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# State Management Review

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# State Management Review

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## 1. Content and structure of the manuscripts

Manuscripts are academic papers, demonstrating originality, innovativeness, and expertise of the field of state management, possessing significance for theory and practice of state management.

A paper can be structured as follows: (1) Introduction; (2) Theoretical framework; (3) Methodology; (4) Findings; (5) Conclusions

Data are accurate and clearly cited. Analysis and statements have not already been published elsewhere.

The analysis of the actual situation and problems should clearly identify the strengths, weaknesses, inadequacies, and their underlying causes based on survey results and research. Projection of tendencies, development, orientation should be based of scientific, objective, and persuasive rationales. Solutions should be specific.

A paper should be written in plain English and an academic style.

## 2. Format of the manuscript

(1) Manuscripts sent to the State Management Review must not be published in any other newspapers, journals or internal magazines.

(2) Manuscript should be typed on A4 size paper, using Time New Roman font, size of 14 pt., margined at least 2.5cm (1 inch), with about 4,000 words and no more than 8,000 words.

- Numbering: Arabic numbers are required.

- Abstract and key words: A paper must have an abstract of about 100 - 150 words in bold, italic with maximum of key words and no more than 6 words per key word with JEL code.

- Tables and charts/figures/diagrams: Tables and charts/figures/diagrams (if any) are titled, numbered, clearly indicated, and placed at the end of the article (after note and reference). Tables and figures (if any) should

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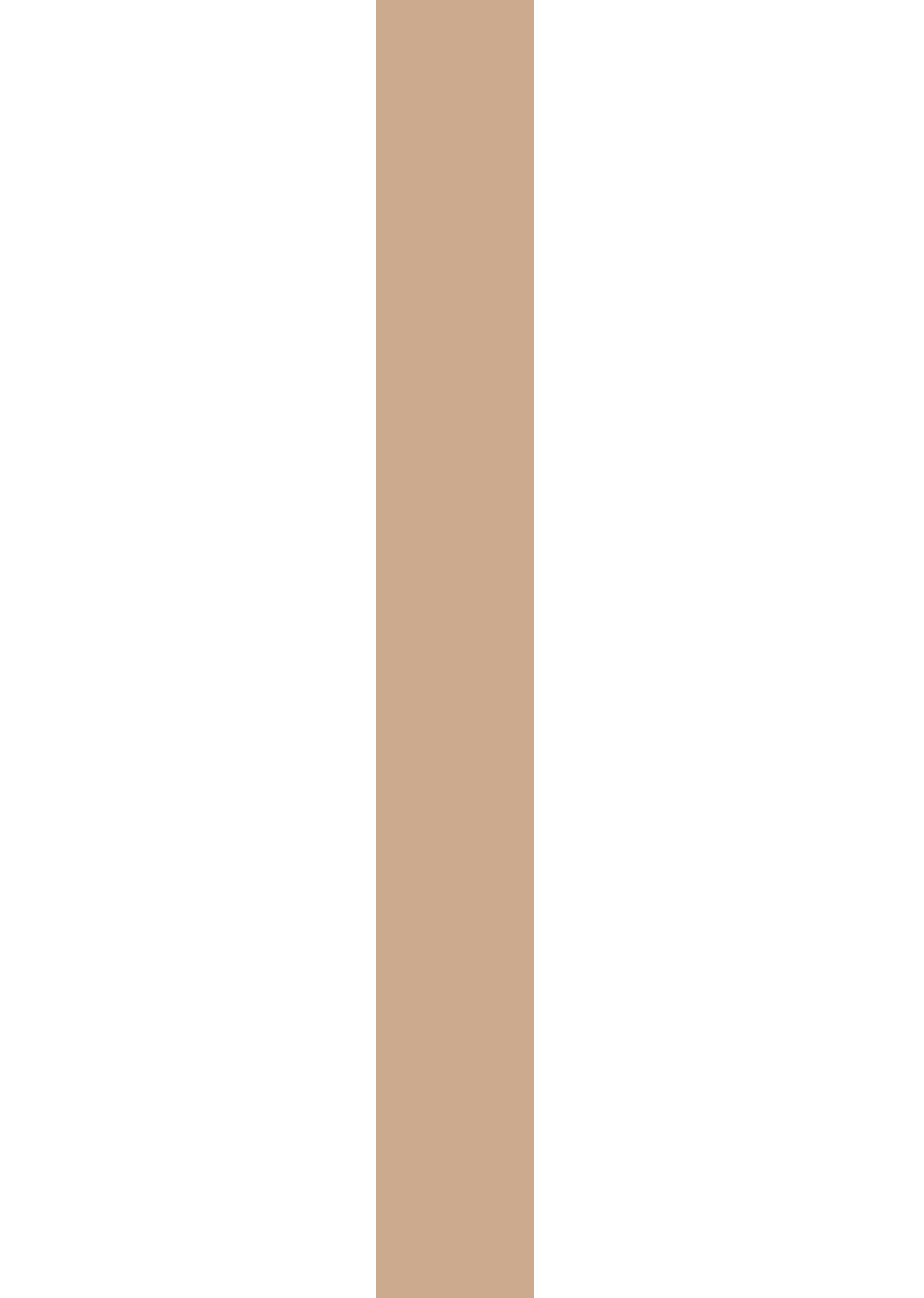
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# The State management decentralization of cadres and civil servants between the central government and local authorities in Viet Nam

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*The state decentralization process is not an independent process of the socialist legal state in Viet Nam. Recently, the issue of state decentralization regarding cadres and civil servants at the local level has not fully complied with the legal provisions on personnel management, resulting in a situation where cadres and civil servants do not possess the required qualifications, competence, and experience to fulfill their positions. This article analyzes the challenges posed by state decentralization in terms of cadres and civil servants between the central government and local authorities and proposes solutions to ensure state decentralization regarding cadres and civil servants under conditions that promote decentralization and delegation of authority as well as meet the requirements of effective and efficient national governance.*

**Keywords:** Decentralization; State management decentralization; Cadres; Civil servants; Central government; Local authorities.

## 1. Introduction

In October 1947, President Ho Chi Minh wrote the work “Revising the Working Style”. In this work, President Ho Chi Minh clearly defined that: “Cadres are the ones who explain the Party's and the Government's policies to the people and ensure their implementation. At the same time, they report the situation of the people to the Party and the Government for a clear understanding and to formulate appropriate policies... Cadres are the foundation of all tasks”[1]. Inheriting the ideological viewpoint of President Ho Chi Minh, in the decentralization of state management between the central government and local authorities, human beings are placed in a dynamic position, determining the

success of this decentralization. Resolution No. 27-NQ/TW dated November 9, 2022, the 6th Plenum of the Party Central Committee, 13th Tenure, on continuing to build and perfect the socialist rule-of-law state of Viet Nam in the new period, sets specific goals for 2030: “...appropriate decentralization and devolution of powers between the central and local levels” with a focus on “...continuing administrative reform, strengthening decentralization and devolution...” and “enhancing scientific and rational decentralization and devolution, coupled with increasing responsibility, ensuring resources and capacity for localities and ministries to implement the law”[2]. Thus, the state management decentralization of cadres and



civil servants between the central government and local authorities is a crucial factor in the organization and functioning of the system of public authority management.

## **2. Theoretical issues of state management decentralization of cadres and civil servants between the central government and local authorities**

State management decentralization is the allocation of authority to entities involved in state governance, allowing them to exercise their rights from the central government down to the local level, based on the organizational and administrative management framework. It directly relates to the tasks of various levels of government, specifically the People's Committees and People's Councils. State management decentralization of cadres and civil servants between the central government and local authorities is manifested through various agencies responsible for managing cadres and civil servants at different levels of administration. At the central level, there is an agency responsible for managing cadres and civil servants, which is the Ministry of Home Affairs and its subordinate units. The Ministry of Home Affairs is responsible for managing the entire body of cadres and civil servants within the state administrative system. It formulates personnel management policies and establishes a legal framework for recruitment, appointment, training, and the overall management of cadres and civil servants. Local authorities also have corresponding agencies responsible for managing cadres and civil servants. At the provincial level, it is the Department of Home Affairs, and at the district level, it is the Division of Home Affairs. These agencies are responsible for carrying out personnel management tasks at the local level, formulating management policies,

recruitment, appointment, training, and overall management of cadres and civil servants within the locality.

In terms of delegation of authority, both the central government and local authorities have the power to manage and oversee the activities of cadres and civil servants within their respective jurisdictions. The central government manages its subordinate agencies, while local authorities manage agencies at the local level. However, both the central government and local authorities must adhere to the relevant legal provisions regarding recruitment, appointment, training, and management of cadres and civil servants.

The state management decentralization of cadres and civil servants between the central government and local authorities emphasizes the implementation of legislative and executive powers, where: “administrative action includes the acts of officials responsible for transmitting the principles and policies of political administration into life, a direct power to issue or mitigate the rights of citizens influenced by the principles and policies of political administration, once they have been legislated” [3]. From this, it can be determined that the state management decentralization of cadres and civil servants between the central government and local authorities is closely linked to administrative action, the organization of state power, and the level of dependence of local authorities on the central government.

Enhancing the efficiency of administrative operations is an essential cycle for state governance in the trend that requires the participation of multiple entities involved in the process of state and social management. The decentralization process is never a self-contained process; the participation and influence of entities (State, state agencies,

social organizations, businesses, private entities, etc.) create a context in which the state needs to establish the right to inspect, supervise, and monitor society. Improving the efficiency of administrative operations is closely linked to national administrative reform, and thus, the role of decentralization in state management concerning cadres and civil servants between the central and local authorities in enhancing the efficiency of administrative operations will be closely tied to administrative reform. The prominent role of decentralization in state management concerning cadres and civil servants between the central and local authorities is to establish an effective and coordinated system of personnel management, ensuring that the activities of state agencies, units, and organizations run smoothly and efficiently. Specifically:

*Firstly*, the decentralization of state management of cadres and civil servants between the central and local authorities ensures the alignment between the needs of the local and central government in terms of personnel, thus ensuring the balance and effectiveness of national personnel planning and development.

*Secondly*, the decentralization of state management of cadres and civil servants between the central and local authorities establishes a clear division of responsibilities among government levels, ensuring coherence and synchronization in the operations of state agencies, units, and organizations nationwide.

*Thirdly*, the decentralization of state management of cadres and civil servants between the central and local authorities ensures compliance with the legal provisions governing cadres and civil servants, thereby preventing misconduct and irresponsibility

and enhancing public trust in state agencies.

*Fourthly*, the decentralization of state management of cadres and civil servants between the central and local authorities establishes a system for training, evaluating, examining, and assessing the performance of cadres and civil servants nationwide, ensuring their professionalism, talent, and responsibility. Monitoring and evaluating the decentralization of state management concerning cadres and civil servants, on the one hand, assist organizations and units in coordinating resources and activities of individuals as well as departments smoothly in fulfilling their assigned tasks. On the other hand, this process also enables organizations and units to control the progress of implementation and assess the quality and outcomes of administrative reform efforts.

*Fifthly*, the decentralization of state management of cadres and civil servants between the central and local authorities helps organizations and units clearly define the objectives and outcomes of administrative reform to be achieved in each phase. It also enables them to determine the organizational mechanisms for implementing administrative reform tasks to meet the set objectives. The decentralization of state management of cadres and civil servants also assists organizations and units in allocating and coordinating resources efficiently and effectively in carrying out administrative reform tasks. As a result, it minimizes duplication, overlaps, and wastage of human resources in administrative reform efforts.

### **3. The assessment of the current state of decentralization in state management regarding cadres and civil servants between the central and local authorities**

#### *a. Achievements*

The decentralization of management



between the central and local levels enhances consensus and interaction among the management levels. This ensures that tasks assigned by the central level are effectively transferred and implemented at the local level. Local cadres and civil servants can receive guidance, support, and supervision from the central level, ensuring consistency and coherence in the implementation of important policies and decisions.

The decentralization of state management provides opportunities for local cadres and civil servants to develop their capabilities and skills. By participating in the decision-making and task implementation process, they can accumulate experience and hone their management abilities. Additionally, they can access and apply decisions from the central level, utilizing them to address local issues more effectively.

The decentralization of management between the central and local levels helps enhance responsiveness and community service. Local cadres and civil servants, with their deep understanding of the local context, can propose appropriate and flexible solutions to meet the needs of the community effectively. Moreover, they can directly interact with the people and local organizations to understand and address the issues at hand.

#### *b. Limitations and inadequacies*

*Firstly*, local agencies still have inadequacies in human resource management, leading to the situation that cadres and civil servants do not have the right qualifications, capacity and experience to take on the position.

*Secondly*, the regulations on quantity, quality and standards of cadres and civil servants, the appointment of this contingent is still influenced by the locality, region,

ethnicity, etc., leading to shortages or excess number of cadres and civil servants in reality.

*Thirdly*, the lack of coordination and consistency in the recruitment, appointment, training, and management of cadres and civil servants between the central government and local authorities as well as between localities, results in inefficiency and poor quality.

#### **4. Solution to ensure the decentralization of cadres and civil servants between the central and local authorities**

*First*, strengthening the training of cadres and civil servants. To ensure the professional competence and job skills of cadres and civil servants, it is necessary to have a policy that focuses on investing in the training and development of cadres and civil servants at the local level. Particularly, emphasis should be placed on training cadres and civil servants at reputable institutions that have the capacity to provide high-quality human resource training.

*Second*, strengthening control and supervision mechanisms. For local cadres and civil servants, there should be a policy of strict control and supervision to ensure adherence to procedures and individual responsibilities. Additionally, there should be appropriate mechanisms for rewarding and penalizing cadres and civil servants based on their performance or violations of the law.

*Third*, enhancing coordination between the central and local authorities. The central government needs to establish mechanisms to support local authorities in the recruitment, assignment, and supervision of cadres and civil servants within their jurisdiction. At the same time, local governments should closely coordinate with the central government in implementing policies, ensuring compliance with legal procedures and regulations.

*Fourth*, enhancing the accountability of cadres and civil servants. It is necessary to establish mechanisms that encourage cadres and civil servants to have a strong sense of responsibility in their management and local development work. Additionally, there should be strict measures in place to address misconduct and violations of the law by cadres and civil servants.

*Fifth*, applying information technology. Using information technology to manage and supervise the work of cadres and civil servants, and at the same time, help optimize the processing of documents, speed up the processing of documents, thereby reducing waiting time and costs for people and businesses.

*Sixth*, it is necessary to strengthen the training of expertise, professionalism, and professional ethics for cadres and civil servants at both central and local levels to improve their professional qualifications, working capacity and sense of responsibility, thereby building a professional working environment as well as implement administrative reform, reduce complicated administrative procedures.

*Seventh*, establishing and implementing standards, indicators, and criteria for evaluating the performance of cadres and civil servants, thereby assessing their work effectiveness and having measures to evaluate and address those who fail to fulfill their duties or engage in misconduct.

*Eighth*, enhancing coordination and linkage among units and localities to create unity in the management and development of the country. Creating favorable conditions for capable, patriotic, and responsible cadres and civil servants to be appointed and promoted in their careers. Strengthening inspections, monitoring, and handling of legal violations,

with strict accountability for misconduct, thereby minimizing wrongful acts and corruption.

The organization and decentralization of state management of cadres and civil servants between the central government and local authorities in Viet Nam are currently structured and operated according to a three-tiered hierarchical model, comprising central administrative units, provincial and centrally-governed city units under the central government, and district and local units under local authorities. To address these issues, it is necessary to adjust and improve state management policies, enhance the quality of cadres and civil servants, strengthen training and development programs for cadres and civil servants, as well as enhance coordination between higher-level and lower-level units, ensuring connectivity and support among units within the same hierarchical management system. This will help improve the effectiveness of operations in units and enhance public trust in the state management system.

**Note:**

1. Resolution No. 27-NQ/TW dated November 9, 2022 of the 6th Plenum of the 13th Central Committee of the Communist Party of Viet Nam, on the continued construction and completion of the Socialist Rule of Law State of Viet Nam in the new phase.

2. Ho Chi Minh. Complete Works. Vol 5. H. World Publisher, 2011, p. 309.

3. Nguyen Dang Dung. Political Science, 2020.

4. Regulation No. 80-QD/TW dated August 18, 2022 on the decentralization of personnel management and appointment, and introduction of candidate officials.

5. Resolution No. 99/NQ-CP dated June 24, 2020 on enhancing the decentralization of state management by sector and field.