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**INNOVATING THE ORGANIZATION AND OPERATION
OF PUBLIC SERVICE UNITS IN HUNG YEN PROVINCE
IN THE CURRENT PERIOD**

**PHD THESIS MAJORING IN
PARTY BUILDING AND STATE GOVERNMENT
Code: 9 31 02 02**

SUMMARY OF PHD THESIS

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INTRODUCTION

1. The urgency of the topic

Public service units (PSUs) are an important constituent part of the political system and the state administrative system, accounting for a large proportion of the number of organizations, payrolls, and the state budget. PSUs are the forces directly providing basic and essential public services in the fields of education and training, healthcare, science and technology, culture, information, environment, etc., thereby contributing decisively to the quality of human resources, ensuring social security, and improving the people's level of satisfaction. Therefore, the quality and operational efficiency of PSUs directly reflect the service capacity of the state apparatus. In the context of building a socialist rule-of-law state and a service-oriented administrative system, innovating the organization and operation of these units is both an immediate urgent task and a basic, long-term requirement.

Fully aware of this position, our Party has issued many major policies on innovating the public service sector. Resolution No. 19-NQ/TW dated October 25, 2017, of the 6th Plenum of the 12th Central Committee identified the goal of fundamentally, comprehensively, and synchronously innovating the system of PSUs towards streamlining focal points, enhancing the level of autonomy, adopting advanced governance, and ensuring effective and efficient operations. Subsequently, Conclusion No. 62-KL/TW dated October 2, 2023, of the Politburo and new resolutions on developmental breakthroughs in science and technology, education and training, people's healthcare, and the development of Vietnamese culture further emphasized the requirement to reorganize and enhance the autonomous capacity and service quality of the public service sector.

Scientifically, although there have been many research works on PSUs in terms of organizational structure, autonomy mechanisms, governance, and public service provision, there is still a lack of in-depth, systematic studies on innovating the organization and operation of PSUs within the scope of a province from the specialized perspective of Party Building and State Government, especially under the condition of implementing a two-tier local government model. This is a gap that needs to be further supplemented both theoretically and practically.

Practically, in recent years, Hung Yen province has issued many programs and plans, and has led and directed the review, reorganization, structural consolidation, and operational method innovation of PSUs, achieving initial positive results: reducing the number of focal points and state-budget-paid payrolls, gradually expanding autonomy mechanisms, and improving the quality of public service provision. However, the innovation process still faces many limitations: the reorganization of some units is slow, leaning towards reducing focal points without being linked to innovating functions and tasks or improving operational quality; the level of autonomy, especially financial autonomy, remains low and uneven; governance capacity and the quality of the public employee workforce do not meet requirements; and the socialization of public services is still slow.

Particularly, from July 1, 2025, the consolidation of Hung Yen and the organization of a two-tier local government have fundamentally changed the scale and structure of the PSU system in the area. This reality poses an urgent requirement to merge and reorganize two previously independent systems, reorganize units according to a model without the district level, establish PSUs at the commune level, and ensure the uninterrupted provision of public services.

For these reasons, a systematic and comprehensive study on the innovation of the organization and operation of PSUs in Hung Yen province is necessary and significant both theoretically and practically. Therefore, the PhD candidate has chosen the topic “*Innovating the organization and operation of public service units in Hung Yen province in the current period*” for a doctoral thesis majoring in Party Building and State Government.

2. Research purpose and tasks

2.1. Research purpose

Based on systematizing and analyzing theoretical and practical issues and assessing the current situation of innovating the organization and operation of PSUs in Hung Yen province, the thesis proposes directions and solutions to continue innovating the organization and operation of the province's PSUs in the 2026 - 2030 period, with a vision to 2035.

2.2. Research tasks

- Overview domestic and foreign scientific works related to the topic, point out the achieved results, and identify contents that need further research.
- Research and clarify theoretical and practical issues on innovating the organization and operation of PSUs in Hung Yen province.
- Assess the current state of innovating the organization and operation of PSUs in Hung Yen province, point out the strengths, limitations, causes, and draw some experiences.
- Forecast influencing factors and propose directions and solutions to continue innovating the organization and operation of Hung Yen's PSUs in the 2026 - 2030 period, with a vision to 2035.

3. Study subjects and scope

3.1. Study subjects

The thesis researches the innovation of the organization and operation of PSUs in Hung Yen province.

3.2. Scope of the research

- In terms of scope: The thesis studies PSUs under the management of the local government of Hung Yen province across different periods, including PSUs belonging to the Provincial People's Committee (PPC), provincial departments and specialized agencies under the PPC, sub-departments and equivalents under provincial departments, other administrative organizations, and district-level People's Committees (before July 1, 2025), and commune-level People's Committees after June 30, 2025. The thesis does not study PSUs belonging to the Party bloc, the Fatherland Front, socio-political organizations, or units belonging to the Government and Central ministries/branches

located in the province. To ensure systematicity, the thesis uses data from Hung Yen province before and after the consolidation as a basis for comparison and assessment of the current situation.

- In terms of time: The thesis surveys and assesses the current situation of innovating the organization and operation of the province's PSUs from 2018 (the time of implementing Resolution No. 19-NQ/TW) to June 30, 2026; in which some data from 2015 is used to reflect the process before and after implementing the Resolution. On that basis, the thesis proposes directions and solutions to continue innovating the organization and operation of PSUs in Hung Yen province for the 2026 - 2030 period, with a vision to 2035.

4. Theoretical, practical basis, and research methods of the thesis

4.1. Theoretical basis

The theoretical basis of the topic is the viewpoints of Marxism-Leninism, Ho Chi Minh Thought on the role and social functions of the State; on the contingent of cadres, civil servants, and public employees and the ensuring of legitimate rights and interests, meeting the legitimate needs of the People; the Party's viewpoints on building a socialist rule-of-law State of the people, by the people, and for the people; and on building and perfecting a service-oriented, modern, effective, and efficient public administration.

4.2. Practical basis

The practical basis of the thesis is the reality of the organization, operation, and innovation of the organization and operation of PSUs in Hung Yen province; concurrently, the topic inherits and develops the research results of related scientific works.

4.3. Research methods

Based on the dialectical materialist and historical materialist methodology of Marxism-Leninism, the thesis uses a combination of specialized and interdisciplinary research methods, specifically: synthesis-combined analysis method; research and practical summarization method; inductive and deductive methods; statistical and comparative methods; and sociological survey methods.

The thesis conducted an online survey with 665 subjects, including 100 management cadres and civil servants, 400 public employees of service units, and 165 citizens receiving services; the obtained results for processing were 650 response sheets (only 150 citizens responded as requested).

5. Research questions and hypotheses

5.1. Research questions

- What are the characteristics and roles of PSUs in Hung Yen province? What are the contents of the organization and operation of a PSU? What are the contents and methods of innovating the organization and operation of PSUs in Hung Yen province?

- In recent times, what strengths and limitations have the innovation of the organization and operation of PSUs in Hung Yen province had? What are the causes of this situation?

- How does the new context of the country and locality impact the innovation of the organization and operation of PSUs in Hung Yen province? To continue innovating the

organization and operation of PSUs in Hung Yen province to meet new requirements under the conditions of adjusting provincial and commune-level administrative units and implementing a two-tier local government model, what directions and solutions need to be implemented in the coming time?

5.2. Research hypotheses

The innovation of the organization and operation of PSUs in Hung Yen province in recent times has achieved some positive results, contributing to streamlining the apparatus, enhancing the level of autonomy, and improving the quality of public service provision; however, the innovation process still lacks synchronization, the effectiveness is not high, the organizational structure in some units is unreasonable, the financial and governance mechanisms are inadequate, and the quality of the public employee workforce has not fully met the requirements. These limitations stem from awareness, leadership mechanisms, policies, resources, and implementation capacity. If the impacting factors are correctly identified, the current situation is closely assessed, and a synchronous system of solutions on organizational apparatus, human resources, finance, digital transformation, and inspection and supervision is proposed, the operational efficiency of PSUs in Hung Yen province will be enhanced.

6. Scientific contributions of the thesis

- The thesis clarifies theoretical issues such as: concepts, characteristics, roles, contents, and methods of innovating the organization and operation of provincial-level PSUs.
- Identifies the issues posed in continuing to innovate the organization and operation of PSUs in Hung Yen province, pointing out the strengths, limitations, and causes.
- Forecasts the impacting factors and proposes a system of solutions, emphasizing specific and breakthrough solutions in continuing to innovate the organization and operation of PSUs in Hung Yen province in the coming time, such as: Logically arranging and reorganizing the PSU system in accordance with the conditions of consolidating Hung Yen province with Thai Binh province and implementing a 2-tier local government organization model, especially organizing PSUs under the commune-level People's Committee; Enhancing digital transformation in innovating the organization and operation of PSUs in Hung Yen province.

7. Theoretical and practical significance of the thesis

Theoretical significance: The thesis explains the theoretical issues about PSUs and the innovation of the organization and operation of current PSUs, thereby contributing to clarifying the roles and characteristics of public services and the roles and responsibilities of the State towards public services.

Practical significance: The thesis can be used as a reference material for the leadership and management of PSUs and for researching and teaching the module Party Building and State Government at training institutions.

8. Structure of the thesis

In addition to the introduction, conclusion, list of the author's published scientific works related to the thesis, references, and appendices, the thesis consists of 4 chapters and 10 sections.

Chapter 1

OVERVIEW OF RESEARCH SITUATION RELATED TO THE THESIS TOPIC

1.1. Research works outside Vietnam

Foreign research works on PSUs and public sector reform are quite abundant. The World Bank (2005), with two studies on reforming China's PSUs, analyzed the role of PSUs in providing public services (education, healthcare, scientific research, culture, information, etc.), pointed out limitations such as a cumbersome apparatus, heavy reliance on the budget, and low efficiency, and recommended increasing financial autonomy, innovating governance mechanisms, diversifying supply sources, and classifying units according to autonomy levels and social functions.

Pan, J. (2013) studied the impact of separating state management functions from medical service provision functions in China, showing that organizational restructuring helps increase the number of facilities and medical personnel and improves service accessibility, but warned that a lack of supervision mechanisms and excessive autonomy could lead to disparities among localities. The Korea Institute of Public Finance (2015) provided an overview of public organizations and public enterprises, emphasizing supervision mechanisms, financial transparency, and performance evaluation indicators. Deyong, Z. (2025) presented an overview of the PSU system in the Chinese state apparatus, situated in an intermediate position between administrative agencies and enterprises, and the measures to modernize this system.

1.2. Research in Vietnam

Domestically, many works have researched PSUs from different perspectives. Nguyen Minh Phuong (2021) explained the scientific basis of reorganizing PSUs. Nguyen Quoc Suu (2023) analyzed the issues and solutions for innovating the organization and management of PSUs in the context of financial autonomy and socialization. Truong Quoc Viet (2023) proposed breakthrough solutions in reforming and restructuring PSUs. Additionally, there are many topics and theses on financial autonomy mechanisms and the organizational arrangement of PSUs in localities (Ninh Binh, Dak Lak, Binh Duong, Quang Ninh...). After July 1, 2025, Nguyen Thi Cam Phuong - Ngo Tan Xuan Hong (2026) proposed solutions to improve the financial autonomy of PSUs. Pham Huynh Lan Vi (2026) researched the innovation of governance mechanisms at PSUs.

Overall, the works have clarified the theoretical basis, reflected the actual situation, and proposed many groups of solutions on perfecting institutions, innovating autonomy mechanisms, arranging organizational structures, enhancing governance capacity, promoting socialization, and applying information technology and digital transformation.

1.3. Overview of available research results and issues to be addressed by the thesis

1.3.1. Overview of available research results

The published works have profound theoretical and practical value. Theoretically, they have clarified the concepts, characteristics, positions, roles, and functions of PSUs;

the State's responsibilities in managing and providing public services; and approached the issue from the perspectives of public governance, autonomy, accountability, and socialization. Practically, they have relatively comprehensively reflected the current situation of the organization and operation of PSUs in some countries and in Vietnam. Regarding solutions, they have proposed many valuable reference solution groups on institutions, autonomy, organizational arrangement, finance, governance, socialization, and digital transformation.

However, from the perspective of Party Building and State Government, up to now, no work has directly, comprehensively, and systematically researched the innovation of the organization and operation of PSUs within a specific province; nor have they clarified the leadership role of Party organizations and the implementation responsibilities of governments at all levels regarding the innovation process. Especially, in the context of rearranging provincial and commune-level administrative units and implementing a two-tier local government model from July 1, 2025, there are not many works that address this directly, comprehensively, and updatedly. This is the research gap.

1.3.2. Issues to be addressed by the thesis

Firstly, research and clarify the theoretical and practical issues on innovating the organization and operation of PSUs in Hung Yen province.

Secondly, survey and assess the current situation, point out results, limitations, and causes.

Thirdly, forecast influencing factors and propose directions for continued innovation.

Fourthly, propose and explain solutions to continue innovating the organization and operation of the province's PSUs under the condition of consolidating Thai Binh province and Hung Yen province, and implementing a two-tier local government model.

Chapter 2

THEORETICAL AND PRACTICAL ISSUES CONCERNING THE INNOVATION OF THE ORGANIZATION AND OPERATION OF PUBLIC SERVICE UNITS IN HUNG YEN PROVINCE IN THE CURRENT PERIOD

2.1. Overview of Hung Yen province and the province's public service units

2.1.1. Overview of Hung Yen province and the political system of Hung Yen province

2.1.1.1. Geographical location and natural conditions of Hung Yen province

Prior to July 1, 2025, Hung Yen had a natural area of about 930.20 km² and a population of 1,474,894 people; it had 10 district-level administrative units, including 1 city, 1 town, and 8 districts; 139 commune-level administrative units, including 118 communes, 13 wards, and 8 townships; residential community organizations included 2,623 villages and residential groups, consisting of 2,205 villages and 418 residential groups. The number of PSUs was 534 units. The total number of cadres, civil servants, and public employees was 25,395, including 4,647 cadres and civil servants, and 20,748 public employees.

From July 1, 2025, Hung Yen province was established on the basis of consolidating the entire area and population of Hung Yen province and Thai Binh province, according to Resolution No. 202/2025/QH15 of the National Assembly, implementing the policy in Resolution No. 60-NQ/TW of the 11th Plenum of the 13th Central Committee.

The province has a natural area of 2,514.81 km² and a population of over 3.56 million people, making it one of the most populous provinces in the Red River Delta and the country, belonging to the Northern key economic region, adjacent to the capital Hanoi and other developed provinces and cities; it has a coastline that creates advantages for marine economic development and sea-related economic sectors. The entire province has 104 commune-level administrative units (93 communes and 11 wards), operating under a two-tier local government model; and 1,322 villages and residential groups, comprising 1,117 villages and 205 residential groups.

2.1.1.2. Socio-economic situation of Hung Yen province

Regarding the socio-economic situation, in 2025, the province's estimated GRDP reached 318,934 billion VND, an increase of 8.78% (higher than the national average), ranking 12th out of 34 provinces and cities; industry and construction accounted for over 53% of the GRDP structure, trade and services nearly 28%, and agriculture about 12.34%; the digital economy reached approximately 22.6 trillion VND (7.16% of GRDP). The consolidation combined the strengths in industry, urban development, and proximity to the Capital of the former Hung Yen with the strengths in agriculture, marine economy, and abundant human resources of the former Thai Binh. This characteristic not only creates resources and an increasing demand for high-quality public services but also poses the requirement to scientifically reorganize the PSU system, ensuring balance and fairness between urban-industrial areas and rural-coastal areas.

2.1.1.3. The political system of Hung Yen province

The Hung Yen Provincial Party Committee currently has 108 affiliated Party committees, including 104 commune and ward Party committees and 04 provincial-level agency Party committees. The entire Provincial Party Committee comprises 878 grassroots Party organizations, including 394 grassroots Party committees and 484 grassroots Party cells; there are 3,718 Party cells directly subordinate to the higher-level Party committees of grassroots organizations, 2,115 Party cells subordinate to grassroots Party committees, 33 divisional Party committees, and 191 Party cells subordinate to divisional Party committees, with a total of 183,153 Party members.

Regarding local government, at the provincial level, the 18th Hung Yen Provincial People's Council for the 2026-2031 term has 85 delegates. At the commune level, the People's Council and People's Committee are organized to directly handle administrative procedures, provide public services, and meet the needs of people and businesses at the grassroots level.

The entire province has 312 specialized and advisory agencies assisting commune-level Party committees, 104 commune-level Vietnam Fatherland Front Committee agencies, 312 specialized agencies under commune-level People's Committees, 104 commune-level Public Administration Service Centers, and 1,338 PSUs.

Alongside the Party and government organizational system, the Vietnam

Fatherland Front and socio-political organizations such as the Labor Confederation, Farmers' Union, Youth Union, Women's Union, and Veterans' Association continue to play an important role in propagating, mobilizing, and gathering the masses, promoting the strength of great national unity; participating in social supervision and criticism, Party building, government building, and creating consensus among the People.

The total number of cadres, civil servants, and public employees is 56,459 people, including 6,258 cadres and civil servants and 50,201 public employees.

2.1.2. Public service units in Hung Yen province - Concepts, classification, functions, tasks, roles, and characteristics

2.1.2.1. Provincial public service units - concepts, classification, characteristics, and roles

Based on analyzing the components “unit”, “public service”, and “public”, the thesis determines: *PSUs of Hung Yen province are organizations established by competent authorities of Hung Yen province (the Provincial People's Committee, provincial departments, boards, branches, commune-level People's Committees, and provincial-level political and socio-political organizations) in accordance with the law, possessing legal personality, and operating non-profitably.* These units provide basic and essential public services to serve the people and society, assisting in the implementation of state management tasks mainly within the provincial territory, and are subject to the state management of the local government and the professional guidance of vertical line ministries/agencies.

2.1.2.2. Classification of public service units in Hung Yen province

According to Resolution No. 19-NQ/TW and Decree No. 120/2020/ND-CP, PSUs are classified into four groups based on their level of financial autonomy (fully covering recurrent and investment expenditures; fully covering recurrent expenditures; partially covering recurrent expenditures; and fully covered by the state budget). In Hung Yen province, the majority of units belong to the state-budget-covered group, reflecting the specific nature of a public service system with high universal and social security characteristics.

2.1.2.3. Functions and tasks of public service units in Hung Yen province

PSUs in Hung Yen province are organizations established by the Provincial People's Committee or competent authorities to provide public services, serve state management, and meet the needs of people and organizations within the province. Through professional, specialized, and community-serving activities, the province's PSU system contributes to realizing the Party's guidelines and policies, the State's laws, and the province's socio-economic development goals in each period.

2.1.2.4. Roles of public service units in Hung Yen province

The province's PSUs play four important roles: (1) serving as the core in ensuring the provision of basic and essential public services; (2) effectively supporting the state management functions of the local government; (3) contributing to maintaining socio-political stability, ensuring social security, and acting as a “security buffer”; (4) improving the quality of human resources, promoting socio-economic development, and leading and orienting the public service market.

2.1.2.5. Characteristics of public service units in Hung Yen province

The thesis points out six basic characteristics of the province's PSUs: (1) providing public services closely linked to the needs of the people within the provincial territory; (2) operations closely tied to local socio-economic development needs and the people's lives; (3) being subject to the “dual” management of the provincial local government and vertical professional guidance; (4) generally having a small scale within a certain spatial scope; (5) operating non-profitably, serving public interests; (6) currently undergoing a strong transition towards increased autonomy, modernized governance, and integration into the market mechanism under state management.

2.2. Organization and operation of public service units in Hung Yen province - Concepts, contents, and forms

2.2.1. Concepts

a) Concept of the organization of public service units in Hung Yen province

The organization of PSUs is understood as a collection of PSUs operating in various fields, such as: education, training, vocational training, healthcare, science and technology, culture, information, arts, physical training, sports, social protection, employment services, economic services, etc., established according to unified planning nationwide as well as at local levels to ensure the provision of public services, meeting the basic and essential needs of the people and society.

b) Concept of the operation of public service units

The operation of a PSU is the realization of its goals and tasks in providing public services to citizens and organizations, and serving the unit's political and state management tasks, including the methods employed to achieve these goals and tasks—that is, the operational mode of the PSU as prescribed by competent individuals and organizations.

2.2.2. Contents of organizing public service units in Hung Yen province

The organizational contents comprise six aspects: 1) organizing the unit network; 2) defining functions and tasks; 3) internal organizational structure; 4) the contingent of public employees according to job positions; 5) facilities/infrastructure; 6) mechanisms for management, administration, inspection, and supervision.

2.2.3. Contents of the operation of public service units in Hung Yen province

The operational contents comprise four aspects: 1) public service provision (the core); 2) financial management and the implementation of financial autonomy; 3) internal governance and administration; 4) application of science and technology, and digital transformation.

2.2.4. Operational forms of public service units in Hung Yen province

2.2.4.1. According to the service provision method of PSUs

Besides financial classification, in terms of actual operation, these units operate through 3 methods of transaction with the State: 1) Task assignment; 2) Ordering; 3) Bidding.

2.2.4.2. According to financial autonomy mechanisms

According to the provisions of Decree No. 60/2021/ND-CP, the financial

management mechanism divides PSUs into 4 groups of autonomy levels. The higher the level of financial autonomy, the more decision-making rights the unit has over its internal operations.

2.2.4.3. According to the nature and characteristics of specialized sectors and fields

The province's PSUs belong to different sectors and fields, such as: Education and training, healthcare, science and technology, culture, sports, information and communications, environment, agriculture, transport, social security, etc., each having different specific operational forms depending on the nature and characteristics of the specialized sector or field.

2.3. Innovating the organization and operation of public service units in Hung Yen province - Concepts, contents, methods, and roles

2.3.1. Concepts

Based on the concepts of “innovation”, “organizational innovation”, and “operational innovation”, the thesis determines: *Innovating the organization and operation of PSUs in Hung Yen province is the purposeful and organized entirety of activities by Party committees, Party organizations, governments, management agencies, and PSUs aimed at adjusting, reorganizing, and perfecting the network, functions, apparatus, personnel, governance mechanisms, and public service provision methods; ensuring a streamlined, appropriately autonomous system that operates effectively and efficiently, transparently, and serves the People increasingly better.*

Innovating the organization and operation of PSUs in Hung Yen province is the result of the participation of multiple subjects with different roles and responsibilities:

Firstly, leading and directing subjects include the Provincial Party Committee, the Standing Committee of the Provincial Party Committee, the Party Committee of the Provincial People's Committee, the Provincial People's Council, the Provincial People's Committee, and commune-level Party committees and authorities.

Secondly, advisory, guiding, inspecting, and supervising subjects include the Provincial Party Committee's Organization Commission, the Provincial Party Committee's Inspection Commission, the Committees of the Provincial People's Council, the Department of Home Affairs, the Department of Finance, the Department of Justice, the Provincial Inspectorate, and specialized departments.

Thirdly, direct implementation subjects include managing agencies, Party committees, Party organizations, leadership, heads, public employees, and workers within PSUs.

Fourthly, participating subjects include the Fatherland Front, socio-political organizations, trade unions, the People, service users, businesses, experts, scientists, and the press.

The process of innovating the organization and operation of the province's PSUs needs to be conducted according to the following basic principles:

Firstly, innovation must be placed under the leadership of the Provincial Party Committee and Party committees at all levels; the management and administration of the People's Councils and People's Committees at all levels; and be implemented in accordance with correct authority, procedures, and legal provisions.

Secondly, innovation must take improving service quality and serving the People as the central goal.

Thirdly, innovation must be implemented synchronously between organizational innovation and operational innovation.

Fourthly, innovation must ensure streamlining, effectiveness, efficiency, and autonomy coupled with accountability.

Fifthly, innovation must have a specific focus, a suitable roadmap, inherit stability, and not interrupt public service provision.

2.3.2. Contents of innovating the organization and operation of public service units in Hung Yen province

The contents of organizational innovation comprise six aspects: 1) innovating the arrangement and reorganization of the unit network towards streamlining focal points, overcoming fragmentation, overlapping, and duplication; 2) innovating and perfecting functions and tasks, clearly delineating service provision functions from state management functions; 3) innovating and consolidating the internal organizational structure, reducing intermediate tiers and the number of deputies; 4) innovating human resource governance, developing and perfecting job positions associated with payroll streamlining and workforce quality improvement - the most difficult and sensitive content; 5) increasing investment and supplementing facilities; 6) innovating mechanisms for administration, inspection, and evaluation, ensuring openness, transparency, and accountability.

The contents of operational innovation comprise four aspects: 1) innovating the contents and processes, and improving the quality of public service provision, shifting from “serving according to the unit's capacity” to “serving according to the people's needs”; 2) innovating financial mechanisms, implementing financial autonomy, and promoting socialization; 3) enhancing internal governance and administrative capacity; 4) promoting the application of science, technology, and digital transformation.

2.3.3. Methods of innovating the organization and operation of public service units in Hung Yen province

Four innovation methods form a unified process: 1) Through developing specific programs, plans, and schemes; 2) Through information, dissemination, and mobilization work; 3) Through mobilizing resources and the division and coordination among relevant stakeholders; 4) Through organizing implementation, summarizing, evaluating, and drawing lessons to adjust and perfect.

2.3.4. Roles of innovating the organization and operation of public service units in Hung Yen province

Innovating the organization and operation of PSUs is a major policy of the Party and State, playing a very important role in improving the quality and effectiveness of public service provision, meeting the people's satisfaction; affirming the position of PSUs as well as the effectiveness and efficiency of state management. Specifically:

2.3.4.1. For the State

2.3.4.2. For the people and society

2.3.4.3. For the public service units themselves

Chapter 3

INNOVATING THE ORGANIZATION AND OPERATION OF PUBLIC SERVICE UNITS IN HUNG YEN PROVINCE - CURRENT SITUATION, CAUSES, AND LESSONS LEARNED

3.1. Current situation of innovating the organization and operation of public service units in Hung Yen province

3.1.1. Strengths in innovating the organization and operation of public service units in Hung Yen province

3.1.1.1. Strengths in the contents of innovating the organization and operation of public service units in Hung Yen province

Based on combining secondary data (official reports of the province) and primary data (a survey of 650 questionnaires), the thesis assesses that the innovation process from 2018 to the present has achieved many positive results, with 91.0% of opinions rating it as good.

**Strengths in the contents of organizational innovation*

Firstly, arranging and reorganizing units towards streamlining and reducing overlapping and duplication: data up to December 2025 shows Hung Yen province reduced by 145 units (down to 534, a decrease of 21.4%), Thai Binh province reduced by 242 units (down to 812, a decrease of 22.96%) compared to 2015; after consolidation, it continued to reduce by 40 provincial-level units - exceeding the target of Resolution No. 19-NQ/TW (the content “arranging and reorganizing towards streamlining” was rated at 91.8%).

Secondly, perfecting functions and tasks in a scientific and reasonable manner, clearly delineating the task of public service provision from serving state management, overcoming the situation of “blowing the whistle and playing the ball at the same time” (conflict of interest).

Thirdly, consolidating the internal organizational structure to be streamlined, reducing intermediate tiers and the number of deputies (rated at 89.9% and 90.6%).

Fourthly, innovating human resource governance, developing job positions (the former Hung Yen completed 100%, leading the country), and streamlining 11,962 payrolls (20.23%) in the 2015 - 2025 period, with flexible, humane, and non-egalitarian methods (simultaneously downsizing overall while supplementing areas with actual shortages).

Fifthly, the allocation and use of headquarters and facilities of PSUs have improved (reaching 80.0%).

Sixthly, PSUs focus on perfecting governance and administrative mechanisms towards enhancing accountability.

**Strengths in the contents of operational innovation*

Firstly, units have gradually innovated contents, processes, and methods, improving service quality (“improving the quality of public services” reached 90.9%), implementing the 2018 general education curriculum, innovating teaching methods, improving medical examination and treatment processes, and diversifying services.

Secondly, many units have implemented the financial autonomy mechanism according to Decree No. 60/2021/ND-CP (rated as good by 87.8%); some provincial hospitals and economic service units have fully covered their recurrent expenditures.

Thirdly, governance and administrative operations of PSUs have been gradually innovated.

Fourthly, the application of information technology and digital transformation have received attention and achieved significant progress

Delving deeper into an analysis by sector reveals more clearly the substantive nature of organizational innovation: in healthcare, the province has formed regional general hospitals on the basis of former district-level health centers, and consolidated the Provincial Center for Disease Control and the grassroots healthcare network; in vocational education and continuing education, it has consolidated centers with similar functions at the district level; in the fields of culture, information, science and technology, and agriculture, each department basically retains only a few focal points to serve state management. The reorganization is carried out with focus, suited to the specific characteristics of each sector, avoiding egalitarianism, and employing flexible methods: resolutely reducing focal points and payrolls where conditions permit, while maintaining stability and supplementing resources for essential sectors. The province has paid attention to mobilizing and ensuring the necessary resources for the innovation process, while concurrently strengthening coordination among levels, sectors, and relevant stakeholders.

Comparing this with the goals of Resolution No. 19-NQ/TW further affirms the above assessment: regarding the goal of reducing the number of units, the province has achieved and exceeded it (a reduction of over 21% compared to 2015, surpassing the target of a 10% reduction per period); regarding the goal of reducing payrolls, the province has achieved outstanding results (a reduction of 20.23%, surpassing the 10% target); however, regarding the goal of increasing the proportion of autonomous units (at least 20% fully covering recurrent expenditures) and reducing direct budget expenditures, the province still faces a gap and needs to make great efforts.

3.3.1.2. Strengths in the methods of innovating the organization and operation of public service units in Hung Yen province

Firstly, the Province has performed well in institutionalizing the innovation policies into specific programs, plans, and schemes, ensuring that the innovation process is deployed methodically, scientifically, and with a clear roadmap, avoiding arbitrariness and subjectivity.

Secondly, Hung Yen province has attached importance to and performed well in information, dissemination, and mobilization work, identifying this as a proactive measure to create a foundation of awareness and consensus for the innovation process.

Thirdly, the Province has paid attention to mobilizing and ensuring the necessary resources for the innovation process, while strengthening coordination among levels, sectors, and relevant stakeholders.

Fourthly, the organization of implementation, summarization, and evaluation of the innovation process have been carried out regularly and strictly by the province, contributing to ensuring that the innovation of the organization and operation of PSUs is deployed in the right direction, on schedule, and effectively.

3.1.2. Limitations in innovating the organization and operation of public service units in Hung Yen province

3.1.2.1. Limitations in the contents of innovating the organization and operation of public service units

**Limitations in the contents of organizational innovation*

Firstly, the PSU network is mainly organized according to administrative boundaries and has been slow to unify following the consolidation.

Secondly, the functions and tasks of some units are still overlapping and unscientific; the boundary between the provincial and commune levels after deploying the two-tier model remains unclear, with both gaps and overlaps; commune-level General Service Centers have to provide multi-sectoral services but are only allocated 5 - 7 payrolls. The classification and ranking of units have not been innovated, exhibiting signs of “formalistic autonomy” and trend-following; many criteria are outdated.

Thirdly, the internal organizational structure of the province's service units has not been substantively streamlined, exhibiting signs of mechanical and imposed arrangement. Due to neglecting the specific characteristics of the units, the consolidation of the internal organizational structure in some places applies rigid criteria, for example: rigid regulations on the minimum number of people to establish a department or board, causing some specialized and specific fields to be narrowed down or face difficulties in operation.

Fourthly, the determination of job positions remains formalistic; payroll streamlining has not met requirements; the handling of redundant personnel is awkward; there emerges a paradox of “local redundancy, structural shortage” (redundancy of management staff, shortage of teachers and grassroots medical staff); the quality of human resources, especially digital capacity, has not improved commensurately (this content achieved the lowest “good” rating - 84.7%).

Fifthly, the management and exploitation of facilities at some of the province's PSUs still face certain inadequacies.

Sixthly, the management and administration mechanisms of some units remain heavily administratized, not thoroughly applying modern governance tools such as KPIs, digital transformation, and service process optimization.

**Limitations in the contents of operational innovation*

Firstly, the contents and operational methods of many units do not differ significantly from administrative agencies, still bearing the hallmarks of bureaucracy and subsidies, heavily relying on the mindset of “providing what the unit has” rather than “meeting what the people need”; the measurement of quality and satisfaction levels is not systematic and objective.

Secondly, the level of autonomy and self-responsibility remains low - this is the biggest “bottleneck”: the majority of units are still covered by the budget; revenues are low; service prices are not fully and accurately calculated; there is a lack of service catalogs and economic-technical norms; budget allocation is still based on inputs;

mechanisms for openness, transparency, and accountability have not met requirements.

Thirdly, mechanisms for ordering and bidding for service provision lack synchronization and have not expanded healthy competition; they have not attracted many private entities and social organizations to participate in service provision; the conversion of some PSUs into joint-stock companies is behind schedule.

Fourthly, the application of digital transformation is still limited: the biggest difficulties are the lack of funding (59.3%), lack of infrastructure, scattered data, and a shortage of information technology human resources (the entire province's 104 communes and wards only have about 30 people with information technology expertise)

3.1.2.2. Limitations in the methods of innovating the organization and operation of public service units

Firstly, the plans and schemes for arranging and reorganizing some PSUs are not truly close to reality; the mergers are still imposed and mechanical.

Secondly, the forms of information, dissemination, and mobilization activities are not truly suitable and convincing to different target audiences.

Thirdly, mobilizing resources and the division and coordination among relevant stakeholders still have certain limitations. The mechanism for the personal responsibility of the heads is not clear and specific, especially in the context of transitioning to an autonomy model where granting decision-making power comes with significant accountability.

Fourthly, the organization of implementation, preliminary summarization, and evaluation to adjust inadequacies in the innovation process have, in some cases, not been timely and satisfactory.

The biggest limitation in the methods of innovating the organization and operation of PSUs in Hung Yen province, similar to units nationwide in the current period, is the lack of synchronization between “empowerment” and “creating mechanisms”. Units are required to be autonomous in tasks and finances, but the accompanying tools (service prices, human resource governance, asset exploitation) are still bound by old administrative regulations.

3.2. Causes and lessons learned in innovating the organization and operation of public service units in Hung Yen province

3.2.1. Causes

3.2.1.1. Causes of strengths

Firstly, the drastic and unified leadership and direction from the Central Government, the Provincial Party Committee, and the Provincial People's Committee is a crucial, decisive cause.

Secondly, policies and laws regarding the organization and operation of PSUs have been gradually amended, supplemented, and perfected more reasonably.

Thirdly, the province has paid attention to and performed well in information, dissemination, and mobilization work, considering this a pioneering step to create unity in awareness and consensus in action.

Fourthly, the contingent of public employees - the force directly impacted by and implementing the innovation - has received attention in training and fostering, demonstrating a sense of responsibility and adaptability.

3.2.2.2. Causes of limitations

Firstly, the awareness and innovative thinking of a portion of Party committees, authorities, management agencies, heads, and public employees are not yet comprehensive and unified.

Secondly, the system of mechanisms, policies, and laws on organization, payroll, autonomy, and governance of PSUs still lacks synchronization and is slow to be perfected.

Thirdly, arranging the PSU organizational system under the conditions of a two-tier local government organization is a new and difficult issue; developing job positions and handling redundant personnel remain awkward due to impacting the interests of many individuals and organizations.

Fourthly, modern governance capacity, the quality of human resources, and adaptability, alongside the motivation for innovation and incentive mechanisms of a portion of cadres and public employees, remain limited.

Fifthly, the direction of implementation, inspection, preliminary and final summarization, and the handling of limitations and violations have, in some cases, not been timely and effective.

3.2.3. Lessons learned

From the reality of innovation, the thesis draws five closely related experiences, forming a comprehensive system of lessons:

3.2.3.1. The unified and drastic direction from Party committees and authorities at all levels determines the success of innovating the organization and operation of the province's public service units.

3.2.3.2. Information, dissemination, persuasion, and mobilization work regarding the necessity, goals, and requirements of innovation contributes significantly to creating social consensus and determination for innovation.

3.2.3.3. Clearly and specifically define the responsibilities of the heads of authorities and units in implementing innovation; link the results of innovation with evaluation, appointment, and commendation; and simultaneously encourage and protect cadres who dare to think and dare to act.

3.2.3.4. Innovation must have a scientific plan and roadmap, suitable for the sector, field, and local reality, closely combining the innovation of the organizational apparatus with operational methods.

3.2.3.5. Promote the role of social supervision and criticism of the Fatherland Front, organizations, and the participation of the people.

Chapter 4

DIRECTIONS AND SOLUTIONS FOR CONTINUING TO INNOVATE THE ORGANIZATION AND OPERATION OF PUBLIC SERVICE UNITS IN HUNG YEN PROVINCE IN THE COMING TIME

4.1. Forecast of influencing factors and directions for continued innovation

4.1.1. Favorable and unfavorable factors affecting the innovation of the organization and operation of public service units in Hung Yen province in the coming period

4.1.1.1. Favorable factors

Identifying favorable factors for the continued innovation of the organization and operation of the province's PSUs from now until 2030, with a vision to 2035, aims to identify development trends, as well as the extent and scope of the impact of each factor on the innovation process, serving as a basis for determining directions and solutions.

Firstly, the socio-economic development of the country and the locality is increasingly advancing.

Secondly, the Party and State's policies on developing social sectors are receiving more attention and becoming clearly defined.

Thirdly, the Party's consistent viewpoint on innovating the organizational and management system, and improving the operational quality and efficiency of PSUs.

Fourthly, the management mindset regarding PSUs is increasingly innovating.

Fifthly, the consensus and support of the contingent of cadres, public employees, and the People for the policy of arrangement and innovation.

Sixthly, the robust development of science and technology, artificial intelligence, and digital transformation.

4.1.1.2. Forecast of difficulties and challenges

Firstly, the development of the market economy and the implementation of the socialization policy create competition in the provision of public services.

Secondly, the competition from non-public service units is becoming increasingly fierce.

Thirdly, the people's demand for public services is increasingly high and diverse. *Fourthly*, the local socio-economic planning continues to be adjusted.

Fourthly, the local socio-economic planning continues to be adjusted.

Fifthly, the funding required to implement digital transformation is quite large and does not meet short-term needs.

Sixthly, the psychological habit of the people relying on the state budget.

4.1.2. Directions for continuing to innovate the organization and operation of PSUs in Hung Yen province in the coming time

Continuing to innovate the organization and operation of PSUs in Hung Yen province in

the coming time aims for the general goal of: building a streamlined PSU system for the province with a rational structure suitable for the two-tier local government model; enhancing the level of autonomy, modern governance capacity, and the quality of public service provision; promoting socialization and digital transformation; and ensuring better service to the People's needs. Striving by 2030 to basically complete the arrangement and consolidation of the PSU system after the provincial consolidation and to increase the proportion of units fully covering recurrent expenditures; with a vision to 2035, forming a PSU system that operates effectively with modern governance. This goal is the direct basis for determining the directions and proposing the solutions below.

4.1.2.1. Thoroughly grasping the Party's viewpoints on the development of education, healthcare, culture, science, and technology

4.1.2.2. Continuing to organize the implementation of the Party's orientations and the laws and policies on innovating the organization and operation of public service units

4.1.2.3. Strengthening the leadership of Party committees and the management of the government regarding the innovation of the organization and operation of public service units

4.1.2.4. Promoting the proactive and creative roles of the leadership and public employees of public service units

4.1.2.5. Promoting the role of social supervision and criticism of the Vietnam Fatherland Front and socio-political organizations

The above directions form a unified whole, fully reflecting the subjects and aspects of the innovation process: from the foundation of viewpoints and guidelines (directions 1, 2) to the roles of leading, managing, and implementing subjects (directions 3, 4, 5) and the supervisory role of society (direction 5). The overarching highlight is shifting the focus of innovation from organizational arrangement (which is basically completed) to improving governance quality, operational efficiency, and autonomous capacity; concurrently, closely linking innovation with the requirement for smooth operation of the two-tier local government model and completing the integration and unification of the province's PSU system after the consolidation.

4.2. Solutions for continuing to innovate the organization and operation of public service units in Hung Yen province in the coming time The system of solutions below is developed closely based on the causes of the limitations identified in Chapter 3, while being associated with the leadership role of the Party committee and the management of the government under the conditions of the two-tier local government model. Specifically: the solution of raising awareness and responsibility (4.2.1) addresses the first cause; the solutions of strengthening the leadership of the Party committee, the management of the government, and promoting planning and implementation (4.2.2, 4.2.3) address the second and fourth causes; the solution of enhancing governance capacity (4.2.4) addresses the fourth cause; the solutions of

perfecting innovation methods and promoting socialization (4.2.5, 4.2.6) address the third cause; the solution of strengthening inspection, evaluation, and preliminary review (4.2.7) addresses the fifth cause. The solutions are closely interrelated and need to be implemented synchronously.

4.2.1. Raising the awareness and responsibility of the subjects regarding the innovation of the organization and operation of public service units in Hung Yen province

This is a foundational solution of prerequisite significance (rated as highly necessary by 97.4%). It is necessary to raise awareness for three target groups: the contingent of leaders and managers at all levels (understanding clearly that innovation is not just “reducing payrolls and merging units” but more importantly, improving the quality of serving the People, shifting the focus to improving governance quality); the contingent of public employees (viewing innovation as an opportunity for professional development, overcoming psychological apprehension); and the People (understanding and supporting the roadmap to shift from fees to service prices, promoting the supervisory role). Diversify forms of propaganda, dissemination, dialogue, and introduction of typical models.

4.2.2. Strengthening the leadership of Party committees and enhancing the effectiveness and efficiency of government management regarding the innovation of the organization and operation of public service units in Hung Yen province

This is a key solution. Firstly, specifying the leadership responsibilities of Party committees: the Provincial Party Committee issues thematic resolutions and conclusions on innovating PSUs for the 2026 - 2030 period; includes innovation content in inspection and supervision programs; and consolidates the Steering Committee headed by the highest leader of the province. Secondly, perfecting the division and decentralization of management among sectors and government levels in the two-tier model: clearly delineating the state management responsibilities of the Provincial People's Committee, departments, and branches from the direct management responsibilities of the commune-level People's Committee according to Decree No. 283/2025/ND-CP; establishing inter-sectoral coordination mechanisms; proactively recommending the Central Government to complete missing legal frameworks; issuing network planning, public service catalogs, and a roadmap to shift from fees to prices; enhancing the effectiveness of inspection, examination, and supervision, and promoting the role of the Provincial People's Council.

4.2.3. Promoting the development of plans, programs, and the organization of implementing the innovation of the organization and operation of public service units in Hung Yen province

This is a central and highly specific solution. General principles: ensure continuous service provision without interrupting service to the people; each arrangement decision must be accompanied by plans for personnel, finance, and

facilities; prioritize merging units with similar functions; dissolve ineffective units; complete the standardization of the organizational model of the province's PSU system for the 2026 - 2028 period; reduce the number of units by at least 10% compared to 2025.

No.	Sector, field	Number of units in July 2026	Arrangement method	Expected changes
1	Education and training, of which:	1.165	Merging, reorganization	- 410
	- Preschools	446	Merging	- 186
	- Inter-level primary and lower secondary schools	254	Merging	- 82
	- Lower secondary schools	187	Merging	- 75
	- Primary schools	196	Merging	- 61
	- VET - CE Centers	18	Merging	- 5
	Colleges	5	Merging	- 1
2	Healthcare	147	Maintaining stability	0
3	Culture, sports, and tourism	7	Merging	- 1
4	Science and technology	2	Maintaining stability	0
5	Agriculture and environment	8	Merging	- 1
6	Construction	53	Reorganization, new establishment	+ 58
	Total	1.497		+ 58 / - 413

The Plan is expected to be concretized in six fields:

Firstly, education and training (accounting for over 86% of total units): grasping the viewpoint that “public education is the pillar”, maintaining the stability of the school network, ensuring “enough schools, enough classes, enough teachers”, avoiding mechanical mergers; transferring schools to the management of commune-level People's Committees coupled with unified professional direction from the sector; resolving the paradox between “streamlining payrolls” and “ensuring enough teachers”; striving for at least 80% of general education schools to meet national standards by 2030.

Secondly, vocational education (along with continuing education and higher education): strongly rearranging towards streamlining, improving quality, and autonomy; consolidating former district-level centers; re-planning the school system;

linking training with labor market needs and the province's industrial orientation; striving for public schools to achieve full financial autonomy by 2030.

Thirdly, healthcare: thoroughly grasping Resolution No. 72-NQ/TW, perfecting the organization of regional general hospitals, consolidating provincial-level healthcare; transferring commune health stations to commune-level People's Committees (maintaining the status quo) coupled with professional linkage mechanisms with higher levels; striving to have 4 - 5 doctors per commune health station by 2027; removing obstacles in health insurance payments; differentiating: provincial hospitals to strongly promote autonomy, while grassroots and preventive healthcare is guaranteed by the State.

Fourthly, science and technology: thoroughly grasping Resolution No. 57-NQ/TW, granting comprehensive autonomy to public science and technology organizations; applying mechanisms of block grants, ordering research, and accepting risks; linking with the development of high-tech agriculture, processing and manufacturing industries, and digital transformation; forming an innovation ecosystem.

Fifthly, culture, sports, and tourism: thoroughly grasping Resolution No. 80-NQ/TW, arranging units towards multi-functionality; ensuring cultural institutions in 100% of local governments; allocating a minimum of 2% of total budget expenditures for culture; strongly promoting the digitization of heritage, and developing cultural industries linked with tourism (Pho Hien, marine tourism).

Sixthly, economic services and other services: strongly streamlining, with each department and sector basically retaining one unit to serve state management; converting eligible units into joint-stock companies or one-member limited liability companies with 100% state charter capital (according to Resolution No. 79-NQ/TW); ensuring the rights and interests of public employees during the conversion.

During the arrangement process, it is necessary to strictly grasp the principles of organizing PSUs in the new period: newly established units must be able to at least fully cover recurrent expenditures (except units providing basic and essential public services); reorganization must not increase the number of people receiving salaries from the budget and must not reduce the existing level of autonomy; resolutely reorganizing or dissolving units that operate ineffectively for three consecutive years or no longer function to provide public services; the transfer of units between management levels (such as transferring schools and health stations to commune-level People's Committees) must be implemented on the principle of transferring the status quo, leaving no management gaps. At the same time, allocating the number of deputies in accordance with the regulatory framework (units with 20 people or fewer shall have no more than 02 deputies, over 20 people no more than 03 deputies), with a roadmap to rearrange within a maximum of 05 years if exceeding the framework after the arrangement.

4.2.4. Enhancing the governance capacity of public service units in Hung Yen province

This solution consists of five contents: 1) Autonomy in task implementation: granting substantive autonomy rights according to classification; separating the state management function of the managing agency from the governance and administrative function of the unit; applying advanced governance models, piloting the hiring of executive directors for highly autonomous units (according to Resolution No. 79-NQ/TW). 2) Innovating payroll management and improving the quality of public employees: continuing to streamline at least 10% of payrolls receiving salaries from the budget compared to 2025 associated with restructuring the workforce; substantively operating job positions; resolving the paradox of local redundancy - overall shortage; promoting training and fostering, especially digital capacity and for commune-level staff. 3) Strongly promoting the implementation of financial autonomy mechanisms - the content to remove the biggest bottleneck: reviewing and promulgating the catalog of public services using the state budget (73.9% rated as highly necessary); fully developing economic-technical norms and the roadmap to shift from fees to service prices according to Decree No. 111/2025/ND-CP (70.0%); increasing the level of autonomy towards differentiation; innovating the budget allocation method from average allocation to ordering, task assignment, and bidding based on output results; accelerating the handling and exploitation of redundant public assets. 4) Ensuring openness and transparency: making finances, personnel processes, service prices, and quality public; enhancing the accountability of heads; applying digital platforms for people to directly evaluate service quality (69.5%). 5) Strongly promoting the application of information technology and comprehensive digital transformation - identified as a breakthrough stage (97.5% rated as highly necessary): building strategies, digital infrastructure, and interconnected databases; deploying by field (electronic medical records, electronic school records, digital libraries...); overcoming the shortage of information technology human resources at the grassroots level; ensuring information safety and security.

4.2.5. Perfecting the methods of innovating the organization and operation of public service units in Hung Yen province

Comprising four contents: developing specific programs, plans, and schemes with clear phasing (2026 - 2028 to perfect institutions, standardize organizations, and remove bottlenecks; 2028 - 2030 to strongly promote autonomy and digital transformation); strongly promoting information, dissemination, and mobilization work, ensuring “ideological work stays one step ahead”; specific division and decentralization according to the motto “clear person, clear task, clear responsibility, clear deadline, clear results”; strengthening urging, inspection, evaluation, and periodic preliminary and final summarization (mid-term 2028, end of term 2030) based on specific indicator sets.

4.2.6. Promoting the socialization of public services in Hung Yen province

Firstly, encouraging private entities and social organizations to participate in providing public services through preferential policies on land, taxes, and credit; strongly promoting mechanisms for State ordering and bidding, ensuring equality between public and non-public sectors; shifting from direct support for public facilities

to direct support for beneficiaries. Secondly, expanding public-private partnership (PPP) mechanisms, joint ventures, and associations in healthcare, education, culture, and sports. Socialization is implemented according to a differentiated approach by field and locality; it must go hand in hand with strengthening state management of quality and ensuring the State's leading role in providing basic and essential services, thoroughly grasping the principle of “leaving no one behind”. Socialization does not mean the State abdicates responsibility, but rather changes the method of fulfilling its responsibility: from “State directly providing” to “State ensuring, orienting, creating, and mobilizing social resources”.

4.2.7. Strengthening inspection, evaluation, preliminary review, and drawing lessons learned in the innovation of the organization and operation of public service units in Hung Yen province

To strengthen inspection, evaluation, preliminary review, and drawing lessons learned in innovating the organization and operation of PSUs, it is necessary to synchronously implement solutions from institutions and operational mechanisms to the organization of implementation. First of all, to inspect and evaluate accurately, it is necessary to complete the system of evaluation criteria and standards, ensuring a transparent and scientific “yardstick”, including indicators on the number of units, payroll, level of autonomy, budget expenditure, digital transformation, service quality, and people's satisfaction level. Innovate inspection and supervision methods towards shifting from administrative, coping-oriented inspection to substantive and continuous supervision. Improve the quality of preliminary summarization, final summarization, and drawing lessons learned. Link evaluation results with emulation, commendation, and disciplinary work, i.e., linking inspection and evaluation results with the direct interests of units and individuals.

CONCLUSION

Innovating the organization and operation of PSUs is an important content in the process of innovating and arranging the organizational apparatus of the political system, building a service-oriented administration, and improving the quality of public service provision for the People. For Hung Yen province, this issue is even more urgent and specific as the province was just established on the basis of consolidating the two provinces of Hung Yen and Thai Binh from July 1, 2025, while concurrently operating under a two-tier local government model - an unprecedented context. The thesis has resolved the set tasks and drawn some main conclusions.

Firstly, the thesis has built a relatively systematic and comprehensive theoretical framework: clarifying and supplementing the concept of “provincial PSUs”, pointing out the roles and characteristics of PSUs; systematically explaining the concepts of organization, operation, and the innovation of organization and operation; determining the contents of organizational innovation and operational innovation; clarifying four methods; emphasizing the close relationship between organizational innovation and operational innovation, considering this a unified whole.

Secondly, combining secondary data and primary data from surveys, the thesis has objectively and comprehensively analyzed and evaluated the current situation of innovation; while also clearly pointing out the limitations, notably the arrangement of units in a mechanical “add-on” manner, the level of autonomy remaining low, ordering and socialization mechanisms lacking synchronization, limited digital transformation, and obstacles in organizing commune-level PSUs.

Thirdly, the thesis has clarified the causes of strengths and limitations; among which drastic and unified leadership and direction is the primary cause of success, while the lack of synchronization in the legal corridor and limitations in human resource quality are the main causes of limitations; and simultaneously, it has drawn five valuable lessons.

Fourthly, based on forecasting favorable factors as well as difficulties and challenges, and determining six directions, the thesis proposes a synchronous system of seven solutions up to 2030, with a vision to 2045, which are closely interrelated, closely follow reality, and ensure scientific soundness and feasibility, suitable to the specific characteristics of the province.

Innovating the organization and operation of PSUs in Hung Yen province is a complex process, both urgent and regular, demanding high political determination from the entire political system, the consensus of the public employee workforce and the People, along with a scientific and methodical approach. The research results of the thesis contribute to providing scientific and practical arguments for continuing to innovate, perfect the organization, and improve the operational efficiency of the province's PSU system; and at the same time, hold reference value for localities with similar conditions, especially localities implementing the adjustment of provincial and commune-level administrative units.

AUTHOR'S PUBLICATIONS RELATED TO THE THESIS TOPIC

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2. “Implementing the two-tier local government model in Vietnam - Results and posed tasks”, *Journal of Political Theory*, Vol. 570, August 2025 (Political Theory, Vol.47-DEC, 2025).
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