

DIGITAL TRANSFORMATION AND THE TRANSITION TO A TWO-TIER LOCAL GOVERNMENT MODEL IN VIETNAM TODAY

TRỊNH THỊ PHƯỢNG

Institute of Sociology and Psychology
Vietnam Academy of Social Sciences

<https://doi.org/10.37602/IJSSMR.2026.9526>

ABSTRACT

This article examines the relationship between digital transformation and Vietnam's transition to a two-tier local government model. Drawing on relevant literature, policy documents, it identifies three strategic functions of digital transformation: enabling decentralization, maintaining continuity in public service delivery, and strengthening transparency and accountability. Survey findings indicate that 89% of commune-level officials can perform their work entirely on digital platforms, while 56.3% report delays in processing administrative dossiers due to unsynchronized and difficult-to-access data. Persistent barriers include uneven digital infrastructure, disparities in digital skills and access, data security risks, and inadequate institutional and coordination arrangements. The article proposes five interconnected priorities: establishing a unified national data architecture, strengthening grassroots officials' digital capacity, aligning the legal framework with two-tier digital administration, ensuring reliable telecommunications infrastructure, and developing continuous monitoring and feedback mechanisms. It argues that effective implementation requires coordinated technological, institutional, and organizational change, with particular attention to equitable access to public services.

Keywords: digital transformation; two-tier local government; administrative reform; digital governance; public service

1.0 INTRODUCTION

Under the pressures of globalization, digital transformation, and the Fourth Industrial Revolution, the traditional administrative apparatus has revealed numerous shortcomings: it is cumbersome, its functions overlap, its operational efficiency remains low, and it has failed to keep pace with the demands of serving citizens and businesses. The Communist Party and the State of Vietnam have identified administrative reform as one of the strategic breakthroughs, linked to streamlining the apparatus and enhancing the effectiveness and efficiency of the political system's operations. The implementation of the two-tier local government model reflects a trend toward reducing intermediate administrative layers and increasing the initiative and self-accountability of grassroots government. Administrative reform cannot be separated from digital transformation, since digital technology is becoming a crucial tool supporting the restructuring of management processes and enhancing the transparency and operational efficiency of local government (OECD, 2020).

As of July 1, 2025, Vietnam officially began operating under the two-tier local government model, completely abolishing the district-level administrative tier pursuant to National

Assembly Resolution No. 202/2025/QH15 and Central Party Committee Resolution No. 18-NQ/TW. This is the largest administrative revolution in the history of Vietnamese state governance since the Doi Moi reforms of 1986 — a watershed move aimed at building a "lean, strong, effective, efficient, and high-performing" administration in the spirit of Resolution No. 18-NQ/TW (Central Committee of the Communist Party, 2017, p. 3). In terms of scale, this is one of the largest administrative reforms in Asia in the 2020s, with the number of commune/ward-level administrative units reorganized and reduced from more than 10,000 to 3,321 units (Ministry of Home Affairs, 2025, p. 7).

The decision to abolish the district administrative tier under Resolution 202/2025/QH15 and implement the two-tier local government model from July 1, 2025 is not a mere technical administrative adjustment. It is a revolution in the organization of state power — the most profound transformation of public governance structures since 1945. Against this backdrop, digital transformation is not merely a supporting tool, but a condition for survival, without which this revolution cannot succeed.

Resolution of the 14th National Party Congress (2026) decisively determined that science, technology, and digital transformation are the "central driving force" of the new growth model, while modern institutions and high-quality human resources are the "foundation" (Communist Party of Vietnam, 2026, p. 18). This spirit sets forth a requirement: digital administration must not be built only after the apparatus has stabilized — it must lead the way, forging the conditions for the two-tier apparatus to function from day one.

Digital transformation "is a holistic effort to revise core processes and services of government beyond the traditional digitization efforts. It evolves along a continuum of transition from analog to digital to a full stack review of policies, current processes, and user needs and results in a complete revision of the existing and the creation of new digital services. The outcome of digital transformation efforts focuses among others on the satisfaction of user needs, new forms of service delivery, and the expansion of the user base." (Mergel et al., 2019, p. 12)

1.1 Analytical Framework of the Relationship Between Digital Transformation and Local Government Organizational Reform

First, digital transformation affects the organizational structure of local government by changing the modes of coordination and functional division among levels and agencies. The application of digital platforms, shared databases, and interconnected information systems reduces the need for intermediary layers, thereby creating favorable conditions for streamlining the apparatus, reducing functional overlap, and promoting the two-tier local government model. The degree of integration of digital infrastructure and data is regarded as an important indicator reflecting this impact.

Second, digital transformation influences the operational and governance methods of local government. Data-driven governance, digitized processes, and online public services contribute to restructuring administrative procedures, shortening processing times, and enhancing management effectiveness and efficiency. Indicators such as the degree of digitization of administrative procedures, the capacity to use data in decision-making, and the

level of interconnectivity among levels of government are used to assess this dimension of impact.

Third, local government organizational reform is, at the same time, a condition for digital transformation to take effect. A streamlined apparatus with clear decentralization and delegation of authority and strong coordination capacity will create a favorable environment for implementing digital solutions in a synchronized and sustainable manner. Accordingly, the relationship between digital transformation and local government organizational reform is bidirectional, interactive, and mutually reinforcing.

Intermediary factors and conditioning elements include the legal framework, civil servant capacity, financial resources, digital infrastructure, and the degree of citizen participation. These factors may either amplify or constrain the impact of digital transformation on local government organizational reform, thereby determining the actual effectiveness of the local governance renewal process in the current context.

2.0 THREE STRATEGIC FUNCTIONS OF DIGITAL TRANSFORMATION IN THE TWO-TIER LOCAL GOVERNMENT MODEL

Digital transformation is no longer merely a technical option supporting administrative management; it has become a prerequisite of vital importance for the successful implementation of Vietnam's two-tier local government model. The abolition of the district level—an intermediate tier that had existed for centuries within the administrative structure—poses unprecedented challenges in terms of information-processing capacity, service continuity, and power control. The three strategic functions outlined below demonstrate that digital transformation is not merely a supporting tool but a structural pillar of the entire new model.

First, digital transformation is the backbone of substantive decentralization and devolution of authority. In any administrative system, decentralization succeeds only when information flows smoothly between levels; conversely, it fails when information asymmetry exists—where higher levels lack awareness of what is actually happening at lower levels, while lower levels lack sufficient data and tools to make timely, accurate decisions. This is precisely the inherent bottleneck of the traditional administrative model, which relies on paper-based reporting, sequential processes, and significant information lag. Hood highlighted the central role of technology in the philosophy of New Public Management (NPM), emphasizing "the development of automation, particularly in information technology, in the production and distribution of public services" (Hood, 1991, p. 3). This argument shows that automation and information technology are not auxiliary factors but direct drivers of change in the mode of production and delivery of public services. In the current Vietnamese context, shared digital platforms—national databases on population, land, business registration, and civil status interconnected down to the commune/ward level—constitute the institutional infrastructure ensuring that decentralization does not become an act of "transferring burdens" downward to grassroots units lacking corresponding capacity and tools, but rather a genuine devolution of authority accompanied by implementation capacity. The 14th National Party Congress emphasized the requirement that "strong, clear decentralization and devolution of authority" must go hand in hand with "rigorous inspection and supervision." These two seemingly

contradictory requirements—granting greater authority while simultaneously tightening oversight—can only be realized simultaneously when a sufficiently robust and transparent national information system exists, one that allows higher-level authorities to conduct real-time oversight without direct administrative intervention in every specific decision made at lower levels.

Second, digital transformation is the mechanism ensuring continuity of public services during the transition period. The dissolution of over 11,200 district-level administrative units nationwide has generated an enormous volume of work related to processing tens of millions of dossiers and administrative procedures currently in an "in-between" state. Without an interoperable processing mechanism, the risk of institutional disruption would cause citizens and businesses to bear direct consequences: dossiers left pending, procedures misdirected, or records lost during the merger process. Mergel and colleagues pointed out that digital transformation in the public sector is not simply about digitizing existing processes but generates "new ways of working with stakeholders, building new frameworks of service delivery and creating new forms of relationships" (Mergel et al., 2019, p. 1). The critical point in this argument lies in the distinction between "digitization"—that is, simply converting paper documents and records into electronic format—and "digital service transformation," which entails redesigning the entire user experience journey, from intake through processing to delivery of results. This is precisely the requirement of the current phase of Vietnam's administrative reform: the task is not to scan QR codes to archive old paper dossiers according to conventional administrative thinking, but to redesign the entire public service delivery process to align with the new two-tier governance architecture—one in which there is no longer a district-level intermediary to "filter" and process dossiers before forwarding them to the provincial level or returning them to citizens.

Third, digital transformation is a system of power control and anti-corruption within the new institutional context. With the elimination of the district level—which had functioned as an intermediate layer of oversight between the provincial and commune levels—the risk of excessive power concentration among a small group of commune/ward-level officials, absent commensurate control mechanisms, is a genuine institutional risk that must be proactively identified and addressed rather than dealt with only after consequences arise. In this context, a digital transparency system—encompassing open data, e-procurement, and traceable electronic records—represents the most appropriate institutional response. The underlying logic is as follows: there is no need to add a new intermediate layer of management to replace the oversight role previously played by the district level, provided that every administrative decision leaves a digital trace that can be inspected, cross-checked, and traced at any time by both higher-level authorities and citizens or businesses. This constitutes a concrete, operational manifestation of the principle of "power control," which the 14th National Party Congress identified as a requirement running throughout the entire process of reorganizing the state apparatus (Communist Party of Vietnam, 2026).

Taken together, these three functions demonstrate that digital transformation within the two-tier local government model should not be understood as a technical component accompanying reform, but must instead be recognized as a foundational condition determining the success or failure of the entire process of restructuring Vietnam's state administrative apparatus.

3.0 THE CURRENT STATE OF DIGITAL TRANSFORMATION IN TWO-TIER LOCAL GOVERNMENT IN VIETNAM

3.1 Current State of Digital Infrastructure and Data Platforms in Local Government

In the process of national digital transformation, digital infrastructure and data platforms have been identified as the core foundation for building e-government and renewing state governance at the local level. In recent years, local governments in Vietnam have made significant progress in investing in and developing digital infrastructure, particularly transmission network systems, data centers, shared digital platforms, and online public service portals (Government of Vietnam, 2020). Most provinces and cities have deployed electronic document management systems, digital signatures, and online meeting platforms, contributing to changes in how administrative work is managed and processed.

In addition, the development of specialized databases and national databases — such as population, land, and business registration data — has created important conditions for local governments to gradually move toward a data-driven governance model. Some pioneering localities have effectively connected to and exploited shared data in public service delivery and smart urban management. However, viewed overall, the data platforms in many localities remain in a formative stage, not yet achieving a high level of integration and sharing across levels and sectors (World Bank, 2021).

Survey results show that the current state of databases does not yet fully meet requirements. 34.3% of provincial-level officials affirmed that databases are not synchronized and are difficult to search. 56.3% of commune-level officials affirmed that dossier processing is delayed due to data not being synchronized and difficult to search.

3.2 Application of Digital Transformation in Public Service Delivery and Administrative Management

In the area of public service delivery, the deployment of online public service portals at both central and local levels has helped citizens and businesses access and use public services more conveniently, reducing the time and cost of completing administrative procedures. Many essential services — such as civil status registration, construction permit issuance, business registration, tax payment, and social insurance — have been provided at a high level of online functionality, allowing citizens to complete procedures without direct contact with administrative agencies (OECD, 2020). In addition, the integration of public services on shared digital platforms has helped limit the duplication of dossiers and enhance transparency in resolving procedures.

In administrative management, digital transformation is clearly reflected in the application of electronic document management systems, digital signatures, electronic work records, and online meeting platforms. These tools help shorten work-processing procedures, strengthen interconnected coordination among agencies and levels of government, and enhance the effectiveness of local leadership's management and direction. In particular, connecting to and exploiting national and specialized databases creates conditions for government to gradually shift toward a data-driven governance model, supporting more timely and accurate decision-making (World Bank, 2021).

A survey conducted in three provinces/cities (Hanoi, Hung Yen, and Tuyen Quang) shows that, over one year of operating the two-tier local government model, digital transformation has proven to be an indispensable tool as the intermediate district level was eliminated, as well as during the process of provincial mergers and the expansion in scale of communes/wards. For example, one division-level unit under a commune People's Committee is currently responsible for work related to 7 departments/sectors. One official is in charge of at least 2 professional fields, each of which encompasses multiple specialized sub-fields. Previously, at the district level, one such specialized field was handled by a division with 3–5 staff members. Thus, one person today is even taking on the work that used to be done by 6–10 people. Were it not for the digital administrative apparatus and the interconnected data system enabling these processes to be carried out, this task would be impossible to accomplish. Most commune-level officials (89%) are capable of handling their work entirely on digital platforms. 84.3% of commune-level officials are capable of reading and understanding digital data to carry out their work. 49.4% of provincial-level officials and 75.2% of commune/ward-level officials have proposed initiatives to improve their work using digital technology.

4.0 EMERGING ISSUES AND CHALLENGES

4.1 The Digital Divide Between Localities and Social Groups

In the process of national digital transformation, the digital divide between localities and social groups is emerging as one of the major challenges to the goal of building digital government and inclusive governance. The digital divide is reflected not only in disparities in information technology infrastructure but also in differences in access, technology-use capacity, and the degree to which people benefit from digital services (UNDP, 2021). According to survey results, 65% of provincial-level officials affirmed that disparities in digital infrastructure affect the operation of government. 49.2% of commune/ward-level officials affirmed that information technology infrastructure at the commune/ward level remains limited in many respects. 46.3% of commune/ward-level officials affirmed that citizens have not yet gained full access to digital infrastructure. 50.8% of citizens have not yet adapted to online work processes and public services.

First, differences in socio-economic conditions between localities lead to uneven levels of digital infrastructure development. Large urban centers and localities with strong financial resources tend to deploy digital platforms quickly and synchronously, while many rural, mountainous, and ethnic minority areas still face difficulties ensuring stable internet connectivity and the necessary technological equipment. This limits the ability of people in disadvantaged areas to access online public services, thereby affecting the effectiveness of administrative reform and local governance (World Bank, 2019).

In addition, the digital divide is also clearly reflected between different social groups. Elderly people, those with lower levels of education, informal-sector workers, and vulnerable groups often face numerous barriers in accessing and using the government's digital services. A lack of digital skills and a psychological wariness of technology mean that a segment of the population still depends on traditional transaction channels, reducing the inclusiveness and fairness of digital transformation (OECD, 2020).

If not addressed in a timely manner, the digital divide can widen social inequality and create "invisible barriers" to accessing rights and public services. Therefore, narrowing the digital divide should be regarded as a central requirement in the process of implementing digital transformation, through synchronized infrastructure investment, improving citizens' digital skills, and designing online public services to be accessible and user-centered.

4.2 Digital Capacity of Cadres and Civil Servants

In the process of digital transformation in the public sector, the digital capacity of cadres and civil servants plays a decisive role in the effectiveness of implementing digital government and administrative reform. However, this is also one of the major challenges at present, particularly at the local government level. Digital capacity encompasses not only basic information technology skills but also digital mindset, the ability to work in a data-driven manner, and the capacity to adapt to new governance models (OECD, 2020).

In practice, the level of digital proficiency and skills among cadres and civil servants varies considerably between localities and across administrative levels. In many localities, particularly at the grassroots level, cadres and civil servants remain accustomed to traditional working methods, processing paper documents and relying on personal experience, while the exploitation of digital management systems, data platforms, and online public services remains limited. This reduces the effectiveness of investments in digital transformation and risks turning technology into a mere "formal veneer" in administrative reform (UNDP, 2021).

Survey results among provincial-level officials in Tuyen Quang and Hung Yen show that as many as 33.7% of officials reported that it takes them a great deal of time to input data into the digital management system and monitor it.

Beyond skills, the challenge of digital capacity is also tied to mindset and organizational culture in the public sector. A segment of cadres and civil servants remains apprehensive about change, worried about increased workloads or the loss of their positions during the process of streamlining the apparatus and automation. The lack of appropriate incentive, evaluation, and remuneration mechanisms also reduces civil servants' motivation for self-directed learning and improving their digital capacity (World Bank, 2019).

If left unaddressed, limitations in the digital capacity of cadres and civil servants could become a "bottleneck" hindering the process of digital transformation and local government reform. Therefore, improving digital capacity should be placed at the center of the digital transformation strategy, through regular training, reform of recruitment and evaluation mechanisms, and the cultivation of a culture of learning and innovation within the public sector.

4.3 Data Safety, Security, and Privacy Issues

In the process of accelerating digital transformation and building digital government, data safety, security, and privacy protection are increasingly becoming a critical challenge for modern state governance. The digitization of management processes, the interconnection of databases, and the expansion of online public services increase the volume of personal data and state management data that is collected, stored, and processed in the digital environment, entailing risks of leakage, misuse, and violation of citizens' privacy (OECD, 2020).

One of the major challenges at present is the limited capacity of many state agencies, particularly at the local level, to ensure information security. Uneven security technical infrastructure, a shortage of dedicated cybersecurity personnel, and unstandardized data management processes make public information systems vulnerable to attack or unauthorized exploitation. As national databases and shared platforms become increasingly interconnected, security risks are no longer localized but can spread across the entire system (World Bank, 2019).

In addition, the legal framework and privacy-protection mechanisms in many developing countries, including Vietnam, are still in the process of being completed. The lack of clarity regarding data ownership, management responsibility, and mechanisms for handling violations can undermine citizens' trust in online public services and hinder social participation in digital government (UNDP, 2021). If citizens are concerned that their personal information may be misused, they tend to limit the data they provide or revert to traditional transaction channels.

Officials themselves clearly understand the importance of information security. 94% of officials comply with data security regulations. 84.4% of officials understand the information security risks involved in handling work on digital platforms.

Therefore, ensuring data safety, security, and privacy should be regarded as a prerequisite for sustainable digital transformation. This requires a synchronized combination of improving the legal-institutional framework, investing in cybersecurity infrastructure, enhancing officials' capacity, and strengthening transparency in the management and use of public data.

4.4 Institutional, Legal, and Inter-Level Coordination Asynchrony

In the process of digital transformation linked to local government organizational reform, the asynchrony of institutions, laws, and inter-level coordination mechanisms is emerging as an important challenge. Digital transformation requires a legal framework that is flexible, consistent, and capable of regulating the new governance relationships arising from the digitization of data, processes, and modes of operation. However, the legal system and governance institutions still bear the imprint of the traditional management model and have not kept pace with the speed and requirements of digital transformation (OECD, 2020).

One clear manifestation of this asynchrony is the lack of consistency among legal documents and specialized sectoral policies, particularly in the fields of data management, information sharing, and online public service delivery. Certain regulations on authority, responsibility, and work-processing procedures are still designed according to a multi-level, multi-tiered model, creating difficulties for implementing a streamlined and digitally interconnected local government model. This results in a situation where each sector and each level builds its own separate system, reducing coordination effectiveness and hindering the formation of shared digital platforms (World Bank, 2019).

In addition, inter-level and inter-sectoral coordination mechanisms in the digital environment remain unclear and ineffective. Although technology platforms allow for direct connectivity between levels of government, the lack of specific regulations on data sharing, delineation of responsibility, and conflict-resolution mechanisms means that inter-level coordination still depends heavily on traditional administrative relationships. This undermines the advantage that

digital transformation offers in reducing intermediate layers and enhancing the effectiveness of multi-level governance (UNDP, 2021).

Therefore, the asynchrony of institutions, laws, and inter-level coordination mechanisms is not merely a technical barrier but an institutional challenge. Addressing this challenge requires a synchronized reform approach, in which law, organization, and technology are designed in an integrated manner, in order to create a solid foundation for sustainable digital transformation and local government reform.

5.0 FIVE REQUIREMENTS FOR REALIZING DIGITAL TRANSFORMATION

Digital transformation in the public sector does not automatically generate governance effectiveness if it is confined merely to the deployment of technology. Dunleavy and colleagues, in formulating the concept of digital-era governance (DEG), emphasized that this process requires "reintegrating functions into the governmental sphere, adopting holistic and needs-oriented structures, and progressing digitalization of administrative processes," while cautioning that although DEG "offers a perhaps unique opportunity to create self-sustaining change, in a broad range of closely connected technological, organizational, cultural, and social effects," there remain "alternative scenarios as to how far DEG will be recognized as a coherent phenomenon and implemented successfully" (Dunleavy et al., 2006, pp. 479–481). This argument makes clear that technology in itself is not deterministic; the ultimate outcome depends on whether accompanying institutional reform takes place. International experience has repeatedly demonstrated that e-government programs fail not for lack of technology, but for lack of the corresponding institutional, organizational, and human conditions. To avoid repeating these lessons in the process of implementing the two-tier local government model in Vietnam, five requirements must be fulfilled in a coordinated manner.

First, a unified national data architecture. It is inconceivable to envisage a digital government operating under a two-tier model while data remains fragmented and siloed across 34 provinces and cities, each governed by different data standards, formats, and updating procedures. This condition of data fragmentation is itself a legacy of a prolonged period of administrative management under a decentralized model that lacked interoperable connectivity among localities. Accordingly, the requirement is that national databases on population, land, enterprises, and public finance must be fully interconnected and updated in real time, extending down to the commune level—the sole remaining grassroots administrative unit following the abolition of the district level. This constitutes a foundational condition, since in the absence of a unified data architecture, all upstream efforts at process digitization will remain merely formalistic, failing to generate substantive governance value.

Second, the digital capacity of grassroots officials. No technological system can operate autonomously if the end users—specifically, the cadre of officials at the commune and ward level—have not been adequately equipped with the capacity to utilize it. What must be emphasized here is that the essence of this challenge does not lie simply in short-term software training, but rather in a more comprehensive process of organizational capacity transformation, one that requires changes ranging from working mindsets and workflow procedures to the standards by which officials are evaluated. If attention is focused solely on the technical dimension while the human and organizational dimensions are neglected, the risk that

technological systems will be left idle or utilized only in a perfunctory, formalistic manner is entirely real.

Third, a legal framework for two-tier digital administration. A significant institutional bottleneck at present is that numerous existing legal provisions continue to attach specific legal functions to the district level—ranging from judicial certification activities to the approval of land-related procedures. With the district level no longer existing within the new administrative structure, these provisions will become legal vacuums or sources of institutional contradiction unless addressed in a timely manner. It is therefore necessary to conduct a comprehensive review and coordinated revision of the entire body of relevant legal normative documents, rather than waiting for practical difficulties to arise before addressing them in a reactive, piecemeal fashion.

Fourth, nationwide telecommunications infrastructure coverage. The two-tier digital government model will face a pronounced risk of failure in communes located in highland, remote, and isolated areas if these localities lack stable internet connectivity with sufficient bandwidth to operate data systems and online public services. This is not a secondary priority that can be deferred for later implementation, but rather a minimum, prerequisite infrastructural condition. In the absence of synchronized telecommunications infrastructure, the digital divide between urban areas and mountainous or rural regions will not only fail to narrow but risks being further deepened, generating new forms of inequality in access to public services.

Fifth, a mechanism for continuous inspection, supervision, and adjustment. The 14th National Party Congress clearly established the orientation of "regarding data, indicators, and citizen feedback as important grounds for policy adjustment" (Communist Party of Vietnam, 2026). This orientation constitutes a concrete manifestation of the feedback loop—a mechanism that any modern governance system requires in order to continuously self-adjust and adapt to changing realities, rather than operating according to a static design fixed from the outset. In the context of governance at national scale, digital technology represents nearly the sole means capable of collecting, aggregating, and processing feedback from tens of millions of citizens in a timely manner, thereby providing an evidentiary basis for policy adjustment.

Taken together, the five requirements outlined above are closely interrelated and mutually reinforcing, forming a coordinated system of conditions. The absence of any one of these five elements has the potential to weaken, or even entirely negate, the broader effort of digital transformation in the process of building the two-tier local government model in Vietnam.

6.0 CONCLUSION

New Public Governance (NPG) thinking and Digital-Era Governance (DEG) converge on one shared conclusion: in the 21st century, no successful administrative reform can be separated from digital transformation. Vietnam's two-tier local government model is the largest practical test of that conclusion.

Digital transformation is not a technical solution for the administrative apparatus. Digital transformation is a new configuration of national governance — one in which state power is exercised more transparently, public services are delivered faster, citizens gain easier access, and the Party exercises better control. That is precisely the substance of the "era of national

rise" that the 14th Party Congress has set forth — not merely GDP growth, but national governance capacity elevated to match the demands of the times.

REFERENCES

1. Central Committee of the Communist Party (2017). Resolution No. 18-NQ/TW on continuing to renew and reorganize the political system's apparatus to be streamlined and operate with effectiveness and efficiency. Central Party Office.
2. Ministry of Home Affairs (2025). Summary report on the reorganization of administrative units for the period 2019–2025: Results, impacts, and orientation for the next period. National Political Publishing House Truth.
3. Government of Vietnam. (2020). National Digital Transformation Program to 2025, with orientation to 2030. Hanoi: Government.
4. Communist Party of Vietnam (2026). Resolution of the 14th National Party Congress. National Political Publishing House Truth.
5. Dunleavy, P., Margetts, H., Bastow, S., & Tinkler, J. (2006). New public management is dead—Long live digital-era governance. *Journal of Public Administration Research and Theory*, 16(3), 467–494. <https://doi.org/10.1093/jopart/mui057>
6. Hood, C. (1991). A public management for all seasons? *Public Administration*, 69(1), 3–19. <https://doi.org/10.1111/j.1467-9299.1991.tb00779.x>
7. Mergel, I., Edelmann, N., & Haug, N. (2019). Defining digital transformation: Results from expert interviews. *Government Information Quarterly*, 36(4), 1–16. <https://doi.org/10.1016/j.giq.2019.06.002>
8. OECD. (2020). Digital government in the decade ahead: Building an agile and data-driven public sector. Paris: OECD Publishing.
9. OECD. (2020). Digital government index: 2019 results. Paris: OECD Publishing. <https://doi.org/10.1787/4de9f5bb-en>
10. UNDP. (2021). Digital transformation in public administration. New York: United Nations Development Programme.
11. World Bank. (2019). GovTech: Putting people first. Washington, DC: World Bank.
12. World Bank. (2021). World development report 2021: Data for better lives. Washington, DC: World Bank. <https://doi.org/10.1596/978-1-4648-1600-0>