



# Reforming Vietnam's administrative system from the perspective of governance and legal innovation

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## Abstract

The purpose of this study is to explore the process of administrative reform in Vietnam in the context of building a socialist rule-of-law state and increasingly deep international integration, thereby approaching the issue from two key pillars: administrative reform and perfecting the legal system. The study shows that current administrative reform is not only an internal requirement to improve the effectiveness and efficiency of the state apparatus but also an objective requirement in the face of changes in the economic and social environment and the development of science and technology. Based on the analysis of the current status of organizational structure, operating mechanism and capacity of civil servants, the topic clarifies important movements in innovating administrative thinking, enhancing accountability, expanding people's participation and promoting data-based governance. In addition, the study assesses the role of law as a foundation to regulate and ensure the reform process takes place in an orderly, transparent and stable manner. Through the survey of current legal documents, the topic identifies legal bottlenecks that are hindering the smooth operation of the administrative system, including overlapping regulations, unsynchronized power control mechanisms, and the gap between legal regulations and enforcement capacity. On that basis, the study proposes orientations for perfecting the law in a unified, transparent manner, consistent with modern governance practices, and creating a serving administrative environment. The research results show that the innovation of Vietnam's administrative system must be placed in an organic relationship between governance reform and legal reform, where these two factors interact and complement each other to create a streamlined, efficient administrative apparatus that is oriented towards serving people and businesses. The topic contributes to providing scientific arguments for the policy-making process and institutional improvement in the new development stage.

**Keywords:** Administrative reform, Public administration, Administrative law, Rule of law state, Governance innovation

## Introduction

Reforming the state administration is one of the strategic orientations that is decisive for the development process of Vietnam in the period of accelerating industrialization, modernization and deep international integration. Since the renovation, administrative reform has been identified by the Party and the State as both a driving force and a breakthrough to improve the effectiveness and efficiency of the public apparatus, ensuring the leading role of the State in economic development and social governance. The XIIIth National Congress of the Party continued to affirm the need to innovate leadership thinking and national governance methods towards modernity, professionalism and integrity, while emphasizing the importance of perfecting the legal system as a foundation for sustainable development governance (Communist Party of Vietnam, 2021) [2]. In that context, research on the reform of Vietnam's administrative system from the perspective of governance and legal innovation has become an essential scientific need to explain the nature, motivation and conditions to ensure the reform process achieves substantial effectiveness. The new development context places more complex requirements on the administrative system. The strong

movement of the socialist-oriented market economy, the extensive digital transformation process, the increasing requirements for information transparency and accountability, along with the strong participation of the people in public administration create pressures forcing the administrative apparatus to comprehensively innovate. In addition, new social relations, the differentiation of interests, the impact of the modern industrial revolution and the competition in governance capacity between countries also require the State to continuously adjust the governance model to ensure adaptation and development. Within that framework, administrative reform cannot be limited to organizational restructuring or procedural improvement, but must be associated with innovation in governance thinking towards service, development creation, evidence-based governance and promoting the value of the rule of law.

The current state of administrative reform in the recent period has achieved some remarkable results. According to Report No. 128 of the Government (2021), many reform areas have had positive changes, such as simplifying administrative procedures, developing online public services, streamlining the apparatus, enhancing decentralization and improving the

quality of public service delivery. Identifying administrative reform as one of the three strategic breakthroughs shows the strong political determination of the Party and State in improving national governance capacity. In particular, the emergence of the e-government model and the move towards digital government opens up new opportunities to improve governance efficiency, enhance transparency and promote interaction between the State and people and businesses. However, besides those achievements, there are still many limitations that directly affect the quality of governance and operational efficiency of the administrative apparatus:

Firstly, the effectiveness of governance at many levels of government is not yet commensurate with development requirements, as demonstrated by limited executive capacity, lack of coordination between agencies and the existence of a request-granting mechanism in some areas. Secondly, the quality of civil servants is still uneven, especially in the capacity to make policies, conduct modern governance and handle complex administrative relations. Resolution No. 26 of the Central Committee (Central Committee, 2018) <sup>[3]</sup> clearly pointed out the shortcomings in the capacity, qualities, assessment mechanisms and accountability of the staff, requiring that the building of a team with sufficient qualities, capacity and prestige be considered a task of long-term strategic significance.

Thirdly, the legal system still has overlapping, inconsistent and has not kept up with the practical movements of socio-economic life. This leads to many risks in implementation, reducing the predictability and stability of the legal environment. Resolution No. 27 of the Central Committee (Central Committee, 2022) <sup>[4]</sup> emphasized the need to innovate and perfect the socialist rule of law state, including the key task of building a synchronous, unified legal system and ensuring enforcement. This is an important foundation for administrative innovation and improving the operational efficiency of the administrative apparatus.

The above limitations show that the process of administrative innovation requires a systematic approach, combining administrative reform and legal reform. Administrative innovation helps improve executive capacity, decision-making quality and service efficiency, while legal improvement creates a framework to establish order, discipline and stability in the operation of the public apparatus. This combination forms two organically linked, mutually complementary and inseparable pillars in the process of administrative innovation.

From the theoretical and practical issues mentioned above, the topic aims to analyze the requirements for reforming Vietnam's administrative system in the current period, from the perspective of administrative reform and legal improvement. Based on the assessment of the current state of administrative reform, the achievements and the existing barriers in the legal system and governance mechanism, the topic seeks solutions to improve administrative effectiveness, perfect the legal framework and create a service-oriented, transparent and modern administration.

To achieve the research objectives, the topic focuses on answering the following questions. First, what challenges is Vietnam's administrative system currently facing in the context of transforming the administrative model and perfecting the law? Second, how have the current policies and orientations of the Party and State impacted the administrative reform process from the perspective of administration and law? Third, what are the biggest barriers in the legal system and in the administrative capacity of the public apparatus? Fourth, what solutions are needed to harmoniously combine administrative innovation and legal innovation to promote the effectiveness and efficiency of the administrative system in the new period?

This introduction lays the foundation for the entire study, not only clarifying the requirements for a comprehensive approach to administrative innovation but also demonstrating the urgency of reform from the perspective of administration and law. From there, the topic contributes to providing scientific arguments for policy making, perfecting the legal system and improving the State's executive capacity, meeting the requirements of sustainable development in the new period.

## Literature review

Research on administrative innovation from the perspective of administration and law has been implemented quite diversely in the world as well as in Vietnam, forming an important theoretical foundation for analyzing administrative reform in the current development period. An overview of the works shows two main approaches. Firstly, the approach focuses on governance capacity, operating mechanisms and conditions to ensure the effectiveness of the administrative apparatus. Secondly, the research direction considers law as a tool to establish order and an institutional framework that determines the quality of reform. The synthesis of domestic and foreign works helps to clearly identify research gaps and propose an integrated approach between governance innovation and legal improvement.

1. In international research, the issues of governance capacity, operational efficiency and the need for governance model innovation are widely discussed. Christensen *et al.* (2016) <sup>[1]</sup> emphasize that governance capacity and legitimacy of the public apparatus can only be strengthened through enhancing coordination, improving crisis management capacity and restoring public trust. This study suggests an important understanding that governance efficiency depends not only on organizational structure but also on adaptability, inter-sectoral coordination and transparency in decision-making. These are useful factors to analyze Vietnam's public administration in the current context, especially when many governance issues require synchronous coordination between central and local governments.

In parallel, the research trend on policy integration and institutional capacity is mentioned by Domorenok *et al.* (2021) <sup>[6]</sup>. The authors point out that the quality of reform depends largely on the level of coherence between policy areas, coordination capacity and the ability to combine socio-economic goals within the same governance framework. This approach shows that administrative reform needs to overcome

the management mindset of each isolated area and promote an integrated, systematic governance model. This is an important requirement for administrative systems in transition such as Vietnam.

El Taliawi and Van Der Wal (2019) <sup>[7]</sup> continue to develop the research direction on governance capacity when arguing that administrative reform is only truly successful when accompanied by capacity building of the entire system and civil servants. The study emphasizes the role of process reform, human resource training and innovation of evaluation mechanisms. This suggestion is meaningful for Vietnam because the development of the staff is considered one of the strategic breakthroughs, emphasized by Resolution 26 of the Central Committee (Central Committee, 2018) <sup>[3]</sup> in building a team of qualified and capable staff.

2. Domestically, research works on the innovation of Vietnam's administrative system are closely linked to the Party's development guidelines and the requirements of the practical operation of the state apparatus. The documents of the Thirteenth Congress (Communist Party of Vietnam, 2021) <sup>[2]</sup> clearly identify the task of innovating the national governance model towards modernity, professionalism and the rule of law, considering this a fundamental factor for the country's development in the new period. This viewpoint opens up a comprehensive approach between governance innovation and legal improvement, creating an important basis for academic research.

In the legal field, Resolution No. 27 of the Central Committee (Central Committee, 2022) <sup>[4]</sup> sets out the requirement to perfect the socialist rule of law state with a unified, feasible and predictable legal system. This approach continues to be concretized by the Politburo in Resolution No. 66 (Politburo Committee, 2025) on innovation in law-making and enforcement. This is a system of fundamental documents that affirms that the law not only regulates behavior but also creates a favorable environment for governance innovation, enhances accountability and ensures human rights.

Several contemporary academic works have contributed to in-depth analysis of many aspects of administrative reform in Vietnam. Nguyen Trong Binh (2018) <sup>[15]</sup> argues that innovation in public administration in Vietnam must be linked to the requirements of developing a modern national governance, emphasizing the role of decentralization, transparency and technology application. This argument contributes to explaining why the e-government and digital government models have become inevitable trends in administrative reform in recent years. Meanwhile, Vu Ngoc Ha (2023) <sup>[19]</sup> focuses on analyzing the relationship between perfecting the administrative system and building a rule-of-law state, thereby emphasizing the necessity of combining innovation in the operating model with improving the legal framework. The work of Tran Quang Hien (2025) <sup>[17]</sup> continues to expand this approach by affirming that legal improvement must be placed in the overall innovation of governance to improve the effectiveness of the state apparatus.

Another important source of information is the State's assessment reporting system. Government Report No. 128

(2021), summarizing administrative reforms from 2011 to 2020, shows many changes in simplifying procedures, streamlining the apparatus and promoting technology application. However, the report also points out limitations such as overlapping legal documents, ineffective coordination mechanisms and the quality of public services that have not met people's expectations. Reports on people's satisfaction index in 2021 and 2022 (Ministry of Home Affairs and coordinating organizations) show that although satisfaction levels have improved, there are still differences between localities, reflecting the lack of uniformity in public service provision capacity. The PAR Index 2023 report (Ministry of Home Affairs, 2024) <sup>[23]</sup> continues to affirm that there are still many bottlenecks related to procedures, technology application and staff capacity.

Recently, Nguyen Huu Phuoc (2025) <sup>[16]</sup> analyzed institutional capacity in the context of new-stage administrative reform and argued that the development of the digital environment requires a reform approach based on capacity and data. This perspective provides an important theoretical basis for assessing the adaptability of the administrative system in the context of digital transformation. This is consistent with the international trend, when many studies emphasize that modern administration must be associated with evidence-based governance and transparent processes.

An overview of research works shows some notable gaps. First, domestic research often focuses on each field such as organizational structure, procedural reform or law-making, but not many works combine both governance and law pillars in an integrated direction. Second, many new studies only describe the reform situation without deeply analyzing the interaction mechanism between governance reform and law reform in creating a modern administration. Third, there is a lack of studies assessing the impact of institutional capacity, accountability and public trust on the effectiveness of administrative reform.

From the above overview, it can be seen that the topic "Reforming Vietnam's administrative system from the perspective of governance and legal innovation" does not overlap with previous studies but adds a new approach, combining the analysis of two core elements of administrative reform in a mutual relationship. The topic therefore, creates important scientific and practical values for policy making and institutional improvement in the new development stage.

## Research method

The research on reforming Vietnam's administrative system from the perspective of governance and legal innovation is implemented on the basis of an interdisciplinary approach, combining traditional legal research methods with analytical methods in the field of public administration. First of all, the document analysis method is used to systematize Party documents, Central resolutions, Government reports and domestic and foreign research works. This method helps to build a theoretical foundation and identify administrative reform trends in the new development context. The analysis of normative documents, especially guiding documents such as

the Thirteenth Congress Documents, Resolution No. 26, Resolution No. 27 and administrative reform reports, allows for an in-depth assessment of the innovation process from both governance and legal perspectives.

Next, the study uses qualitative analysis methods to clarify the relationships between governance innovation, institutional capacity and legal quality. This method allows for explaining the nature of complex issues that administrative reform faces, such as the compatibility between the modern governance model and the current legal system, or the interaction mechanism between governance capacity and institutional quality. On that basis, the study compares domestic and international governance models to identify general trends as well as specific factors of Vietnam. Comparing international experiences, especially the experience of building institutional capacity of developed administrative systems, helps provide additional reference perspectives for scientific arguments.

In addition, case analysis is applied to several areas such as organizational reform, administrative procedure simplification and law-making innovation. This method helps to illustrate concrete progress and points out barriers in practice. The selection of typical cases supports the process of verifying arguments and clarifying the feasibility of proposals.

However, the above methods also have certain limitations. Qualitative analysis depends heavily on the researcher's reasoning ability and may lack quantitative evidence to strengthen the argument. Document analysis, although providing a solid theoretical foundation, is difficult to fully reflect the fluctuations of practice.

The case analysis method risks limiting the scope of generalization if it is not compared with many diverse cases. Therefore, the research needs to continue to be supplemented by quantitative surveys and empirical studies in the next phase to improve the reliability and applicability of the results.

## Research results

The research results on the innovation of Vietnam's administrative system from the perspective of governance and legal innovation show that the administrative reform process in the current period is shaped by three basic groups of factors. One is the requirement to improve national governance capacity in the new development context. Two is the requirement to perfect the legal system to create a synchronous and feasible institutional environment. Three is a requirement to meet the increasing expectations of people and businesses for the quality of service of the administrative apparatus. The research has systematized the main innovation processes, clarified the results achieved and identified gaps that need to be further overcome.

## Changes in the innovation of thinking and the administrative governance model

First of all, the research shows that one of the important results of Vietnam's administrative reform is a strong shift in governance thinking. From the command-based administrative management model, the administration is gradually approaching a modern governance model based on broad social

participation, transparency, accountability and evidence-based governance. The documents of the XIIIth National Party Congress (Communist Party of Vietnam, 2021) <sup>[2]</sup> clearly identify the requirement to innovate the national governance method towards modernity, professionalism and efficiency. This marks an important development in leadership thinking, laying the foundation for extensive reforms in the organization and operation of the state apparatus. International studies also show that governance capacity can only be improved when the administrative apparatus has the ability to coordinate across sectors, operate flexibly and ensure legitimacy through effective service (Christensen *et al.*, 2016) <sup>[1]</sup>. When compared with the reality of Vietnam, the study shows that the transition to a modern governance model is taking place step by step, demonstrated by the application of data-based management methods, expanding citizen feedback channels and increasing decentralization along with power control.

A notable result is that the e-government model and the move towards digital government have created fundamental changes in state governance activities. The application of information technology in handling administrative procedures helps increase transparency, reduce direct contact, limit harassment and save costs for citizens. Many ministries, branches and localities have deployed electronic document management systems, specialized databases and platforms to serve people. According to the Administrative Reform Report in 2023 (Ministry of Home Affairs, 2024) <sup>[23]</sup>, the administrative reform index of many provinces has improved significantly thanks to the development of digital platforms.

However, the study also shows that the transformation of administrative thinking is still uneven among levels, sectors and localities. Some places still maintain traditional administrative thinking, focusing on control and procedures, and do not consider serving the people as the central goal of the administration. The difference in technological capacity, resources and innovative thinking leads to a large gap in the quality of administrative reform between localities. This shows that administrative innovation must be implemented synchronously, associated with improving the capacity of the team and perfecting the legal system.

## Impact of legal innovation on the quality of administrative operations and institutional capacity and the quality of the civil servant team

Research results show that legal improvement is one of the important pillars of administrative reform. Laws both regulate the organizational and operational framework of the administrative apparatus and are a tool to ensure stability, transparency and predictability in the operations of the State. Resolution No. 27 of the Central Committee (Central Committee, 2022) <sup>[4]</sup> emphasized the need to improve the legal system to enhance the effectiveness of the socialist rule of law State, including reforming the law-making process, ensuring consistency, scientificity and feasibility.

One of the important achievements is that the process of reviewing and systematizing legal documents is carried out more frequently, helping to eliminate many overlapping,



contradictory and unfeasible regulations. The application of new legislative processes, increased consultation with affected subjects and increased responsibility of drafting agencies have contributed to improving the quality of legal documents. Many laws with significant reform implications in the fields of organizational structure, decentralization, land management, public investment and public finance have been issued in recent times.

However, research shows that the Vietnamese legal system still has significant limitations. Some legal documents lack stability and are often adjusted in a short period of time, leading to difficulties in implementation. Overlapping regulations in many areas such as investment, land, construction and environment, still exist, reducing the effectiveness of reforms. This is consistent with the view of many authors that institutions only play a role when they ensure consistency and are capable of creating conditions for governance innovation (Domorenok *et al.*, 2021) <sup>[6]</sup>.

Research also finds that the promulgation of laws is sometimes not linked to implementation conditions, leading to a gap between regulations and practice. As El Taliawi and Van Der Wal (2019) <sup>[7]</sup> pointed out, legal reform is only truly effective when it goes hand in hand with improving enforcement capacity and governance reform. Therefore, improving the law needs to go hand in hand with institutional capacity building programs, training of officials and innovation in law enforcement monitoring processes.

Another important result of the study is to point out the key role of civil servants in administrative reform. Resolution No. 26 of the Central Committee (Central Committee, 2018) <sup>[3]</sup> has identified the capacity of the civil servant team as a decisive factor for the success of reform. The research results show that in recent years, the quality of civil servants has improved significantly, reflected in the improvement of title standards, innovation in recruitment mechanisms, promotion exams, assessment and training. Some ministries and sectors have applied a more modern human resource management model, focusing on practical capacity, public ethics and the spirit of serving the people.

However, many limitations still exist, such as the evaluation of cadres is still heavy on formality, the quality of training and development is uneven, and there is a lack of a mechanism to attract talent in the field of public administration. The report on the people's satisfaction index (Ministry of Home Affairs, 2022) <sup>[12]</sup> reflects that the service attitude and accountability of a part of civil servants have not yet met the expectations of society. This shows that administrative reform must come from the human factor, in which training in management skills, public ethics and the ability to use technology need to be prioritized.

The effectiveness of administrative reform through assessment indicators and the interaction between administrative innovation and legal innovation.

The study compared data from administrative reform reports, satisfaction reports and independent assessments to analyze the level of improvement of the administrative system. The results

show positive developments in some areas such as online public service provision, streamlining of the organizational apparatus and improving the business environment. However, the indicators also reflect inequalities between localities, especially in areas related to decentralization, transparency and accountability.

According to the PAR Index Report 2023 (Ministry of Home Affairs, 2024) <sup>[23]</sup>, localities with high results are often associated with data-based public governance models and synchronization in legal reform, while localities with low results mainly face difficulties in enforcement capacity, staff quality and technological infrastructure conditions.

An important contribution of the study is to clarify the interrelationship between governance innovation and legal innovation. The results show that governance innovation can only take place effectively when there is a solid legal foundation. Conversely, the law only plays a regulatory role when it is suitable for the new governance model and meets the requirements of practice. This is a finding consistent with international views on institutional capacity, which argue that reform must be placed in an integrated system of policy, law and governance (Domorenok *et al.*, 2021) <sup>[6]</sup>.

The study has demonstrated that the application of data-based governance models, improving accountability and enhancing citizen participation, can only be truly effective when there are legal regulations ensuring information transparency, access to data and social monitoring mechanisms. At the same time, legal innovation on decentralization, budget, and public finance has paved the way for administrative innovation in the direction of giving more power to localities, increasing initiative, and promoting healthy competition.

### Limitations and challenges that need further research

Although the process of reforming Vietnam's administrative system in recent years has achieved many positive results, research shows that there are still many structural limitations and challenges that need to be further analyzed to ensure the sustainability of the reform. These limitations stem from both the governance model, the legal framework, and the enforcement capacity of the administrative apparatus, showing that administrative reform must be placed in a long-term, continuous, and synchronous process.

A major limitation is the lack of coherence between administrative reform policies and the current legal framework. Many legal regulations are overlapping, inconsistent, or have not kept up with the requirements of innovation. This creates risks in implementation and reduces the effectiveness of public administration. This observation is consistent with the view of Domorenok *et al.* (2021) <sup>[6]</sup> that institutional consistency is a prerequisite for reform. Despite the programs of reviewing and systematizing legal documents, the Government report (2021) shows that some areas such as public investment, land and environment, still have contradictory regulations, leading to confusion for enforcement agencies.

The next challenge is that governance capacity is not uniform across levels of government and geographical regions. The

process of modernizing governance requires evidence-based governance capacity, policy analysis skills and inter-sectoral coordination. However, this capacity has not developed synchronously, especially at the grassroots level of government. This conclusion is consistent with international studies when Christensen *et al.* (2016) <sup>[1]</sup> emphasized the role of coordination and governance capacity in the context of modern governance. The difference in capacity leads to unevenness in the quality of public services and creates a large gap in reform effectiveness between localities.

Another challenge is that the quality of civil servants, although improved, still has many limitations. Resolution No. 26 of the Central Committee (Central Committee, 2018) <sup>[3]</sup> has pointed out the situation that several cadres lack professionalism, have limited innovation capacity and have not met the requirements of the digital transformation period. The report on the people's satisfaction index (Ministry of Home Affairs and coordinating organizations, 2021 and 2022) <sup>[12]</sup> also shows that several areas still exist, reflecting service attitude and accountability. This requires continuing to innovate the mechanism for evaluating cadres, improving the quality of training and enhancing public service ethics.

In addition, the digital transformation process in the administrative system, despite achieving many results, has revealed limitations in infrastructure, data security and the capacity to apply technology of civil servants. Digital government requires a data-based governance model, but the lack of synchronization between information systems, database quality and the level of interconnectivity between sectors has reduced the effectiveness of reform. These shortcomings show the urgent need to perfect the legal corridor on digital transformation and supplement resources to improve the system's operational capacity.

Another fundamental limitation is that the mechanism for monitoring and evaluating administrative reforms is not really effective. Indexes such as the PAR Index or the people's satisfaction index have partly reflected the current situation but are not enough to comprehensively assess factors contributing to governance effectiveness such as institutional capacity, transparency or people's trust. The study found that the evaluation of administrative reform still relies on qualitative reporting, lacking the integration of big data and evidence-based evaluation models. This suggests the need to expand empirical research to improve the quality of evaluation and support the policy-making process.

The biggest challenge identified is the lack of an integrated approach between governance and legal innovation. Many current reforms are still taking place in individual areas, not forming a unified reform system. As El Taliawi and Van Der Wal (2019) <sup>[7]</sup> affirmed, governance reform is only effective when supported by a suitable legal system and adequate institutional capacity. Therefore, further research should focus on analyzing reform integration models, identifying the driving factors and barriers to creating a modern, flexible administration that better serves the needs of people and businesses.

## Policy implications

From the research and analysis that has been conducted, some important policy implications can be drawn to enhance the effectiveness of the reform process of Vietnam's administrative system in the coming time

First, perfecting the legal system in a synchronous, stable and feasible direction. Reviewing, amending and unifying legal documents should be carried out regularly, especially in areas where governance and economics intersect. Legal regulations should ensure enforceability, while aiming to create a transparent, predictable and innovation-supportive legal environment.

Second, strengthen the governance capacity of the administrative apparatus through evidence-based management. Decision-making methods should be based on data, policy analysis and impact assessment, rather than on subjective experience. Modern analytical tools, national databases and assessment index systems should be effectively exploited.

Third, improve the quality of civil servants towards professionalism, integrity and the ability to adapt to new contexts. It is necessary to comprehensively reform the mechanism of recruitment, training, assessment and use of officials. Determining a competency framework appropriate to each job position must be linked to the requirements of digital transformation and modern governance.

Fourth, promote decentralization associated with accountability. Decentralization is only effective when accompanied by a clear power control mechanism, information transparency and accountability of the head. It is necessary to improve independent monitoring tools, strengthen the role of people and social organizations in monitoring policy implementation.

Fifth, promote digital transformation in public administration. Digital government must be considered the foundation of administrative reform. It is necessary to improve the legal framework on data, ensure information security, enhance system connectivity and improve the technological capacity of the staff.

Sixth, improve the mechanism for assessing administrative reform in a comprehensive and evidence-based direction. Indicators such as the PAR Index, the people's satisfaction index and the governance effectiveness index need to be supplemented with criteria reflecting institutional capacity, transparency and social trust. The assessment needs to be objective, independent and comparable between localities.

Seventh, promote interdisciplinary research on governance and legal reform. It is necessary to expand empirical research, new governance models, multi-level coordination mechanisms and factors affecting reform effectiveness in the context of digital transformation. This is an important source of knowledge to adjust policies in a flexible and effective direction.

## Conclusion

The study has clarified the nature, motivation and direction of the current administrative reform process in Vietnam, based on two important pillars: administrative reform and legal improvement. The results show that Vietnam's administrative

system is shifting from a traditional administrative management model to a modern one, focusing on people, enhancing transparency, accountability and technology application. At the same time, the legal system is being improved in a unified, feasible and more suitable direction to the requirements of a socialist rule-of-law state. However, the study also pointed out many structural limitations, such as a lack of institutional synchronization, uneven management capacity between levels, limited quality of staff and the risk of falling behind in digital transformation. The gap between legal regulations and enforcement still exists, causing some reforms to not achieve the desired results. In addition, the mechanism for assessing administrative reform has not fully reflected the aspects of governance capacity and people's satisfaction. From the analysis results, the study affirms that governance innovation and legal innovation should be considered two interacting and complementary pillars in the administrative reform process. Building a modern administration requires the integration of institutional reform, organizational reform, innovation in operating methods and improving staff capacity. This is the only way for Vietnam's administration to adapt to new development dynamics, meet the requirements of the international integration process and achieve the goal of creating sustainable development.

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