly evaluate cadres, civil servants, and public employees to motivate, attract, and utilize talented people; Personnel policies are still inadequate and do not promote the potential of officers well. The management of cadres is sometimes lax; There is no mechanism to screen and promptly replace those who are weak, have low reputations, and are not healthy enough; The assignment, decentralization, and decentralization of power are not associated with binding responsibilities; There are no effective measures to promptly prevent and repel the situation of jockeying for position, jockeying for power and negativity in cadre work; not paying enough attention to building a team to do staff work; capacity, quality, reputation.

Regarding wage policy reform, the institutionalization of the Party's policies is still slow because innovative thinking has not kept up with the development of the market economy, while the ideology of average and equality; Subjects receiving salaries and allowances from the

state budget are too large and increasing; Determining job positions is still slow and has not served as a basis for determining payroll and salaries.

4. Directions and some solutions to reform the organization of the state administrative apparatus in Vietnam until 2030

4.1. Orientation for organizational reform of the state administrative apparatus in Vietnam until 2030

Reform goals

Continue to implement administrative reform, innovation, and organizational arrangement of the state administrative apparatus to be streamlined, operate effectively and efficiently, and be consistent with the socialist-oriented market economic institutions.

Build a team of officials, especially at the strategic level, with qualities, capacity, prestige, on par with tasks, sufficient in quantity, quality, and structure consistent with the socio-economic development strategy and protect the Fatherland.

Strictly manage payroll and streamline payroll, restructure cadres, civil servants, and public employees to improve quality and effectively use cadres, civil servants, and public employees.

Build a national wage policy system scientifically, and transparently, by the country's practical situation, meeting the development requirements of a socialist-oriented market economy and proactive social integration. international integration, building harmonious, stable, and progressive labor relations.

Reform direction

Deploy innovation and reorganize 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, regulations of the Law on Government Organization, Law on Organization of Local Government 2015 and documents guiding their implementation.

Research and prepare the Government's organizational structure project for the 15th term according to the requirements of continuing to be more streamlined and reasonable, ensuring streamlining, effective, and efficient operations.

Research to reorganize ministries, ministerial-level agencies, and governments at all levels to streamline operations, effectively and efficiently, and implement strong decentralization for local governments. Summarize recent organizational organizational pilots and widely apply them if deemed appropriate.

Complete the policy implementation organization model, meeting state management requirements for industries and fields.

Promote decentralization and decentralization of power by the budget autonomy of localities while promoting the responsibility of local governments in performing state management tasks for industries, fields, and directives. Direct and manage local socio-economic development.

Research to reorganize specialized agencies under the Provincial and District People's Committees in the direction of focusing on the function of advising the Provincial People's Committee on state management of industries and fields and decentralization to the government. Local authorities decide to arrange by the Government's framework regulations, ensuring a clearer delineation of the government apparatus in urban, rural, island, and special administrative-economic units. Research to form policy implementation agencies (providing public administrative services by region) in the provincial area.

Completely complete and synchronize the legal system to institutionalize the Party's policies on innovating management mechanisms, financial mechanisms, organization, and operations of public service units.

Complete regulations on payroll management based on determining job positions suitable to the functions, tasks, powers, and organizational structure of each agency, organization, and unit. Continue to streamline staffing along with salary reform and organizational innovation, restructure and improve the quality of cadres, civil servants, public employees, and workers, ensuring the achievement of goals. spent according to regulations.

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

Modernize administration in the direction of promoting the application of information and communication technology and scientific and technological achievements in the operations of state agencies, completing the construction of e-government, and moving towards a digital Government.

4.2. Policy implications for reforming the organization of the state administrative apparatus in Vietnam until 2030

First, continue to thoroughly grasp the Party's policies and guidelines on promoting administrative reform, building and organizing the implementation of the State Administrative Reform Program for the period 2021 - 2030 comprehensively and synchronously, focused, focused, in-depth, practical and effective to build a democratic, professional administration, improve accountability, and gradually modernize to serve the cause of industrialization and modernity. nationalization, taking people as the center, and taking people's satisfaction as a measure to evaluate the quality of operations of the state administrative apparatus. Enhance the

direction and leadership role of party committees at all levels, and the responsibility of political and social organizations, people, and businesses for administrative reform, considering this a key, ongoing task. throughout operations, direction, and administration, and is a political task that needs to be implemented at all levels and branches, in which cadres and party members, especially strategic-level cadres, The leaders of party committees and governments at all levels must be pioneers, set a good example, dare to think, dare to do, and dare to make breakthroughs for the common cause.

Second, continue to build and perfect the institutional system, mainly the socialist-oriented market economy institutions and the institutions of the State administration. In the context of an open, global economy, we are required to quickly create a synchronous system of economic and administrative institutions by common world practices and to innovate the ministerial organization. machinery 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 internationally. Improve business and competition institutions, create favorable conditions for businesses to develop healthily, reduce informal transaction costs, enhance publicity and transparency, and strengthen prevention and combat of corruption in the economy. From these institutions, make maximum and effective use of new knowledge and new technology, stimulating all citizens and businesses of all socio-economic sectors to participate in starting a business, getting rich legitimately, and contributing to the general prosperity of the country.

Third, continue to promote administrative procedure reform to contribute to improving the quality and efficiency of public service provision activities 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 regulating administrative procedures of state agencies from central to local levels, and abolish administrative procedures that are hindering production and business development.

Fourth, Focus on promoting reform of civil service and civil servants, building a team of civil servants and public employees with sufficient capacity and qualities to meet task requirements in the new situation. Improve the skills, sense of responsibility, and public service ethics of civil servants and public employees in building and organizing law enforcement. Strengthen inspection and examination work, tighten administrative discipline and discipline, strictly handle harassment and negative acts of civil servants and public employees in performing public duties, and solve problems for the people, and enterprise.

Fifth, strongly deploy the building and development of e-government and digital government, closely linked with administrative reform, 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 a vision to 2030.

Sixth, Strengthen monitoring and evaluation of administrative reform implementation results of agencies and units. Effectively use the Administrative Reform Index in monitoring and evaluation. Regularly survey and measure the level of satisfaction of people and organizations with the services of state administrative agencies. Promote information and propaganda work, and create consensus among the people and society for the implementation of administrative reform goals and tasks. Research and refer to published assessment results of international and domestic organizations on the business environment and national competitiveness; From there, we propose specific and appropriate tasks and solutions for each year and each period to continue improving the investment and business environment and enhancing national competitiveness in the coming period.

Seventh, Continue to promote administrative procedure reform to contribute to improving the quality and efficiency of public service provision activities of the state administrative apparatus in the context of deep integration of the economy. Promote the application of information technology in state administrative management.

REFERENCES

1. Andrew J. Sherman, Milledge A. Hart (2009), *Organizational mergers and acquisitions from A to Z*, Knowledge Publishing House.
2. Central Executive Committee (2018), *Resolution No. 18-NQ/TW, dated October 25, 2017, on streamlining staff, streamlining the apparatus and improving the effectiveness and efficiency of the political system*.
3. Ministry of Home Affairs (2019), *Report on administrative reform work in 2018 of the Ministry of Home Affairs*.
4. Ngo Thanh Can (2021), *Local government organization and personnel in the current context in Vietnam to meet new requirements for state governance*, State Organization Magazine No. 6/2021.
5. Government (2021), *Thematic report of the Ministry of Home Affairs summarizing the overall state administrative reform program for the period 2011 - 2020 of the Government's Administrative Reform Steering Committee*.
6. Communist Party of Vietnam (2016), *Documents of the 12th National Congress*, volume I, National Political Publishing House - Truth, pp.72-87.
7. Communist Party of Vietnam (2021), *Documents of the 13th National Congress*, volume I, National Political Publishing House - Truth, pp. 105-106.
8. Pham Thi Thanh Huyen (2019), *Current status of mergers and consolidation of Vietnamese state administrative organizations*, State Organization Magazine.

9. Patrick A. Gaughan (2011), *Mergers, acquisition and corporate restructurings*, Wiley India Private Limited Publisher; 5 editions.
10. Thang Van Phuc, Nguyen Dang Thanh (2005), *Some theories and experiences in state organization in the world*, National Political Publishing House, Hanoi.
11. Truong Hong Quang (2012). *Administrative institutional reform - Approach from the perspective of Japanese theory and experience*. Journal of Legislative Studies, No. 5, p. 56 - 63.
12. National Assembly (2013). *Constitution of the Socialist Republic of Vietnam 2013*.
13. National Assembly (2017), *Report of the Chairman of the National Assembly's Law Committee on monitoring the reform of the State administrative apparatus in the period 2011-2016*.
14. Bui The Vinh, Vo Kim Son, Le Thi Van Hanh (2009), *Organizational design of state administrative agencies*, National Political Publishing House.
15. Van Tat Thu (2012), *Ministry of multi-sector and multi-field management*, State Organization Magazine, No. 8/2012, pp. 4-8.