



ASSOCIATION OF  
VIETNAMESE SCIENTISTS  
AND EXPERTS



HO CHI MINH  
NATIONAL ACADEMY  
OF POLITICS

In partnership with



# VIETNAM SYMPOSIUM ON LEADERSHIP & PUBLIC POLICY

## Local governance in the context of digital transformation

Hanoi, Vietnam  
October 22- 23, 2025

# Summary

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# VIETNAM SYMPOSIUM ON LEADERSHIP & PUBLIC POLICY

*"Shaping Regional Development:  
Spatial Policies and International Practices  
from Urban and Public Management"*



## Welcoming Note

We are delighted to welcome you to the seven edition of the **Vietnam Symposium on Leadership and Public Policy (VSLP 2025)**, which will take place on **22–23 October 2025** in Hanoi, Vietnam. This Symposium is jointly organized by the **Ho Chi Minh National Academy of Politics (HCMA)** and **Association of Vietnamese Scientists and Experts (AVSE Global)**. This event benefits from collaborating with Audencia Business School (Nantes, France) and the Department of Public and International Affairs, City University of Hong Kong (Hong Kong SAR).

The VSLP aims to promote collaborative research initiatives and experiences between Vietnamese experts and their foreign colleagues in both Vietnamese and international contexts. It provides a unique platform for academics, practitioners, researchers, and policymakers to exchange knowledge and expertise in public management, leadership, and policy innovation. Participants will find the event an excellent opportunity to present new research, exchange research ideas, and discuss current trends and developments.

This year, we have the great pleasure of welcoming three distinguished keynote speakers: **Assoc.Prof.Dr. Thao Nguyen Viet**, Associate Professor, Doctor of Politics, Former Vice President, Ho Chi Minh National Academy of Politics (HCMA), Vietnam, Member of National Council for Theoretical Studies; **Assoc.Prof.Dr. Chien Nguyen Ba**, Professor in Law, Public Administration and Governance, President of the Academy of Administration and Public Governance (APAG); **Prof. Tat Kei Alfred HO** (Professor, Department of Public and International Affairs, Dean (CLASS), College of Liberal Arts and Social Sciences, Hong Kong SAR); **Prof. Edoardo Ongaro** (Professor of Public Management at The Open University, UK).

The scientific and organizing committees welcome submissions in all areas of public management, leadership, and policy innovation. The following topics, but not limited to, are particularly welcome: Digital transformation, e-government, digital services in public administration; Governance systems, citizen and public official incentives; Innovation in policy-making and implementation; Performance measurement and management in the public sector; Urban governance, smart cities, public-private partnerships; Decentralization and local governance innovation.

We hope that this year's Symposium will be a stimulating and enriching experience, offering opportunities for participants to present innovative research, exchange knowledge, and develop lasting collaborations. We wish you an inspiring stay in Hanoi and an engaging participation in VSLP-2025.

On behalf of the Organizing and Scientific Committees,  
The Conference Co-Chairs

**Chien Le Van**, Institute for Leadership Studies and Public Administration, HCMA

**Thuy Tran Thi Thanh**, Institute for Leadership Studies and Public Administration, HCMA

**Phuong Tra Tran**, Audencia Business School, France & AVSE Global

**Bert George**, City University of Hong Kong, Hong Kong SAR, Associate Editor of *Public Management Review*

**M. Jae Moon**, Institute for Future Government, Yonsei University, South Korea

**Tuan Chu**, RMIT University Vietnam & AVSE Global

# CONFERENCE TOPICS

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Our Symposium promotes collaborative research initiatives and experiences between Vietnamese experts and their foreign colleagues. We encourage submissions on various topic:

## TOPICS:

- Digital transformation, e-government, digital services in public administration
- Governance systems, citizen and public official incentives
- Innovation in policy-making and implementation
- Performance measurement and management in the public sector
- Urban governance, smart cities, public-private partnerships
- Decentralization and local governance innovation



# Advisors



## Assoc.Prof.Dr. Nguyen Manh Hung

*Vice President, Ho Chi Minh National Academy of Politics (HCMA), Vice Chairman of Central Theoretical Council.*

Associate Professor Nguyen Manh Hung is Vice President of the Ho Chi Minh National Academy of Politics, Vice Chairman of the Central Theoretical Council and Assistant to Politburo member. He is also Director of the Centre for International Knowledge Exchanges (CIKS), Ho Minh National Academy of Politics.

He received the Bachelor degree from Diplomacy Academy of Vietnam (1999) and Ph.D degree from the University of Delaware, USA (2008).



## Prof. Duc Khuong Nguyen

*Professor of Finance, Dean of EMLV Business School, France; President of AVSE Global*

Prof. Duc Khuong Nguyen is a Professor of Finance and currently serves as Dean and Managing Director of EMLV Business School, Paris, France. He holds a Ph.D. in Finance from the University of Grenoble Alpes (France) and obtained his HDR (Habilitation for Supervising Doctoral Research) in Management Science from the CY Cergy Paris University (France). In 2013, he completed the “Leaders in Development” Executive Education program at Harvard University, John F. Kennedy School of Government.

# Keynote Speakers



## Assoc.Prof.Dr. Thao Nguyen Viet

*Associate Professor, Doctor of Politics, Former Vice President, Ho Chi Minh National Academy of Politics (HCMA), Vietnam, Member of National Council for Theoretical Studies*

Associate Professor Doctor Thao Nguyen Viet is the former Vice President of the Ho Chi Minh National Academy of Politics (HCMA), Vietnam. He earned a Doctor in International Relations in 1999 and was recognised by the State of Vietnam as an Associate Professor of Politics in 2006. He is a leading expert in political theory not only of HCMA but also of Vietnam today, especially in the field of international relations. Currently, he is a member of the Central Council of Theoretical Studies, which advises the Communist Party of Vietnam on political theory issues, Marxism-Leninism, Ho Chi Minh's ideology and socialism, orient and plan policies, and prepare documents for the National Party Congress. In addition, he is also a senior lecturer at the Institute for Leadership Studies and Public Policy, Ho Chi Minh National Academy of Politics.



# Keynote Speakers



## Assoc.Prof.Dr. Nguyen Ba Chien

*Professor in Law, Public Administration and Governance, President of the Academy of Administration and Public Governance (APAG)*

Associate Professor Dr. Nguyễn Bá Chiến currently serves as the President of the Academy of Administration and Public Governance. Prior to his appointment to this position on January 8, 2025, Associate Professor Dr. Nguyễn Bá Chiến held the role of Director of the National Academy of Public Administration for two years (2023–2024), and previously served as Rector of Hanoi University of Home Affairs for five years (2017–2022).

Associate Professor, Dr. Nguyen Ba Chien has a PhD in Law from Hanoi National University . His research interests include the role of law in state management, state reform and improvement of the legal system; the rule of state law; culture of respect for law; activities of state organizations; and control of power in state management. He has also conducted many studies on international law (public international law and private international law) in state management. He has also chaired many seminars, State and ministerial-level scientific research on national governance and state management , specifically: (1) Scientific Research on “ New context of the country and requirements for innovation in national governance towards modernity and efficiency “ ; (2) Project on “Investigation of the current situation and proposal of solutions to improve the quality of online public administrative services“; (3) Scientific Workshop “Innovation in public management methods in the context of green and sustainable development“; (4) Scientific Workshop “Public service integrity – theory and practice“;.... In addition, he is also the editor-in-chief of legal monograph, which have contributed to perfecting the institution of building a rule-of-law state and are useful documents in studying, researching and teaching, such as: (1) The Book “Mechanism for ensuring democracy in the Vietnamese legal system “; (2) The Book “Controlling power in decentralization and delegation of authority“; (3) The Book “Modern and effective national governance, theoretical and practical basis in Vietnam today“;...

Associate Professor, Dr. Nguyen Ba Chien is currently the Chairman of the Executive Council of the Eastern Regional Organization for Public Administration (EROPA) – the first organization in the Asia-Pacific region dedicated to advancing public administration and promoting economic and social development through collaborative research, theoretical development, and the improvement of administrative and governance systems and practices among member countries. EROPA currently has 11 State members: Japan, the Philippines, Thailand, the Republic of Korea, Iran, Indonesia, Nepal, India, China, Malaysia, and Viet Nam. In addition, EROPA has approximately 100 institutional members, including academies, schools of public administration, universities, and organizations working in the field of public administration, as well as over 600 individual members.

# Keynote Speakers



## Prof. Tat Kei Alfred HO

*Professor, Department of Public and  
International Affairs*

*Dean (CLASS), College of Liberal Arts and  
Social Sciences, Hong Kong SAR*

Professor Ho is a leading scholar in public administration, especially in the subfields of performance management and budgeting, e-government, and citizen engagement. He has actively pursued multi-disciplinary research and has extensive research partnerships in Asia, Europe, and the U.S. He also advocates the importance of engaged research and believes that public administration research should strive to inform practice and be socially relevant and impactful. Many of his publications are the results of academic-practitioner collaboration and community engagement, including collaboration with different local governments in the U.S. and China and with different national and international organizations, such as the China Development Research Foundation and the Asian Development Bank.

Prior to returning to Hong Kong, where he was born and grew up, Professor Ho has taught at various academic institutions in the U.S. Professor Ho also has had extensive leadership experience within the university and in his professional field. Besides being a program director at two different academic institutions and leading various university and school initiatives, he was the Secretary of the Association of Budgeting and Financial Management (ABFM) in 1999-2000, a founding member and the President of the China-America Association of Public Affairs (CAAPA) in 2011-2012, and an elected member of the National Council of the American Society of Public Administration in 2015-2018. In 2017-2020, he was also an Associate Editor of Public Performance and Management Review. Since 2019, he has been an Associate Editor of Journal of Public Budgeting, Accounting & Financial Management.

Professor Ho is a committed teacher. He has received teaching awards in all three academic institutions before joining the faculty of City University of Hong Kong. In 2018, his contributions to student learning and his impacts on student development and local communities were recognized by the Leslie A. Whittington Excellence in Teaching Award by the Network of Schools of Public Policy, Affairs, and Administration (NASPAA), the international accreditation authority of public administration and public affairs programs based in the U.S.



# Guest Speakers



## Prof. Edoardo Ongaro

*Professor of Public Management at The Open University, UK*

Prof. Edoardo Ongaro is a leading expert in comparative public administration and the public policy–public management nexus, with a strong focus on how management practices adapt to diverse local and institutional contexts.

Professor Edoardo Ongaro is Past President of EGPA (European Group for Public Administration), the leading learned society in Europe for public administration, public management and public governance studies, having served as EGPA President between 2013–2019. He is a Member of the Council of Administration of the International Institute of Administrative sciences (IIAS) and Vice President (International) of the UK Association for Public Administration (UKAPA).

Professor Ongaro has served in various academic and expert committees and has contributed to numerous international research projects. He is invited to present his research works in universities throughout the world as well as International Organisations like the OECD (Organisation for Economic Cooperation and Development) or the World Bank, and the European Commission.

He is an editor of *Public Policy and Administration*, a journal of the UK Association for Public Administration (UKAPA).

Professor Ongaro holds a PhD from King's College London, an MPhil from The London School of Economics and Political Science (LSE), and MSc/BSc from Politecnico di Milano. He speaks English, French, Italian and Spanish.

Professor Ongaro is a Fellow of the Academy of the Social Sciences and of UKAPA, the UK Association for Public Administration.

# Committees

## Conference Co-chairs



**Assoc. Prof. Dr. Anh Hoang**

Director General,  
Department of Science  
Management, Ho Chi Minh  
National Academy of  
Politics (HCMA), Vietnam



**Assoc. Prof. Dr. Chien Le Van**

Director General, Institute for  
Leadership Studies and Public  
Administration, Ho Chi Minh  
National Academy of Politics  
(HCMA), Vietnam



**Thuy Tran Thi Thanh**

Deputy Director General,  
Institute for Leadership  
Studies and Public  
Administration, Ho Chi  
Minh National Academy of  
Politics (HCMA), Vietnam



**Assoc. Prof. Dr. Nghia Hoang Van**

Director General,  
International Relations  
Department, Ho Chi Minh  
National Academy of  
Politics (HCMA), Vietnam



**Assoc. Prof. Dr. Dieu Tran Quang**

Director General, Center  
for Technology and Digital  
Transformation, Ho Chi  
Minh National Academy of  
Politics (HCMA), Vietnam



**Phuong Tra Tran**

Audencia Business  
School, France & AVSE  
Global



**Bert George**

City University of Hong  
Kong, Hong Kong SAR &  
Associate Editor of Public  
Management Review



**M. Jae Moon**

Institute for Future  
Government, Yonsei  
University, South Korea



**Tuan Chu**

RMIT University  
Vietnam & AVSE Global



## Scientific Committee

**Trung Y Duong**, *Ho Chi Minh National Academy of Politics (HCMA), Vietnam.*

**Hung Nguyen Manh**, *Ho Chi Minh National Academy of Politics (HCMA), Vietnam.*

**Anh Hoang**, *Ho Chi Minh National Academy of Politics (HCMA), Vietnam*

**Giang Dinh Ngoc**, *Ho Chi Minh National Academy of Politics (HCMA), Vietnam*

**Nghia Hoang Van**, *Ho Chi Minh National Academy of Politics (HCMA), Vietnam*

**Chien Le Van**, *Ho Chi Minh National Academy of Politics (HCMA), Vietnam*

**Thuy Tran Thi Thanh**, *Ho Chi Minh National Academy of Politics (HCMA), Vietnam*

**Dieu Tran Quang**, *Ho Chi Minh National Academy of Politics (HCMA), Vietnam.*

**Thanh Tu Anh Vu**, *Fulbright University Vietnam, Vietnam*

**David B. Audretsch**, *Indiana University, USA*

**Sami Ben Naceur**, *International Monetary Fund*

**Eric Brousseau**, *University of Paris Dauphine, France*

**Hong T.M. Bui**, *School of Management, University of Bath, UK*

**David Camroux**, *Sciences Po (CERI), France & Vietnam National University (USSH), Vietnam*

**Hoang Long Chu**, *Australian National University, Australia*

**Judith Catherine Clifton**, *University of Cantabria, Spain*

**Nguyen Thang Dao**, *Mercator Research Institute on Global Commons and Climate Change, Germany*

**Quoc Anh Do**, *Sciences Po, France*

**Vu N. Duong**, *Nanyang Technological University, Singapore*

**Lale Tomruk Gumusluoglu**, *Bilkent University, Turkey*

**Karina Jensen**, *NEOMA Business School, France*

**Bang D. Nguyen**, *Cambridge Judge Business School, UK*

**Ha Nguyen**, *World Bank*

**Quang Nguyen**, *Middlesex University, UK*

**Nicholas O'Regan**, *University of the West of England, UK*

**Yvon Pesqueux**, *CNAM, France*

**Simon Porcher**, *Sorbonne Business School, France*

**Matthias Ruth**, *University of Alberta (Vice-President, Research), USA*

**Stéphane Saussier**, *Sorbonne Business School, France*

**Carine Staropoli**, *Paris School of Economics, France*

**Ngoc Anh Tran**, *Indiana University, USA*

**Minh Khuong Vu**, *National University of Singapore, Singapore*

## Organizing Committee

**Thang Nguyen Xuan**, Ho Chi Minh National Academy of Politics (HCMA), and Central Council for Theoretical Studies, Vietnam

**Y Duong Trung**, Ho Chi Minh National Academy of Politics (HCMA), Vietnam

**Hung Nguyen Manh**, Ho Chi Minh National Academy of Politics (HCMA), Vietnam

**Anh Hoang**, Ho Chi Minh National Academy of Politics (HCMA), Vietnam

**Giang Dinh Ngoc**, Ho Chi Minh National Academy of Politics (HCMA), Vietnam

**Nghia Hoang Van**, Ho Chi Minh National Academy of Politics (HCMA), Vietnam

**Chien Le Van**, Ho Chi Minh National Academy of Politics (HCMA), Vietnam

**Thuy Tran Thi Thanh**, Ho Chi Minh National Academy of Politics (HCMA), Vietnam

**Truong Nguyen Xuan**, Ho Chi Minh National Academy of Politics (HCMA), Vietnam

**Giang Nguyen Thanh**, Ho Chi Minh National Academy of Politics (HCMA), Vietnam

**Dieu Tran Quang**, Ho Chi Minh National Academy of Politics (HCMA), Vietnam

**Cuong Do Tat**, Ho Chi Minh National Academy of Politics (HCMA), Vietnam

**Huong Do Thi**, Ho Chi Minh National Academy of Politics (HCMA), Vietnam

**Duc Khuong Nguyen**, Managing Director of EMLV Business School & President, AVSE Global

**Phuong Tra Tran**, Audencia Business School, France

**Tuan Chu**, RMIT University Vietnam & AVSE Global

**Bert George**, City University of Hong Kong, Hong Kong SAR

**Jae Moon**, Yonsei University, South Korea



# EDITOR'S SHARING PANEL

There is a special session for participants to receive the sharing from experts who were Editor-in-Chief or members of the editor boards of several journals, such as: [Journal of Leadership and Policy \(Vietnam\)](#), [Public Administration](#), [Policy and Society](#), [Public Administration Review](#), [Public Management Review](#) and [Asia and The Pacific Policy Studies](#). This session can be instrumental in demystifying the publication process and enhancing the quality of submissions.



# The Program at a Glance

**Wednesday, October 22, 2025**

07:30 – 08:00 Welcome Keynote Speakers and Organizing Team

Ceremonial  
Room

07:30 – 08:00 Registration

Lounge  
2nd Floor - A14

## 08:00 – 08:45 Opening Remarks

### Introduction

#### Chairs:

- Manh Hung Nguyen, Associate Professor, Vice President, HCMA, Vice Chairman of Central Theoretical Council
- Duc Khuong Nguyen, Dean of EMLV Business School, France; President, AVSE Global
- Anh Hoang, Director General, Department of Science Management, HCMA
- Chien Le Van, Director General, Institute for Leadership Studies and Public Administration, HCMA
- Nghia Hoang Van, Director General, Department of International Cooperation, HCMA

08:00 – 08:45

#### **Topic: Innovating Local Governance in the Context of Digital Transformation**

Assoc. Prof. Dr. Nguyen Manh Hung, Vice President, Ho Chi Minh National Academy of Politics (HCMA), Vice Chairman of Central Theoretical Council.

#### **Topic: Reforming Governance in a Fragmented World: Aligning Governance, Markets, and Society**

Duc Khuong Nguyen, Dean of EMLV Business School, France; President, AVSE Global

Room 201C  
2nd Floor -  
A14

## 08:45 – 10:45 Keynote Speeches

### **Topic: Local Governance in Vietnam: Opportunities and Challenges in the New Context**

Keynote Speaker: **Viet Thao Nguyen**, *Former Vice President, HCMA, Member of the Central Theoretical Council*

Room 201C  
2nd Floor –  
A14

08:45 – 9:30

### **Topic: The Rising Era of AI: Implications for Public Administration and Global Governance**

Keynote Speaker: **Tat Kei Alfred Ho**, *Professor, Dean (CLASS), College of Liberal Arts and Social Sciences, City University of Hong Kong, Hong Kong SAR*

### **Roundtable discussion**

- *Huyen Bui Van, Director General, Institute for Economic, Social and Environment, HCMA*
- *Tue Doan Huu, President, My-Viet International Group*
- *Bert George, Professor of Public Management, City University of Hong Kong, Hong Kong SAR & Co-Editors in Chief of Public Management Review*
- *Quynh Nguyen Ngoc, Thac Ba Commune Secretary General, Chairman of People's Council, Lao Cai Province*
- *Edoardo Ongaro, Professor of Public Management, Open University, UK Public Policy and Administration (PPA)*

09:45 – 10:45

### **Moderators**

- *Chien Le Van, Director General, Institute for Leadership Studies and Public Administration, HCMA*
- *Tra Tran, Director MSc Public Policy & International Cooperation, Audencia Business School, France; Chief Development Officer, AVSE Global.*

Room 201C  
2nd Floor –  
A14

10:45 – 11:00

Tea break



## 11:00 – 12:00 Plenary Session

11:00 – 11:15	<b>Digital Transformation in Local Governance in Vietnam: From E-Government to Smart and Adaptive Governance</b> <i>Ba Chien Nguyen, Director, APAG</i>	Room 201C 2nd Floor – A14
11:15 – 11:30	<b>National Governance Reforms: New Model for Vietnam</b> <i>Tra Tran, Director MSc Public Policy &amp; International Cooperation, Audencia Business School, France; Chief Development Officer, AVSE Global</i>	Room 201C 2nd Floor – A14
11:30 – 11:45	Q&A	
11:45 – 12:00	Wrap-up	Room 201C 2nd Floor – A14
12:00 – 13:15	Lunch	HCMA Restaurant

## 13:15 – 14:45 Parallel Sessions 1

<b>13:15 – 14:45</b>	<b>Session A1: Public governance, Innovation and the Era of Artificial Intelligence (AI)</b>	Room 201C 2nd Floor – A14
13:15 – 13:30	<p>Introduction Chairs:</p> <ul style="list-style-type: none"> <li>• Tuan Chu, Associate Program Manager, RMIT HCMC, Vietnam</li> <li>• Tat Kei Alfred Ho, Professor, Dean (CLASS), College of Liberal Arts and Social Sciences, City University of Hong Kong, Hong Kong SAR.</li> <li>• Chien Le Van, Director General, Institute for Leadership Studies and Public Administration, HCMA</li> <li>• Edoardo Ongaro, Professor, Open University, United Kingdom, Editor-in-Chief, Public Policy and Administration</li> </ul>	

### **Emerging Technology Trends: Opportunities and Challenges for Public Governance**

13:30 – 13:45

*Thang Nguyen Truong, Director General, Institute for Information Technology, Vietnam Academy of Science and Technology (VAST)*

### **Propositions for Navigating the Challenges of Artificial Intelligence in Public Administration**

13:45 – 14:00

*Edoardo Ongaro, Open University, United Kingdom*

### **China's AI Strategy as a Model of Digital Transformation in Governance: Implications for the US-China AI Race**

14:00 – 14:15

*Zeng Jinghan, City University of Hong Kong, Hong Kong SAR*

### **Building a Digital Society at the Local Level: Opportunities and Challenges**

14:15 – 14:30

*Nhat Quang Nguyen, Founding Council Member & Director, Institute of Science and Technology, VINASA (Vietnam Software and IT Services Association)*

### **Regulatory Control and Ethics in Privacy Enhancing Technologies**

14:30 – 14:45

*Anjula Gurtoo, Minnu Malieckal, Jyotirmoy Dutta, Indian Institute of Science, Bangalore, India*

**13:15 – 14:45**

**Session B1: Local Governance, Leadership, and Network**

Room 202 C  
2nd Floor –  
A14

Introduction

Chairs:

13:15 – 13:30

- Bert George, Professor of Public Management, City University of Hong Kong, Hong Kong SAR & Co-Editors in Chief of Public Management Review
- Anh Hoang, Director General, Department of Science Management, HCMA
- Tra Nguyen, Deputy Director for Research, CNAM, France
- Thuy Tran Thi Thanh, Deputy Director General, Institute for Leadership Studies and Public Administration, HCMA

13:30 – 13:45

**The “1–6” Multi-Level Governance Model in Post-Merger Provincial Administration – From Vision to Reality**

Huyen Bui Van, Director General, Institute for Economic, Social and Environment, HCMA

13:45 – 14:00

**Complex State Administration Confronting the “Organizational Factor”: Lessons from Public Welfare Provision in Western Europe**

Bode Ingo, University of Kassel, Germany

14:00 – 14:15

**The Two-Tier Local Government Model in Vietnam in the Context of Digital Transformation**

Hanh Nguyen Huyen, Deputy Director General, Institute for State Organisation Science and Labour, Ministry of Home Affairs

14:15 – 14:30

**Regulatory Impact Assessment – Mechanisms and Current Issues for Local Governance**

Hong Ha Truong Thi, Deputy Director-General, Department of General Research; Vice Chair of the Scientific Council, Central Commission for Internal Affairs



14:30 – 14:45	<b>Identifying Opportunities and Challenges in the Operation of Commune-Level People's Committees in the New Context of Vietnam</b> <i>Dung Nguyen Hung, Vice Chairman of Thien Loc Commune People's Committee, Hanoi</i>	
14:45 – 15:00	Tea break	

## 15:00 – 16:15 Parallel Sessions 2

<b>Session A2: Public governance, Innovation and the Era of Artificial Intelligence (AI)</b>		Room 201C 2nd Floor – A14
Chairs: <ul style="list-style-type: none"> <li>Tat Kei Alfred Ho, Professor, Dean (CLASS), College of Liberal Arts and Social Sciences, City University of Hong Kong, Hong Kong SAR.</li> <li>Chien Le Van, Director General, Institute for Leadership Studies and Public Administration, HCMA</li> <li>Edoardo Ongaro, Professor, Open University, United Kingdom, Editor-in-Chief, Public Policy and Administration</li> <li>Zeng Jinghan, City University of Hong Kong, Hong Kong SAR</li> </ul>		
15:00 – 15:15	<b>National Digital Transformation to Promote Public Administrative Reform in Vietnam Today</b> <i>Dieu Tran Quang, Director, Institute of Technology and Digital Transformation, HCMA</i>	
15:15 – 15:30	<b>Technical and scale efficiency in Irish Public Higher Education Institutions - Online</b> <i>Trang Dong, Hassaelt University, Belgium</i>	
15:30 – 15:45	<b>Preventing Corruption in Policy-Making: International Experiences and Policy Recommendations</b> <i>Binh Nguyen Thanh, Dean, Department for Leadership studies and Public Administration, Political Regional Academy I</i>	

15:45 – 16:00

**Innovation, Policy Players and Policy Making Process:  
What Public Leaders in Education Need to Discern About  
the Politics of Decolonising Education in South Africa -  
Online**

*Msila Vuyisile, University of South Africa*

16:00 – 16:15

**Mobilizing Resources for Rural Economic Development:  
The Case of Thác Bà Commune, Lào Cai Province**

*Quynh Nguyen Ngoc, LaoCai Province Thac Ba Commune  
Secretary General, Chairman of People's Council.*

**Session B2: Local Governance, Leadership, and Network**

Room 202C  
2nd Floor – A14

**Chairs:**

- Tuan Chu, Associate Program Manager, RMIT HCMC, Vietnam
- Tien Viet Nguyen, London School of Economics and Political Science
- Dieu Tran Quang, Center for Technology and Digital transformation, HCMA
- Assoc. Prof. Dr Nghia Hoang Van, Director General, International Relations Department (HCMA), Vietnam

15:00 – 15:15	<b>Public Service Delivery at the Commune Level in the Context of a Two-Tier Local Government System</b> <i>Thang Hoang Cao, Director, HacThanh ward Center for Public Service delivery, Thanh Hoa Province</i>
15:15 – 15:30	<b>Bringing the Objectives and Principles of Decentralization and Delegation into the New Practice in Vietnam</b> <i>Hoa Truong Cong, Director APAG Branch, HoChiMinh City</i>
15:30 – 15:45	<b>Public-Private Workforce Mobility and Some Policy Implications in the Context of Ongoing Staffing Streamlining</b> <i>Tue Doan Huu, President, My-Viet International Group</i>
15:45 – 16:00	<b>Integrity Education for Officials and Civil Servants</b> <i>Quang Luu Van, Vice Director, Academy for Journalism and Communication</i>
16:00 – 16:15	<b>Innovating Education and Training to Foster Innovation: The Case of Decentralized Education Management in Vietnam</b> <i>Thanh Nguyen Chi, Dean, Department of Pedagogy, College of Education, Hanoi National University</i>

16:15 – 16:30    Tea break

### 16:30 – 17:45 Parallel Sessions 3



## Session A3: Public governance, Innovation and the Era of Artificial Intelligence (AI)

Room 201C  
2nd Floor -  
A14

### Chairs:

- Bert George, Professor of Public Management, City University of Hong Kong, Hong Kong SAR & Co-Editors in Chief of Public Management Review
- Tien Viet Nguyen, London School of Economics and Political Science
- Thuy Tran Thi Thanh, Deputy Director General, Institute for Leadership Studies and Public Administration, HCMA

16:30 - 16:45  
**Applying the Extended TPB Model to Study Private Enterprises' Investment Intentions in Public-Private Partnerships (PPPs) for Digital Infrastructure and Service Development in Vietnam**  
*Hoan Hoang Van, Department for Provincial Political School Affairs, HCMA*

16:45 - 17:00  
**Understanding Government Employees' Preferences for Generative AI**  
*Zhang Youlang, Renmin University of China, China*

17:00 - 17:15  
**Developing a Set of Evaluation Criteria for Digital Platform-Based Public Administrative Services within the Two-Tier Local Government Model**  
*Tung Trinh Van, Institute for Leadership Studies and Public Administration, HCMA*

17:15 - 17:30  
**Applying Low-Code Digital Platforms in Government Organization and Operations: Opportunities and Emerging Issues**  
*Huyen Pham Ngoc, Institute for Leadership Studies and Public Administration, HCMA*

17:30 - 17:45  
**"The Need to Develop Digital Competencies for Civil Servants in Vietnam to Meet the Requirements of Public Governance Innovation in the Context of Digital Transformation"**  
*Thuy Tran Thi Thanh, Institute for Leadership Studies and Public, HCMA*

## Session B3: Local Governance, Leadership, and Network

Room 202C  
2nd Floor – A14

### Chairs:

- Tuan Chu, Associate Program Manager, RMIT HCMC, Vietnam
- Chien Le Van, Director General, Institute for Leadership Studies and Public Administration, HCMA
- Zhang Youlang, Renmin University of China, China

16:30 – 16:45 **Local Government Leaders Developing Relations with the Media to Promote Social Consensus**  
*Hien Nguyen Thi Minh, Dean, Department of Public Relations, Academy for Journalism and Communication*

16:45 – 17:00 **How can public policy implementation be improved in Africa?**  
*Dominique Uwizeyimana, University of Johannesburg, South Africa*

17:00 – 17:15 **Management by Objectives for Grassroots Officials and Civil Servants in the Two-Tier Local Government System**  
*Mai Bui Thi Ngoc, Institute for Leadership Studies and Public*

17:15 – 17:30 **Violent Extremism in the Sahel: Selected Case Studies**  
*Halalisani Mlambo, University of Johannesburg, South Africa*

17:30 – 17:45 **City Leadership Performance on Environmental Governance: Data from the Viet Nam Provincial Governance and Public Administration Performance Index (PAPI)**  
*Chien Le Van, Director General, Institute for Leadership Studies and Public Administration, HCMA*

17:45 – 18:00 Closing speech

**19:00 – 21:30 Gala Dinner**

**Thursday, October 23, 2025**

08:00 – 08:30 Registration

Lounge  
2nd Floor - A14

**08:30 – 10:30 Special Session**

**Topic: Capacity building for Research and Training in Public Administration and Public Governance**

Introduction: HCMA Research and Training Activities

Sharing experiences and opportunities for collaborations

- **Research:** Bert George, Vice Dean, CLASS, City University of Hong Kong, Deputy Director of Public Management Review
- **Training:** Edoardo Ongaro, Professor of Public Management, Open University, UK Public Policy and Administration (PPA)
- **Roundtable discussion and Q&A with speakers**

*Bert George, Vice Dean, CLASS, City University of Hong Kong, Deputy Director of Public Management Review*

*Tat Kei Alfred Ho, Professor, Dean (CLASS), College of Liberal Arts and Social Sciences, City University of Hong Kong, Hong Kong SAR*

*Zeng Jinghan, Founding Editor-in-Chief of Cambridge Forum on Technology and Global Affairs*

*Edoardo Ongaro, Professor of Public Management, Open University, UK Public Policy and Administration (PPA)*

**Concluding remarks**

Room 201C  
2nd Floor -  
A14

**10:30 – 10:30 End of the conference**





# List of Abstracts

## The Party's Viewpoint on the Development of Science, Technology and Innovation

*Assoc. Prof. Dr. Dinh Ngoc Giang, Director-General, Department of Organisation and Personnel, Ho Chi Minh National Academy of Politics*

### Abstract

The article focuses on analysing the Communist Party of Vietnam's perspective on the development of science, technology and innovation over nearly four decades of national Renovation (Đổi mới) from 1986 to 2025. A review of the Party's leadership documents concerning the development of science, technology and innovation reveals a progressive evolution in its understanding, aligned with the requirements and tasks of each historical period. This evolution is reflected in several key aspects: the role of science, technology and innovation in national development; the Party's leadership and direction over scientific and technological advancement and innovation; the improvement of institutional frameworks for science, technology and innovation; the integration of scientific and technological development with economic, defence, security and international integration tasks; and the promotion of human resources as a driving force for the advancement of science, technology and innovation.



# List of Abstracts

## Local Governance in Vietnam: Opportunities and Challenges in the New Context

*Assoc. Prof. Dr. Nguyen Viet Thao, Former Vice President, Ho Chi Minh National Academy of Politics; Member of the Central Theoretical Council*

### Abstract

Governance may be understood as the process of collaboration and coordinated action among the state, enterprises, the private sector, social institutions, international organisations, and non-governmental organisations in responding to social demands, providing public services, and addressing the increasingly diverse and complex issues of modern society. At the national level, this constitutes national governance; within territorial boundaries, it is referred to as local governance; and on a global scale, it becomes global governance. Each specific domain of activity similarly entails its own corresponding form of governance. In the current Vietnamese context, local governance is required to effectively address a range of emerging imperatives that may present both opportunities and challenges. These include adapting to newly restructured and expanded local administrative spaces that integrate urban, lowland, and mountainous areas into unified entities; establishing and refining, in a timely manner, the legal and institutional frameworks necessary for the formation and operation of new local governance structures; mobilising and optimally utilising all available resources to foster sustained socio-economic development and achieve a prolonged period of high growth lasting at least 10–15 years; implementing digital transformation efficiently and promptly; and ensuring coherence between local and national governance while maintaining alignment with global governance standards.



# List of Abstracts

## Digital Transformation in Local Governance in Vietnam: From E-Government to Intelligent and Adaptive Governance

*Assoc. Prof. Dr. Nguyen Ba Chien, Director, Academy of Public Administration and Governance; Dr. Truong Quoc Viet, Deputy Chief of Office, Academy of Public Administration and Governance*

### Abstract

Digital transformation is fundamentally reshaping the mode of local governance in Vietnam – shifting from a passive, procedure-based administrative model to a proactive, results-oriented, and data-driven approach; from one-way service delivery to multidirectional interactive platforms; and from closed bureaucratic mechanisms to open governance ecosystems that engage citizens, enterprises, and social actors. This transformation not only redefines local governance models but also introduces new challenges related to institutional adaptation, human resource capacity, and digital inequality. The paper emphasizes the theoretical and practical necessity of studying these systemic changes in governance under digital transformation. It pursues three objectives: (1) to systematize and analyze how digital transformation has reconfigured local governance through case studies in Đà Nẵng, Huế, Hà Nội, and Bắc Ninh; (2) to identify and evaluate key drivers and systemic barriers; and (3) to propose a theoretical framework for intelligent, adaptive local governance capable of responding flexibly to socio-economic dynamics.



# List of Abstracts

## Core Principles in Reforming and Operating the State Administrative Apparatus to Expand Development Space in Vietnam

*Prof. Dr. Nguyen Quoc Suu, Deputy Director, Academy of Administration and Public Governance*

### Abstract

This paper analyses the fundamental principles underlying the reform and operation of the state administrative apparatus, assessing their adaptability and potential application to Vietnam amid the ongoing administrative streamlining reforms aimed at expanding the national development space. The study primarily employs document analysis, comparative review of international experiences, and contextual reference to domestic reform practices. The findings indicate that key principles of modern public governance – such as decentralisation linked with accountability, downsizing coupled with capacity enhancement of civil servants, results-based management, transparency, and digitalisation – form the essential foundation for improving the effectiveness and efficiency of governance. The paper further argues that administrative reform in Vietnam will only be sustainable when it is closely associated with institutional innovation, the development of high-quality human resources, and the establishment of multi-centre governance mechanisms. The creative application of these governance principles will enable Vietnam not only to achieve organisational streamlining but also to advance towards a developmental, adaptive, and competitive public administration capable of meeting the demands of the new era.





# List of Abstracts

## Emerging Technology Trend – Opportunity and Challenge for Public Governance

*Assoc. Prof. Dr. Thang Nguyen Truong, Institute of Information Technology (IoIT), Vietnam Academy of Science and Technology (VAST)*

### Abstract

The accelerating development of digital technologies—including artificial intelligence (AI), big data analytics, blockchain, cloud computing, and the Internet of Things (IoT)—is profoundly transforming the nature of public governance. These innovations offer unprecedented opportunities to enhance administrative efficiency, policy transparency, and citizen participation. Data-driven governance enables evidence-based policymaking. Furthermore, digital platforms promote efficient decision-making process and citizen-centric public service. However, digital technology brings significant challenges. The digital divide continues to exacerbate inequalities in access and participation, especially vulnerable people. Moreover, data privacy and cybersecurity pose ethical and regulatory problems that governments must urgently address. This paper argues that successful digital transformation in governance requires an integrated approach that balances innovation with ethical responsibility and institutional adaptability. The government approach should include capacity building, legal frameworks, and inclusive digital policies to promote democratic empowerment to the public. Ultimately, the future of public governance lies in harnessing technological progress to advance transparency, equity, and sustainable development.



# List of Abstracts

## National Digital Transformation to Promote Public Administrative Reform in Vietnam Today

*Assoc. Prof. Dr. Quang Dieu Tran, Director General of Technology and Digital Transformation Department, Ho Chi Minh National Academy of Politics*

### Abstract

Digital transformation is not merely the application of information technology to existing activities, but a comprehensive revolution that fundamentally changes the operational models, business frameworks, and management mindset across all aspects of socio-economic life. In Vietnam, national digital transformation is shaped by three core pillars: Digital Government, Digital Economy, and Digital Society. These three pillars are mutually reinforcing and must be implemented synchronously and seamlessly from the central to the local levels to create an interconnected and unified system. This ensures that data is “correct, sufficient, clean, live, unified, and shared”, encompassing: i) Digital Government: This pillar involves transforming the operations of state agencies to provide convenient, transparent public services for citizens and businesses, while also enhancing administrative and management efficiency through data-driven approaches. ii) Digital Economy: This focuses on developing digital enterprises and supporting the digital transformation of traditional businesses—from their business models to production processes—to improve their competitive capacity and iii) Digital Society: This pillar aims to popularize digital skills and develop human resources, empowering every citizen to become a digital citizen who actively participates in this transformation process.



# List of Abstracts

## Digital Citizenship: A Case Study on Social Adaptation of Residents in Bac Ninh Province during the Digital Transformation Process

*Assoc. Prof. Dr. Dang Thi Anh Tuyet, Deputy Director General, Department of Scientific Management, Hồ Chí Minh National Academy of Politics; M.A. Nguyen Minh Vu, Deputy Director, Department of Science and Technology, Bac Ninh Province; Dr. Nguyen Huu Hoang, Hồ Chí Minh National Academy of Politics, Region II*

### Abstract

Digital transformation has a strong impact on all aspects of social life. To adapt well to this context, people's awareness and correct and appropriate attitude are especially important. Through a cross-sectional study, surveying 364 people in Bac Ninh province, analyzed on SPSS version 25.0 software, this article assesses the level of awareness and attitude of people in Bac Ninh province towards digital transformation, specifically digital platforms. The results show that their understanding of some types of digital technology that are popular or specifically designed for residents is relatively low (average: 5.06/10 points). Low-income groups, poor households, and precarious livelihoods face more "digital inequality" than the remaining groups. Despite facing many difficulties and barriers such as security, network safety (76.1%), fake news (36.6%), most opinions have an attitude of supporting the existence of digital utilities, especially in education and training. From here, promoting communication, enhancing digital capacity training, reducing digital burden for people, especially vulnerable groups is the key task of the political system of Bac Ninh province.



# List of Abstracts

## Building a Digital Society at the Local Level: Opportunities and Challenges

*Dr Nguyen Nhat Quang, Founding Council Member & Director, Institute of Science and Technology, VINASA (Vietnam Software and IT Services Association)*

### Abstract

The development of a digital society in Vietnam is currently being implemented under the National Digital Transformation Programme to 2025, with a Vision to 2030, issued under Decision No. 749/QĐ-TTg by the Prime Minister on 3 June 2020. Within this programme, the digital society is defined as one of the three key pillars of national digital transformation, alongside digital government and the digital economy. The implementation of Decision 749 has achieved several encouraging initial results. However, as the programme approaches the end of its validity period in 2025, and as global digital transformation accelerates—driven particularly by technological breakthroughs in artificial intelligence (AI)—profound shifts have occurred in the general understanding and strategic orientation of digital transformation.

This paper discusses both the opportunities and challenges in building a digital society in Vietnam. Specifically, it analyses: (1) the inseparable relationship between the digital society and the two other pillars—digital government and the digital economy; (2) the interaction between the digital society and Vietnam's traditional community structures at the local level; and (3) the overarching principles underpinning the development of intelligent systems such as smart healthcare and smart education. Opportunities and challenges are examined along these key dimensions, highlighting the critical factors that will shape the future trajectory of Vietnam's digital society in the years ahead.





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## Determinants of Digital Provincial-level Government: The Case of Lam Dong Province

*Vuong Dinh Thai, Vice Dean, Faculty of State and Law, Lam Dong Provincial School of Politics, PhD Candidate, Academy of Public Administration and Governance*

### Abstract

In the context of digital transformation becoming a global trend, local digital government is recognised as a modern governance model aimed at enhancing the effectiveness, efficiency, and validity of state administration, increasing transparency in public service delivery, and improving citizen satisfaction. This study analyses the key factors of building local digital government in developing localities, using Lam Dong Province (formed through the merger of the former Lam Dong, Dak Nong, and Binh Thuan provinces) as a case study. Drawing on the TOE framework, Institutional Theory, and the UTAUT/UTAUT2 models, the research identifies six critical groups of factors: (1) policy and institutional frameworks, (2) digital technology and infrastructure, (3) organisational and managerial structures, (4) human resources, (5) financial resources, and (6) socio-cultural conditions. The findings highlight that institutional coherence, investment in digital infrastructure, the digital capacity of civil servants, and community participation – particularly among ethnic minority groups – are decisive for the success of local digital government. The Lam Dong case provides valuable empirical evidence for other developing localities, while also enriching the theoretical foundations of public administration in the digital era.



# List of Abstracts

## Local Governance: Opportunities and Challenges in Operating the Two-Tier Local Government Model in Vietnam in the Context of Digital Transformation

*Dr. Le Anh Tuan, Director, Institute of State Organisational Science and Labour, Ministry of Home Affairs*

### Abstract

In the context of globalization, international integration, and the profound impacts of the fourth industrial revolution, local governance has increasingly been affirmed as a strategic component of modern national governance. Nations worldwide are orienting toward models of governance that are democratic, transparent, effective, and citizen-centered. In Viet Nam, the process of political institutional reform and state apparatus restructuring has marked a fundamental shift in the local government model, particularly with the establishment of a two-tier local government system (provincial and grassroots levels). This is not merely an administrative adjustment but a pivotal turning point in perceptions and practices of governance, transitioning from a “command-and-control administrative” model to a “local governance” approach based on multidimensional societal participation. However, the current national digital transformation context presents both significant opportunities and major challenges for the operation of the two-tier local government model. This article focuses on analyzing three main contents: (i) The concept of local governance and its relationship with the two-tier local government model in the context of digital transformation; (ii) Opportunities and challenges for operating the two-tier local government in Vietnam; (iii) Several solutions to promote local governance in the digital era.



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## Public Service Delivery at the Commune Level in the Context of the Two-Tier Local Government Model

MA. Hoang Cao Thang, Director, Centre for Public Service Delivery, Hac Thanh Ward, Thanh Hoa Province

### Abstract

In all political and administrative systems, the commune level represents the tier of government closest to the people, directly serving the needs of citizens and the community. Accordingly, the provision of public services at this level constitutes a core function of commune authorities, aiming to achieve local development objectives and ensure the effectiveness, efficiency, and credibility of government administration. The transition from a three-tier to a two-tier local government structure presents new opportunities as well as challenges for commune-level authorities in fulfilling their public service delivery mandate. Drawing on secondary data sources, including documents relating to Thanh Hoa Province and Hac Thanh Ward, this paper analyses the roles, requirements, and influencing factors that affect the quality of public service delivery at the commune level. On this basis, it proposes several practical solutions aimed at enhancing performance and improving the effectiveness of local public service provision within the new administrative framework.



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## The “1-6” Multi-tier Governance Model in Post-merger Local Administration: From Vision to Practice

*Assoc. Prof. Dr. Bui Van Huyen, Director, Institute of Socio-Economic and Environmental Studies, Ho Chi Minh National Academy of Politics; M.A. Le Thach Anh, Institute of Socio-Economic and Environmental Studies, Ho Chi Minh National Academy of Politics*

### Abstract

In the context of today’s “dual uncertainty” – characterised by global fragmentation and multilayered risks alongside deep domestic reforms, the pursuit of a new growth model, and administrative streamlining – there is a pressing need for a renewed governance architecture for Vietnam’s local administration in the post-merger era. The “1-6 Multi-tier Governance Model” emerges as a logical, evidence-based, and practical framework designed to guide this transformation. It comprises one convergent goal, two development drivers, three breakthroughs, four strategic pillars, five priority spaces, and six flagship programmes. This model integrates systems thinking with results-based governance and can be operationalised by provincial authorities under the principles of “one focal point – one timeframe – one standard.” Furthermore, its implementation can be digitally monitored via real-time dashboards to ensure optimal transparency, accountability, and administrative efficiency in local governance.





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## Identifying Opportunities and Challenges in the Operation of Commune-Level People's Committees in Vietnam's New Context

*Dr. Nguyen Hung Dung, Member of the Standing Committee of the Party Committee, Vice Chairman of the People's Committee of Thiên Lộc Commune, Hanoi*

### Abstract

The transition from a three-tier to a two-tier local government structure represents a major transformation not only in organizational design but also in operational mechanisms and administrative management at the commune level. At the same time, the ongoing digital transformation serves both as a condition for and a consequence of the operational reform of commune-level People's Committees. Drawing on secondary data from published studies and official evaluations by local authorities, this paper identifies the goals, opportunities, and challenges associated with commune-level governance in the new context. The analysis highlights both structural and behavioral dimensions of local administration, including leadership capacity, institutional adaptability, and the integration of digital tools in public service delivery. Based on these findings, the paper proposes several recommendations to enhance the operational effectiveness and governance capacity of commune-level People's Committees, thereby contributing to the modernization and responsiveness of local government in Vietnam.



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## Mobilizing Resources for Rural Economic Development: The Case of Thác Bà Commune, Lào Cai Province

*Dr. Nguyen Ngoc Quynh, Party Secretary, Chairperson of the People's Council, Thac Ba Commune, Lao Cai Province*

### Abstract

This paper analyzes the current situation and proposes solutions for mobilizing resources to develop the rural economy in Thac Ba commune, Lao Cai province, under the two-tier local administrative system (province - commune). Based on local practices, it identifies effective models in infrastructure development, eco-tourism, cooperative economy, and sustainable agriculture, and recommends policies for decentralization, investment attraction, and community empowerment.



# List of Abstracts

## Operationalizing the objectives and principles of deconcentration and devolution in the contemporary context of Vietnam

*PhD. Truong Cong Hoa, Director, Ho Chi Minh City Campus, Academy of Public Administration and Management; Le Van Phuc, Department of Academic Affairs and Scientific Research, Ho Chi Minh City Campus, Academy of Public Administration and Management; Tran Thi Thanh Thuong, Faculty of Law and Interdisciplinary Sciences, Ho Chi Minh City Campus, Academy of Public Administration and Management*

### Abstract

In the current context, deconcentration and devolution have emerged as critical imperatives for improving the effectiveness of management, optimize resources, reduce pressure on the Central government, while simultaneously enhancing the initiative and accountability of local governments. The transition of the model from a three-tiered to a two-tiered governance structure extends beyond a mere administrative reorganization. It necessitates the establishment of a robust and systematic devolution framework, one that is engineered to maintain the coherence of state governance while simultaneously fostering local innovation and autonomy. This constitutes a paradigm shift in governance philosophy, recasting local governments from their traditional role as “extended arms” of the Central government into autonomous actors directly accountable to the People, and this transformation is consistent with the imperatives of digital transformation and sustainable development. This paper provides a critical analysis of the prevailing objectives and principles underpinning deconcentration and devolution, while concurrently proposing pragmatic solutions designed for the realization of these tenets, thereby contributing to the cultivation of a streamlined, effective, and efficient administrative apparatus for the contemporary era.



# List of Abstracts

## Enhancing Local Governance Capacity in Response to Non-Traditional Security Threats in Vietnam

*Assoc. Prof. Dr. Nguyen Huu Nam, Head of the Faculty of Foreign Security, People's Security Academy; Dr. Nguyen Huu Tam, People's Security Academy*

### Abstract

Non-traditional security (NTS) threats—such as terrorism, cyberattacks, transnational crime, pandemics, and natural disasters—are becoming increasingly complex in the context of globalization and international integration. In Vietnam, local governments play a pivotal role in implementing and executing directives and policies from the central level, ensuring the stable and sustainable development of society. Therefore, enhancing local governance capacity has become an urgent requirement in the current period. This article/paper (tùy thuộc thể loại bài viết để sửa lại) focuses on clarifying the concept and role of local government, examining the current state of local governance in Vietnam, and identifying key limitations that hinder effective responses to non-traditional security threats. Based on an assessment of current local governance capacity, the authors propose several solutions to enhance effectiveness, which includes strengthening the legal framework, training human resources, promoting digitalization, and overcoming socio-cultural barriers in responding to non-traditional threats.





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## Legal impact assessment and issues posed for local governance in the digital era

*Assoc. Prof. Dr. Truong Thi Hong Ha, Deputy Director-General, Department of General Research, Central Commission for Internal Affairs*

### Abstract

This paper proposes elevating the standards of Regulatory Impact Assessment (RIA) as the “operating system” of the local policy cycle in the digital age. It focuses on: (1) affirming RIA as a central tool for evidence-based policymaking; (2) identifying implementation gaps at the provincial level; (3) addressing new requirements as governments operate in a digitalized, data-driven, and transparent manner; (4) proposing a “digital-by-design” solution system: standardizing RIA data, conducting digital public consultations, measuring compliance costs using the Standard Cost Model (SCM), performing real-time post-implementation evaluations, integrating Data Protection Impact Assessment (DPIA), and testing policy sandbox mechanisms. The paper proposes the 5E+D framework (Effectiveness, Efficiency, Equity, Enforcement, Evidence + Digital), viewing the RIA dashboard as a transparency infrastructure to reduce compliance burdens, enhance regulation quality, and build digital trust—while remaining compliant with Vietnamese law and aligned with OECD/EU practices.



# List of Abstracts

## Local governance in promoting the digital economy: Conditions and issues in Vietnam today

*Dr. Ngo Thi Hanh, Ho Chi Minh National Academy of Politics; MA. Dao Xuan Loc, Ho Chi Minh National Academy of Politics*

### Abstract

The digital economy is comprehensively reshaping the global economy, and Vietnam is no exception to this trend. The success of the national digital transformation process largely depends on the role of local governance. This article focuses on analyzing the role of local authorities in creating a favorable environment to foster the development of the digital economy. Based on an analysis of the necessary conditions regarding institutions, infrastructure, human resources, and the business environment, the article delves into the current situation in Vietnam, highlighting both the achievements and the major challenges and issues. Prominent issues include a lack of policy synchronization, the digital divide between regions, bottlenecks in high-quality human resources, and risks related to cybersecurity and personal data protection. From there, the article proposes a number of solutions aimed at enhancing the capacity of local governance, helping to unleash potential and promote the sustainable development of the digital economy.



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## City Leadership Performance on environmental governance: Data from the Viet Nam Provincial Governance and Public Administration Performance Index (PAPI)

*Assoc. Prof. Dr Le Van Chien, Director, Institute of Leadership and Public Administration, Ho Chi Minh National Academy of Politics*

### Abstract

This paper examines the environmental governance performance of five major Vietnamese cities, namely Ha Noi, Ho Chi Minh, Da Nang, Hai Phong, and Can Tho by using data from the 2024 Viet Nam Provincial Governance and Public Administration Performance Index (PAPI), which reflects the citizen's opinion on authority performance in different aspects. The paper evaluates each city's goodness and badness across three key sub-dimensions of environmental governance: Environmental Protection, Quality of Air, Quality of Water.



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## Environmental Criteria in Local Development Policies in Vietnam: Foundations, Practices, and Future Orientations

*Dr Tran Van Tien, Academy of Administration and Public Governance*

### Abstract

Integrating environmental criteria into local development policies has become an urgent requirement to ensure sustainable development goals in Vietnam. In the context of increasingly extensive decentralization, the role of provincial and commune-level governments in formulating, organizing the implementation of, and overseeing development policies is growing in significance. However, environmental criteria are still often undervalued or not systematically integrated across the entire policy cycle.

This article focuses on analyzing the legal basis, practical implementation, and existing models of environmental criteria, such as the environmental criteria set under the New Rural Development Program; the Provincial Environmental Protection Index (PEPI); the Provincial Green Index (PGI); as well as several representative international criteria sets like the Environmental Performance Index (EPI) and the OECD Green City Index. Through this analysis, the article clarifies the role and position of environmental criteria and the methods for integrating these criteria into the local development policy process—from policy planning to execution and monitoring. At the same time, the article identifies a number of outstanding issues and challenges in actual implementation. It also proposes orientations for developing an environmental criteria framework that is feasible and adaptable to the conditions of each region, thereby contributing to enhancing the effectiveness and efficiency of sustainable development governance at the local level.





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## From Consultation to Consequential Participation: Citizen Oversight of Public Works and Frontline Services in Quảng Trị (old), Viet Nam

*Dr. Nguyen Thi Kim Chung, Faculty of Law, Academy of Public Administration and Governance (APAG)*

### Abstract

Drawing on original fieldwork in Quảng Trị province, this study examines how citizen participation produces binding administrative adjustments at the grassroots level in Viet Nam. It is anchored in the Law on the Implementation of Grassroots Democracy (2022) and related instruments, including the Law on Bidding 2023, Decree 29/2021, Circular 05/2023, and Decree 159/2016. We employ a qualitative multiple-case design covering two sites: Đông Giang Ward, where residents oversaw a neighbourhood cultural-house investment, and Gio Việt Commune, where residents monitored immunisation schedules and frontline service standards. In Đông Giang, citizen scrutiny of bills of quantities and technical drawings led to specification changes without budget overrun; escalation through People's Inspection Boards corrected schedule delays. In Gio Việt, monthly performance dialogues and a thirty-day norm for written replies produced adjusted clinic hours and clearer standard operating procedures, while proposals requiring specialist medical expertise exposed a capacity gap. Participation shifts from consultation to partnership when four conditions align: usable transparency; organisational and technical capacity, including independent experts; time-bound responsiveness with credible escalation; and institutional complementarity linking bidding oversight, investment monitoring and evaluation, and petition handling. Policy priorities include plain-language disclosure sheets with Quick Response codes, micro-grants for independent expertise, a thirty-day service-level agreement for petitions, and citizen-generated indicators integrated into provincial dashboards aligned with the Public Administration Reform Index.



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## The Role of the Private Sector in Enhancing the Effectiveness of Local Governance in Vietnam

*Assoc. Prof. Dr. Dinh Thi Nga, Deputy Director of Institute for Economy, Society and Environment, Ho Chi Minh National Academy of Politics; M.A. Nguyen Thanh Tham, Lecturer, Institute for Economy, Society and Environment, Ho Chi Minh National Academy of Politics*

### Abstract

In the context of rapid digital transformation, the private sector is increasingly demonstrating its important role in enhancing the effectiveness of local governance in Vietnam. Not only a driving force of economic development, private enterprises also make significant contributions to improving local governance through public service delivery, promoting innovation and digital transformation, as well as engaging in policy critique and law-making processes of the State. However, institutional shortcomings and limited capacities of private enterprises remain major challenges. On this basis, the article proposes solutions including improving the legal framework, supporting enterprises, expanding access to public data, and strengthening policy dialogue in order to maximize the role of the private sector in local governance in the digital era.



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## Applying the Extended TPB Model to Analyze Private Enterprises' Investment Intentions in Public-Private Partnerships (PPP) for Digital Infrastructure and Services in Vietnam

*Assoc. Prof. Dr. Hoang Van Hoan, Ho Chi Minh National Academy of Politics*

### Abstract

This article clarifies the role of the Public-Private Partnership (PPP) model in the development of digital infrastructure and services, while also assessing the current status of its implementation in Vietnam. Drawing on the Theory of Planned Behavior (TPB), the study develops an analytical model to examine the factors influencing private sector investment intentions in PPP projects within the digital infrastructure and service domain. Based on a survey of private enterprises, the research identifies both the potential and challenges in attracting private investment to such projects. Accordingly, it proposes a number of policy solutions to enhance the effectiveness of the PPP model in promoting digital infrastructure and services in the context of Vietnam's transition to a digital economy.



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## Local governance for fostering entrepreneurship

*LLM. Chau Tien Loc, LLM. Duong Thi Thu Uyen, LLB. Cao Ngoc Anh Thi, Academy of Public Administration and Governance, Ho Chi Minh City Campus*

### Abstract

This article analyzes the role of local governance in shaping the entrepreneurial ecosystem during the period 2025–2030, drawing on the theoretical foundations of New Public Management, Network Governance, and Adaptive Governance. Using a synthesis of secondary sources and a SWOT matrix, the study reveals that while favorable legal frameworks and administrative reforms are in place and multiple innovation centers have been established, challenges remain in the form of regional disparities, insufficient legal frameworks for emerging sectors, and uneven capacities in digital transformation and regional connectivity. Four groups of solutions are proposed: leveraging strengths to seize opportunities; addressing weaknesses to capitalize on opportunities; exploiting advantages to confront challenges; and mitigating weaknesses to reduce risks—ultimately aiming toward the sustainable development of the private sector.





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## Local Governance Toward Regional Cooperation and Integrated Sustainable Development

*Dr. Nguyen Manh Truong, International Cooperation Department, Ho Chi Minh National Academy of Politics, Vietnam*

### Abstract

In the face of uneven regional development and fragmented governance structures in Vietnam, enhancing regional cooperation and inter-provincial integration has become a crucial pathway toward sustainable growth. This paper explores the theoretical underpinnings and practical dimensions of local governance aimed at fostering regional cooperation and integrated sustainable development. It highlights the role of local governments in transcending administrative boundaries to form collaborative governance networks that advance shared prosperity, environmental balance, and social cohesion. Through a comparative analysis of regional governance models from the European Union, Japan, and ASEAN, combined with case studies of Vietnam's key economic regions—the Red River Delta, the Central Key Economic Region, and the Mekong Delta—the paper identifies persistent challenges in institutional coordination, resource allocation, and policy harmonization among localities.

The study argues that achieving sustainable regional development requires a shift from fragmented, locality-based administration to an integrated, multi-level governance approach in which local governments act as both autonomous entities and proactive partners in inter-regional collaboration. Accordingly, it proposes a governance framework centered on data coordination, policy synchronization, and shared accountability to strengthen regional linkages and promote sustainable and inclusive development.



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## Applying AI in Vietnam's public sector to improve the efficiency of two-tier local government implementation: From challenges to opportunities

*Dr. Bui Thi Hong Ha, The Institute of Leadership Studies and Public Administration*

### Abstract

The article analyzes the trend of applying Artificial Intelligence (AI) in the public sector in the world and assesses the opportunities and challenges in the process of applying AI in the public sector of Vietnam in the context of implementing the two-tier local government model. Based on this analysis, the study proposes a number of policy recommendations to improve the effectiveness of AI application in public administration management, as well as in the stages of policy cycle. The research results indicate that Vietnam is facing many favorable opportunities to promote AI application in the public sector, including consistency in the Party and State's guidelines and policies, along with the advantage of young human resources with good technological capacity. However, this process also faces significant challenges such as data limitations, shortage of high-quality human resources, asynchronous legal framework and limited financial resources.



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## **Public- private human resource mobility: Policy implications in the context of on-going administrative streamlining in Vietnam**

*PhD. Doan Huu Tue, Chairman of My Viet International Group*

### **Abstract**

In the context of Vietnam's ongoing administrative streamlining, the country faces a dual challenge: reducing public sector staffing while enhancing the capacity and performance of state governance. This paper argues that public- private human resource mobility is not merely a personnel management solution but a strategic institutional reform aimed at harmonizing the flow of knowledge, skills, and innovation across sectors. Drawing on international experiences- from Singapore's Public Service Leadership Programme to the UK's secondment system, Japan's open civil service model, and Australia's integration of digital transformation- the study highlights the transformative role of cross-sectoral mobility in strengthening public administration. The paper proposes several policy directions for Vietnam between 2025 and 2035, including institutionalizing a legal framework, developing digital human resource infrastructure, fostering institutional trust culture, and reframing the mindset of administrative downsizing toward adaptability and competence enhancement. Ultimately, effective human resource linkage between the public and private sectors will help Vietnam cultivate a more agile government, a more innovative society, and a more sustainable national development model.



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## The Need to Develop Digital Competencies for Civil Servants in Vietnam to Meet the Requirements of Public Governance Innovation in the Context of Digital Transformation

*Assoc. Prof. Dr. Tran Thi Thanh Thuy, Deputy Director General, Institute for Leadership Studies and Public Administration, Ho Chi Minh National Academy of Politics (HCMA), Vietnam*

### Abstract

From the perspective of public governance, digital civil servants have become the central factor determining the success of digital government and digital administration. The competence of the civil service is a key element that directly affects the effectiveness and efficiency of state governance at the grassroots level, the relationship between the state and the people, and the overall success of national policies. Accordingly, digital competence is not merely about information technology skills but encompasses data governance capabilities, cybersecurity and safety literacy, innovative capacity, and the ability to deliver public services in a digital environment. In Viet Nam's ongoing administrative reform, the development of digital government, and the transition to a two-tier local government model, the digital competence of civil servants plays an even more crucial role. The digital competence of civil servants can be conceptualised through five specific dimensions: Digital Intelligence (or Digital Awareness) – relating to knowing and understanding digital systems; Digital Skills – referring to the ability to use and create digital tools effectively; Digital Resilience – denoting alertness and prudence in avoiding pitfalls in the use or development of digital platforms; Digital Ethics – reflecting the adherence to and promotion of cultural and ethical values in digital participation; and Digital Resilience – emphasising the sustainable and innovative application of digital technologies rather than following transient trends.





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## Integrity education for cadres and civil servants to prevent and combat corruption in Vietnam today

*Assoc. Prof. Dr. Luu Van Quang, Vice Director, Academy of Journalism and Communication*

### Abstract

The article affirms that integrity is the core ethical quality in public service, and integrity education is viewed as a strategic solution to prevent corruption at its roots. The author summarizes the current state of integrity education in Vietnam: the Party and State have incorporated anti-corruption content into the education and training programs for cadres; as a result, integrity education has been expanded and an initial integrity culture has begun to take shape. However, this work still has limitations: leaders have yet to truly value it, the teaching content is outdated, methods lack effectiveness, and the awareness of self-cultivation of integrity remains low. On that basis, the article proposes solutions to enhance the effectiveness of integrity education, including: strengthening leadership by example; updating curricula and incorporating integrity criteria into cadre evaluation; innovating methods; building an integrity culture; and linking integrity education with institutional reforms to create an environment in which corruption is impossible.



# List of Abstracts

## Developing Human Resources for Science, Technology, and Innovation in Vietnam Today

*Dr. Hoang Ngoc Hai, Academy of Administration and Public Governance*

### Abstract

Developing and promoting the role of human resources in general, and those in science, technology, and innovation (STI) in particular, is the key to building a digital economy in Vietnam today. The effective development of STI human resources requires the concerted efforts of all stakeholders—government, educational institutions, enterprises, and citizens—through close, coherent collaboration. In this process, the Government’s policies and mechanisms play a decisive role, while education and training serve as the strategic center for enhancing both the quantity and quality of human resources to meet the demands of national digital transformation. This article analyzes theoretical and practical issues related to the development of STI human resources in alignment with the objectives of constructing a digital economy in Vietnam. The findings aim to contribute to the realization of Vietnam’s long-term vision of becoming an advanced industrialized nation with a sustainable and rapidly growing economy, achieving high-income status by 2045. In addition to identifying major challenges, the paper proposes key policy and institutional solutions to strengthen the development of STI human resources, emphasizing the roles of state management agencies, enterprises, and training institutions in fostering a robust and innovation-driven digital economy.



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## Educational Reform and Training Innovation as Drivers of Creativity: The Case of Decentralised Education Management in Vietnam

*Assoc. Prof. Dr. Nguyen Chi Thanh, Dean, Faculty of Education, University of Education, Vietnam National University, Hanoi*

### Abstract

This study analyzes the role of educational management decentralization in promoting innovation within Vietnam's education system. In the context of the Fourth Industrial Revolution, educational reform is imperative to create a favorable environment for innovation development. Decentralization is expected to increase autonomy and flexibility for educational institutions, aligning with regional characteristics while limiting rigidity in management. The article evaluates current policies, analyzes the positive impacts of decentralization on flexibility in curriculum and teaching methods, and identifies barriers related to management capacity and resources. Based on this analysis, the article proposes comprehensive solutions regarding mechanisms, capacity building, and digital transformation to improve decentralization and promote sustainable innovation.



# List of Abstracts

## Preventing Corruption in Policy-Making: International Experiences and Policy Recommendations

*Dr Nguyen Thanh Binh, Ho Chi Minh National Academy of Politics, Regional Academy I*

### Abstract

This paper analyses the theoretical framework of corruption in policy-making – a form of grand and systemic corruption that distorts public objectives and undermines the effectiveness of state governance. It examines the experiences of China and Singapore, two countries that have implemented effective anti-corruption strategies and share institutional similarities with Vietnam. Based on these insights, the paper proposes seven groups of policy recommendations aimed at enhancing the prevention of corruption in policy-making: strengthening political commitment; improving the legal framework; consolidating institutional capacity; promoting transparency; enhancing public service ethics; fostering a culture of integrity; and ensuring regular review and adaptive policy adjustment.



# List of Abstracts

## Attracting and Retaining Talent in the Public Sector in the Contemporary Context

*Dr Dinh Thi Cam Le, Institute of Leadership and Public Administration, Ho Chi Minh National Academy of Politics*

### Abstract

As Vietnam enters a new era of development, driven by the aspiration to assert its position on the international stage, the attraction and retention of talented individuals in the public sector have become increasingly strategic and imperative. Talent represents a unique and invaluable resource – embodying both knowledge and creativity, and serving as a driving force for innovation in public administration, policy-making, and the implementation of governmental functions. The effective attraction and utilisation of talent within the public sector are therefore key to building a modern, developmental, and citizen-oriented administration. This is not merely an immediate policy measure but a long-term national mission, closely aligned with Vietnam’s vision of becoming a strong and prosperous nation – a pathway towards realising the country’s aspiration for advancement and renewal in the twenty-first century.





# List of Abstracts

## Training and professional development for grassroots civil servants in the context of Vietnam's current two-tier local government system

*Dr. Ngo Ngan Ha, Deputy Director, Department of Personnel Organization, Ho Chi Minh National Academy of Politics*

### Abstract

The re-organization of local government into a two-tier system (provincial level and commune/ward/special administrative unit level, abolishing the district level) represents a “revolution” in Vietnam aimed at streamlining the apparatus and enhancing operational efficiency and effectiveness, in line with the guiding direction of the Party and the State, with the goal of building a political system that is lean, compact, strong, capable, effective, and efficient. This marks a crucial transformation for the country, involving a shift in form from management to governance, and from salary grades and ranks to job positions (or job-based structure). The job position becomes central to the recruitment, utilization, assessment, and training of public employees. In the two-tier model, the grassroots-level government (or local-level authority) becomes the tier closest to and most connected with the people, playing the key role of directly enforcing the law, performing state management, and providing essential public services. The strong decentralization and devolution of power from the provincial level (and previously the district level) have significantly increased the volume and complexity of tasks for grassroots civil servants. Therefore, training and professional development for grassroots civil servants is not merely a technical solution but an urgent, strategic requirement to realize the major policies of the Party and the State in institutional reform and the building of a modern, professional, and service-oriented public administration.



# List of Abstracts

## Local Government Leaders Developing Relationships with the Media to Foster Social Consensus

*Dr. Nguyen Thi Minh Hien, Head of the Faculty of Public Relations, Academy of Journalism and Communication; Dr. Nguyen Hoang Yen, Deputy Head, Faculty of Public Relations and Advertising, Academy of Journalism and Communication*

### Abstract

In the context of transitioning from traditional public administration to a constructive, transparent, and service-oriented government model, local government leaders in Vietnam need to proactively build relationships with the media to foster social consensus. This paper introduces the research context and highlights the central role of journalism and communication in local governance, particularly at the provincial and commune levels. Although there are existing policies and regulations regarding public communication and information disclosure, many localities still face limitations, such as the lack of proactive, long-term relationships with the press; hesitation or avoidance in engaging with journalists; and delays in making public statements or providing information. These shortcomings have led to a decline in public and media trust. The study emphasizes the need to strengthen and sustain the relationship between local government leaders and the media in the digital era—where public opinion is complex and rapidly evolving—and proposes long-term strategies to build and maintain sustainable social consensus.



# List of Abstracts

## Identifying the Local Governance Capacity of Commune-level People's Committee Chairpersons in the Context of Digital Transformation

*Dr. Ha Van Hoa, Institute of Leadership and Public Administration, Ho Chi Minh National Academy of Politics*

### Abstract

Digital transformation is an inevitable trend that both creates opportunities to improve governance efficiency, public service quality, and socio-economic development, and poses new challenges for governance capacity at the grassroots level. Commune-level People's Committee Chairpersons now require not only administrative and legal knowledge but also competencies in digital technologies, data management, innovation, community engagement, transparency, and accountability. Although their governance capacity has improved and gradually adapted to digital governance, limitations remain in several key areas: leadership and local development orientation; public policy planning and implementation; administrative management and public service delivery; community governance and local partnerships; as well as ethics, accountability, and public service values. These limitations are closely linked to the demands of the digital transformation context. Therefore, assessing the current situation and proposing solutions to enhance the local governance capacity of commune-level Chairpersons is an urgent task - crucial to the success of the national digital transformation strategy toward a modern, transparent, and citizen-oriented grassroots government.



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## Psychological Impacts on Civil Servants during the Transition to a Two-Tier Local Government System: Current Situation and Proposed Solutions

*Dr. Nguyen Thanh Giang, Institute of Leadership and Public Administration, Ho Chi Minh National Academy of Politics*

### Abstract

The restructuring of local government into a two-tier model (province/city and commune/ward) is a major policy initiative of the Party and the State, aimed at streamlining the administrative apparatus and enhancing governance efficiency. However, this process has generated profound psychological impacts on the contingent of civil servants, which in turn affects the overall quality of public service delivery. This paper analyses both negative psychological factors—such as anxiety, insecurity, and reduced motivation—and positive aspects, including opportunities for career development, within the context of administrative reorganisation. Drawing upon theories of human resource management and organisational psychology, the study utilises data from a survey of 500 civil servants across ten provinces and cities. The findings indicate that 72% of respondents express concern over job security, 58% experience family-related stress, while 30% perceive potential career advancement opportunities. Based on these insights, the paper proposes several policy solutions, including improving job security mechanisms, expanding retraining and upskilling programmes, and strengthening psychological counselling and support systems to ensure stability and motivation among civil servants during the transition process.



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## Unleashing the role of women in innovating public governance in Vietnam

*Dr. Phung Thi Quynh Trang, Vietnam Women's Academy; Assoc. Prof. Dr. Tran Quang Tien, Vietnam Women's Academy*

### Abstract

This article examines the pivotal role of women in the process of innovating public governance in Vietnam, particularly within the context of accelerating digital transformation and building a citizen-centric, service-oriented government. The analysis reveals that despite notable progress in gender representation within elected bodies, Vietnamese women remain underrepresented in key leadership positions across the political and executive systems—falling short of their full potential. As digital transformation necessitates a modern, adaptive, multidimensional model of governance anchored in transparency, inclusiveness, and citizen engagement, the imperative to promote women's leadership has become even more critical. The paper argues that women, through their collaborative leadership style, holistic thinking, and gender-sensitive perspectives, constitute a vital driving force for governance innovation and transparency. The study also proposes a set of systemic, breakthrough, and context-specific solutions tailored to Vietnam's institutional framework. These include strengthening legal safeguards, implementing preferential policy mechanisms, and cultivating a supportive political culture—thereby creating an enabling environment for unlocking the full potential of female leadership in the public sector.





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## The Responsibility of Local Leaders in Governance for Sustainable Development

*Dr. Vu Thi Huong Thao, Institute of Leadership and Public Administration, Ho Chi Minh National Academy of Politics*

### Abstract

The world is currently facing numerous environmental, social, and economic challenges, making the demand for sustainable development in public governance increasingly urgent. The trend of modern public governance emphasizes transparency, accountability, stakeholder participation, and long-term effectiveness. Accordingly, the role of local leaders holds a pivotal position, particularly as development objectives must align with sustainability goals. Grounded in the theoretical framework of local governance for sustainable development, this article identifies the role of local leaders in advancing sustainable development objectives and highlights several prominent issues in current governance practices in Vietnam. On this basis, the paper underscores the need to strengthen the responsibility and capacity of local leaders as a prerequisite for ensuring sustainable development at the local level.



# List of Abstracts

## Management by objectives for grassroots cadres and civil servants in the two-tier local government in Vietnam

*Dr. Bui Thi Ngoc Mai, Institute of Leadership and Public Administration Ho Chi Minh National Academy of Politics*

### Abstract

First, this article analyzes the context of the role and work of commune-level cadres and civil servants in the two-tier local government, their limitations, and the requirements for innovating the management of grassroots cadres and civil servants. Next, the article briefly introduces the theory of Management by Objectives (MBO) and explains the reasons for applying this theory to the management of grassroots cadres and civil servants in Vietnam. Subsequently, the article assesses the opportunities and challenges when applying MBO to the management of grassroots cadres and civil servants in the current practical context of Vietnam across various aspects: legal basis; capacity of cadres and civil servants; digital infrastructure and data; public service culture... The final part of the article offers policy implications and some considerations for applying MBO to enhance the effectiveness of managing grassroots cadres and civil servants in Vietnam in the coming period.



# List of Abstracts

## The Adaptability of PAPI, PAR Index, PCI and SIPAS Tools in Developing a Digital-Based Evaluation Framework for Public Administrative Services within the Two-Tier Local Government Model

*Assoc. Prof. Dr. Trinh Van Tung, Institute of Leadership and Public Administration, Ho Chi Minh National Academy of Politics*

### Abstract

This paper aims to provide a comprehensive analysis of the adaptability of four measurement tools – PAPI, PAR Index, PCI and SIPAS – within the context of digital transformation under the two-tier local government model. It further proposes an integrated and adjusted framework for developing a new set of evaluation criteria that align with the digital environment and are applicable to local governments operating within the two-tier structure. The study employs an analytical and synthetic approach to policy documents, comparative examination of existing measurement instruments, and reference to key recommendations on digital governance and online public administrative services at the local level. Through this approach, the paper seeks to contribute to the formulation of an assessment framework that is both scientifically grounded and practically applicable to state management, thereby supporting the objectives of administrative reform and the enhancement of public administrative service quality in Vietnam.



# List of Abstracts

## Diversifying policy tools to improve effectiveness, efficiency, and responsiveness of public governance in Vietnam

*Dr. Nguyen Van Dang, The Institute of Leadership Studies and Public Administration*

### Abstract

One of key features of public governance in contemporary world is that government agencies increasingly operate in complex and interdependent relationships with third party partners. This results in the emerge of a variety of new government tools that increasingly play an important role in public good delivery. As an alternative approach to deal with public problems, the policy tool approach emphasizes the “how” question. From the 1990s, therefore, the tool approach was labeled as “the third generation of policy implementation research” that moved beyond both the top-down and bottom-up approach. In Vietnam, the 13th Party Congress (2021) put a demand on the modernization of the public governance to meet some key criteria such as effectiveness, efficiency, flexibility, and responsiveness. This papers argues that a focus on the choice and use of policy tools might offer new insights in reforming Vietnam’s public governance.



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## Strengthening the Role of Communities in Local/Public Governance in the New Context

*Dr. Trinh Thi Thuy, Institute of Leadership and Public Administration, Ho Chi Minh National Academy of Politics*

### Abstract

This article analyzes the role of communities in local governance in Vietnam from the perspective of multi-actor and substantive democratic governance. Based on the theoretical framework of participatory governance, Arnstein's ladder of citizen participation, and the UNDP's principles of transparency, equity, and accountability, the paper assesses the level and quality of community participation using data from PAPI, PCI, and UNDP reports. The findings reveal that participation remains limited, particularly in policy co-creation and oversight. The paper proposes comprehensive solutions involving institutional improvement, operational innovation, resource assurance, strengthened communication, and tailored approaches for different community groups, with the aim of enhancing the effectiveness, transparency, and sustainability of local governance amid digital transformation and the two-tier local government model.





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## Assessing the Role of Supervisor and Peer Support in Training Transfer in Institutions of Higher Education

*Yaghi Abdulfattah, United Arab Emirates University, Al Ain, Abu Dhabi, United Arab Emirates United Arab Emirates*

### Abstract

**Purpose:** This study focuses on leadership transfer by academic managers in public universities. Motivation to transfer is expected to mediate the relationship between peer and supervisor support (independent variables) and the transfer of training (dependent variable).

**Methodology:** The study sample includes 263 academic managers who completed leadership training programs in public universities. Structural equation modeling is used to test the study model for four hypotheses.

**Findings:** In line with previous findings from different contexts, the study shows that (a) the motivation of academic managers to transfer training mediates between the actual transfer and the two types of organizational support, from peers and supervisors; (b) peer support has a stronger impact than supervisor support on motivation to transfer; (c) training transfer in public universities has a pattern similar to that in other organizations; and (d) the country context does not seem to affect the dynamics of training transfer.

**Implications:** To remain competitive with successful policies, universities need to foster learning environments by effectively engaging those responsible for managing university policies. Applying new leadership knowledge, skills, and abilities is a sophisticated process in which academic managers are not the only stakeholders. Given the nature of the organizational phenomenon, work environments are similar across countries and sectors; therefore, emphasizing the role of national cultural norms and values over the objective needs of the workplace seems problematic.

**Limitations:** Structural equation modeling may not capture all psychological and personal aspects of transfer; therefore, triangulation methods can be useful. The competition in higher education is increasing, and it is recommended to compare leadership training transfer in public and private universities.



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## China's AI Strategy as a Model of Digital Transformation in Governance: Implications for the US-China AI Race

Zeng Jinghan, City University of Hong Kong (Hong Kong) (Hong Kong SAR China)

### Abstract

Authoritarian regimes are often perceived as rigid and resistant to change, yet China's approach to artificial intelligence (AI) tells a different story. With the stated ambition of becoming a global AI superpower by 2030, China has actively embraced AI and integrated it into governance, building on earlier state-led experiments in digitalization and big data. This paper examines China's AI strategy as a distinctive model of digital transformation in governance, highlighting how central coordination, bureaucratic incentives, and public-private partnerships drive rapid adoption across sectors such as e-government, smart cities, and public administration. It further explores how China's ambition and governance transformation have generated unease in the United States, contributing to the intensification of the US-China AI race and prompting reflection on the adaptability of America's own governance system. By situating China's AI strategy at the intersection of domestic governance innovation and international competition, the paper offers insights into the evolving relationship between technology, governance, and global power rivalries.



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## Complex state administration confronting the 'organizational factor'. Lessons from public welfare provision in Western Europe

*Bode Ingo, Université de Kassel, Institut für Sozialwesen (Germany)*

### Abstract

Around the globe, governance reforms in contemporary territories of public service provision must deal with complexities that expose policy makers and practitioners to intriguing challenges – keeping in mind that the development of these territories requires adequate institutional designs. This paper contends that – in a context of ever more diversified activities run by increasingly specialized actors – any attempt to carve out such designs should account for what can be referred to as the 'organizational factor' in public management endeavor. Drawing on a comprehensive review of evidence covering different fields of public(ly orchestrated) welfare provision throughout Western Europe, the paper implies that four directions of organizational agency co-exist in that universe and contain different forms of public mission enactment. Understanding related dynamics and their nexus with governance frameworks appears highly relevant when discussing what state administration can deliver in our times – also in countries from the Global South that seek to develop their own approaches to social development and mission-driven public service provision



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## Conceptualizing a technological-enhanced healthcare quality (TEHQ) model

*Timonera Princesita, University (Philippines)*

### Abstract

Using a gap-spotting approach, this study found major flaws in current healthcare quality models: 70% lacked digital integration, and 60% overlooked equity in care access. In response, it introduces the Technologically Enhanced Healthcare Quality (TEHQ) model, defining healthcare as patient-centered, evidence-based, and tech-integrated. TEHQ incorporates AI, Electronic Health Records (EHRs), telemedicine, and Health Information Exchanges (HIEs) to reduce inefficiencies and improve diagnostic accuracy by up to 30%. The model strengthens healthcare quality research by aligning digital innovation with policy, ethical practice, and system readiness, promoting sustainable improvements in equitable and effective healthcare delivery.



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## Emotions, Trust, and Performance Throughout a National Crisis: Empirical Examination During the Iron Swords War

*Buchnik Eyal, University of Haifa (Israel)*

### Abstract

This study aims to examine how emotions during wartime relate with perceptions of governance performance and trust in governance. We examine this question during a national crisis and the Iron Swords War in Israel. Theoretically drawn from studies in public administration, political psychology, and behavioral governance, we focus on the predictive power of positive and negative emotions as central components in the study of governance perceived performance and citizens' trust in governance. Unlike prior rationalist models, it reframes emotions as potential drivers, mediators, and moderators in such relationships. Four alternative models and hypotheses are tested: (1) emotions during crisis directly influence perceptions of governance performance; (2) perceived performance mediates the relationship between emotions and trust; (3) emotions mediate the relationship between perceived performance and trust in governance; and (4) emotions moderate the relationship between perceived performance and trust in governance. The analysis will be based on survey data collected in the years 2023–2024 during the Iron Swords war. We will employ a Structural Equation Modeling (SEM) technique to test alternative models and assess their quality. Implications will be made theoretically, empirically and practically for scholars and policy makers who struggle the relationships with citizens during turbulent times of crises, emergencies and disasters such as, but not limited to, wartimes.





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## Enhancing quality training in the private security sector in south africa: a comparative analysis and strategic framework for sustainable growth

*Dagada Rabelani, Tshisikamulilo azwifaneli, University of South Africa (South Africa)*

### Abstract

The private security sector in South Africa, employing over 2.7 million registered individuals and over 600 000 actively employed security officers, plays a critical role in national safety and socio-economic development. Despite its scale and significance, the industry remains characterised by inconsistent training quality, fragmented oversight, outdated curricula, and limited career development pathways. This paper presents a conceptual and strategic investigation into enhancing training quality in the South African private security sector. It draws on international comparative case studies from the United Kingdom, Australia, and Kenya, and is theoretically grounded in Penrose's Theory of Firm Growth, the Resource-Based View (RBV), Porter's Competitive Advantage Model, and Julia Evetts' theory of new professionalism. Key findings include: (1) lack of a standardised national curriculum; (2) weak regulatory enforcement mechanisms; (3) the absence of Continuous Professional Development (CPD) requirements; (4) limited digital and technological training integration; and (5) lack of formalised career progression structures. By evaluating successful models internationally, the paper proposes a strategic training framework encompassing modular certification, CPD-linked licensing, recognition of prior learning (RPL), and stronger provider accreditation and audit systems. These interventions are aimed at professionalising the industry, improving service quality, and aligning the sector with the Sustainable Development Goals (specifically SDG 8: Decent Work and Economic Growth) and South Africa's National Development Plan. This is a conceptual study based entirely on desktop research. No fieldwork was conducted. Instead, it uses rigorous secondary data analysis and comparative policy review to develop a strategic training framework. The findings and recommendations presented are intended to guide institutional reform and inform future empirical studies. This paper contributes to the broader objectives of a Doctor of Business Leadership (DBL) thesis focused on enabling sustainable growth and legitimacy in South Africa's private security sector. Keywords: Private Security Sector; Training Quality; Professionalisation; Strategic Framework; Evetts; Comparative Analysis; Desktop Research; CPD; Institutional Reform; South Africa.



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## Expected Performance of Citizens and Public Servants on AI-based Future Government: Same Bed but Different Dreams?

*M. Jae Moon, Underwood Distinguished Professor – Yonsei University, Korea South Korea*

### Abstract

As artificial intelligence (AI) becomes increasingly embedded in public sector operations, understanding stakeholder perceptions is critical to guiding responsible and effective AI governance. Building on Moon and Welch's (2005) comparative framework on e-government, this study examines how citizens and public servants in South Korea perceive the expected performance, structural implications, and risks of AI-based government. Using nationally representative survey data from 1,000 citizens and 600 public servants, the study explores differences in expectations regarding administrative values, organizational transformation, decision-making models, and human-AI collaboration. Findings reveal both convergence and divergence: while both groups acknowledge AI's potential to enhance efficiency and service effectiveness, citizens are more optimistic about AI's broader institutional impacts, including its use in judicial and legislative domains. Public servants, conversely, holding a somewhat cautious position and express greater concern about accountability, operational risks, and the preservation of professional discretion. These results highlight the importance of aligning both similar and different perspectives of citizens and public servants in adopting AI in governments.



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## Governance, Income Inequality and Gender Disparity: An Empirical Analysis for Namibia

*De Utpal Kumar, Utpal Kumar De (Department of Economics North Eastern Hill University India)*

### Abstract

The economic growth experienced by many economies over the past few decades has not been inclusive nor benefited these economies in reducing poverty. This paper analyses the inter-relationship among poverty, income inequality, governance, and gender disparities in Namibia using a time series dataset from 1991 to 2020. The analysis reveals a significant long-run relationship between the good governance and poverty reduction as well as between governance and income inequality. However, the ECM result shows that some variables used as governance proxies have insignificant error term ( $et-1$ ) coefficients. The results further show no cointegration between the poverty rate and gender disparities; income inequality and gender disparities, as well as between poverty and income inequality. However, short-run relationships among them are established. The result suggests that for an economy to reduce poverty, it must first deal with governance issues such as control of corruption and improve the government's effectiveness and the rule of law.



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## How can public policy implementation be improved in Africa? An African perspective

*Uwizeyimana Dominique, University of Johannesburg [South Africa] (PO Box 524 Auckland Park 2006 South Africa), University of Johannesburg (South Africa)*

### Abstract

Despite Africa's vast natural wealth, including fertile land, abundant water bodies, rich mineral deposits, oil and gas reserves, and a growing youthful population, many of its citizens continue to face poverty, inequality, and underdevelopment. This paradox points to a critical issue: the persistent failure of effective implementation of public policy in Africa. This study explores what can be done to improve public policy implementation in African countries, using Rwanda, South Africa, Nigeria, and the Democratic Republic of Congo as case studies. Employing a qualitative research methodology, the study draws on a systematic literature review, including electronic and non-electronic published articles and policy documents, to determine the main causes of public policy implementation failures in Africa. The research indicates that while national policies aim to utilise Africa's natural resources for inclusive growth, various socio-economic and political factors hinder their successful implementation. These challenges include a lack of strong political commitment and leadership, which is often characterised by poor governance. Additionally, there is a shortage of skilled managers who are proficient in applying management principles (such as PSDCORB, including monitoring and evaluation) and project management standards (like PMBOK). Other issues that hinder effective policy implementation are weak anti-corruption measures in both the public and private sectors, limited innovation and technology integration, ongoing debt crises, persistent wars and conflicts, and a lack of independence due to continued colonisation. The findings suggest that successful policy implementation in Africa requires independent states, effective leadership, professional policy implementers, and capable developmental states based on good governance.



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## Innovation, policy players and policymaking process: What public leaders in education need to discern about the politics of decolonizing education in South Africa

*Msila vuyisile, University of South Africa (South Africa)*

### Abstract

Public leadership structures need to continually engage with communities in the policymaking process. Critics argue that community participation is essential for policies to be transformative and relevant to the lives of all in society. This interconnectedness enables governments to lay a sturdy foundation for healthy and effective education policies. In many countries, when education policies fail, the lack of involvement of key stakeholders is frequently cited as a contributing factor. Often, unsuccessful reforms reflect a failure by public leaders to accommodate diverse voices in policymaking. Community involvement in both policymaking and implementation is critical for fostering ownership and shared responsibility. The failure of education reforms in South Africa stems from weaknesses in the policymaking process. When the first post-apartheid education system was introduced in 1998, the shortcomings were less about the policies themselves and more about the exclusion of certain stakeholders. Teachers felt sidelined, resulting in policies that proved difficult to implement in classrooms. The findings of this study reveal that public leaders and policymakers must create conditions conducive to collaboration, thereby promoting responsive leadership that embraces diversity and drives change. The study also confirms that public policymaking is shaped by the dynamic interaction among three key factors: the community, the policy, and the future. The success of implementing decolonial education policy depends on the effective alignment of these elements. Keywords Agenda setting; Consent and policy making; Education role-players; Implementation game; Public leadership





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## Producing AI Innovation and Its Value Implications

*Kecskes ambrus, Schulich School of Business at York University (Canada)*

### Abstract

Using novel AI patent data, we document significant production of AI innovation as early as 1990. Then, focusing on publicly traded firms, we show that their AI production is motivated by the mutually reinforcing effect of their innovation capacity and AI exposure. We use corresponding exogenous variation in R&D stock and AI exposure to instrument for AI production. Producing AI creates firm value through a large, permanent decrease in risk (both systematic and idiosyncratic), rather through profitability. Further evidence suggests that AI lowers physical capital intensity and increases bargaining power for producing firms. However, AI production increases future stock returns (roughly 5% per year). Coupled with no evidence of investor learning over three decades, the results suggest that AI innovation is undervalued by investors. We empirically distinguish production of AI innovation from AI adoption, automation, general technology, and other potential confounds.



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## Regulating the Use of Artificial Intelligence in Saudi Government Agencies: Towards Effective Governance

*Alyami dr. Ali, Institute of Public Administration (Saudi Arabia)*

### Abstract

While the use of artificial intelligence tools in government agencies has been increasing to improve public service delivery, it has become imperative to establish a comprehensive legal framework regulating the development and use of these tools to enhance the benefits of these technologies and mitigate their risks. This is one of the targets of the National Strategy for Data and Artificial Intelligence in Saudi Arabia which ranked as the best strategy globally. A key component of this strategy is building a legislative environment that encourages innovation and ensures ethical and responsible use. Saudi Arabia ranks 41st globally in the legislative environment for artificial intelligence, and it aims to be among the best countries with legislation that attracts and stimulates innovation and ethics that ensure responsible use. This highlights the importance of conducting analysis and research to help develop ideal legislation. The public sector is one of the most important sectors targeted for the adoption and use of artificial intelligence. This research focuses on the governance of the use of artificial intelligence in public agencies and current controls, particularly with regard to behaviors related to security and privacy. The research used a descriptive approach to describe the current state of artificial intelligence regulations in general, and with regard to security and privacy controls when using artificial intelligence in the public sector. The study also employed an analytical approach to analyze these ethics in terms of their binding nature and the presence of codified penalties. Since regulating the use of artificial intelligence is a recent development in the international legal arena, the study also relied on a partial comparative approach to draw on global best practices. The study concluded that the legislative framework in the Kingdom for the use of artificial intelligence in the public sector is comprised of ethics and principles that are considered somewhat effective and advanced. Notwithstanding, the study suggests the enactment of comprehensive regulation that ensures optimal use and mitigates risks by establishing clear and strict penalties. Keywords: Artificial Intelligence, Governance, AI Ethics, Legislative Framework, AI Law, Regulation.



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## Regulatory Control and Ethics in Privacy Enhancing Technologies

*Gurtoo Anjula, Malieckal minnu, Dutta jyotirmoy, Indian Institute of Science, Bangalore (India)*

### Abstract

This paper explores regulatory and ethics aspects of digital privacy through a systematic examination of thirty-seven policy and regulation documents. Jurisdiction analysed include the European Union, United States, United Kingdom, Canada, Japan, Australia, Brazil, South Korea, China, India and Singapore. Two questions are explored, namely, 1) the nature of regulatory control for privacy enhancing technologies (PETs) in the digital privacy policies, and 2) the ethics encompassed around the PET policies. The goal is threefold: to map the presence of PETs across jurisdictions, assess the level of regulatory controls on the PETs, and to evaluate the ethical robustness of the selected digital technology policies. Content analysis methodology using NVIVO, highlights USA and European Union leading the technology discussion. The level of regulatory control demonstrates majority of the policies falling under the medium control (strong guidelines and frameworks) on PETs. The ethical assessment framework adapted from Callari et al. (2024), tested micro- and meso-level ethical strengths like autonomy, accountability, fairness, and safety. Together, the ethical and regulatory analyses provide a detailed comparison of PET integration into policy, highlighting gaps and strengths. The analysis aids researcher and policymakers to close gaps and promote a harmonized, privacy-friendly digital ecosystem.



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## Reviewing 30 years of literature on innovation in public services

*Walker Richard, Lingnan University (Hong Kong SAR China); Wu Peiyi, Beihang University (China)*

### Abstract

Using topic modelling, we classify a corpus of 1,217 articles on innovation in public services (1991–2025) into 42 topics. We move between inductively derived topics and key concepts from the literature to integrate scholarship. Three quarters of the identified topics correspond to the key concepts of innovation: types of innovation (topic weight = 20.2%), innovativeness (topic weight = 21.6%) and the innovation process (topic weight = 32.1%). Research on the innovation process has become the dominant focus, supplanting innovativeness after 2005. We present a research agenda consisting of declining topics (e.g. adoption), rising topics (e.g. performance), new topics (e.g. social impact bonds), public service topics (e.g. co-creation), topics with limited attention (e.g. external antecedents) and omitted topics (e.g. discontinuance).



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## South Africa's foreign policy should emphasise regionalisation more than globalisation

*Dagada Rabelani, University of South Africa (South Africa)*

### Abstract

Since its reintegration into the international community after the attainment of democracy in 1994, South Africa has given more attention to creating trade relations with overseas countries than to countries on the African continent. Since then, its economy has been deindustrialising. Yet, if the country wants to create inclusive economic growth, its foreign policy should emphasise regionalisation (African countries) more than globalisation (overseas countries). The purpose of this study was to investigate factors that contribute to the deindustrialisation of the South African economy. Qualitative research methods were used. These included individual interviews, focus group interviews and document collection. 71 interviewees were selected through purposive and convenience sampling. This study yielded the following three major findings: firstly, South Africa's foreign policy put more emphasis to globalisation rather than of regionalisation; secondly, South Africa's foreign policy does not sufficiently facilitate the provision of infrastructure on the African continent; and thirdly, South Africa's foreign policy does not sufficiently facilitate efforts to combat illicit financial outflows from Africa. The country will not be able to reindustrialise its economy while the rest of the continent lags behind. The principal researcher did not employ quantitative data collection methods in this study, which is a limitation. Nevertheless, this study has made some theoretical and practical contributions. Keywords: African infrastructure development; deindustrialisation; global trade; illicit financial outflows; reindustrialisation





# List of Abstracts

## Street-level policy entrepreneurship

*Cohen Nissim, Lavee einat, University of Haifa [Haifa] (Israel)*

### Abstract

This presentation aims to connect the literature of street-level bureaucrats with that of policy entrepreneurship in order to analyze why and how front-line workers can promote policy change in public administration at the individual level. Policy entrepreneurs are individuals who exploit opportunities to influence policy outcomes so as to promote their own goals, without having the resources necessary to achieve this alone. They are not satisfied with merely promoting their self-interests within institutions that others have established; rather, they try to create new horizons of opportunity through innovative ideas and strategies. These persistent individuals employ innovative ideas and non-traditional strategies to promote desired policy outcomes. Whether from the private, public or third sector, one of their defining characteristics is a willingness to invest their own resources – time, energy, reputation and sometimes money – in hope of a future return. While policy entrepreneurs may try to block changes proposed by others, entrepreneurial activities usually seek to change the status quo rather than preserve it. It should be stressed, however, that although the literature has focused mainly on entrepreneurs who have led successful changes in policy, not all policy entrepreneurship ends in success. Finally, policy entrepreneurship is but one form of political participation. It is a process that involves individuals who are willing to take risks, identify policy problems and solutions, and use their political skills and timing to achieve a specified outcome. Based on our previous and current works, we demonstrate how street-level bureaucrats act as policy entrepreneurs in different contexts around the globe to promote policy change and analyze what they think of policy entrepreneurship and what they do about it in practice. We also offer recommendations to decisionmakers to promote street-level policy entrepreneurship, highlighting the benefits of doing so. Lastly, we critically discuss the normative aspects of street-level policy entrepreneurship: ultimately, is it desirable?



# List of Abstracts

## Technical and scale efficiency in Irish public Higher Education Institutions

*Dong Thi Kieu Trang, Hasselt University (Belgium); Zieba Marta, University of Limerick (Ireland)*

### Abstract

This article evaluates both technical efficiency (TE) and scale efficiency (SE) of 16 Irish public higher education institutions (HEIs) over the period 2015–2020. The efficiency factors, such as state grants, type of HEIs, location, age and quality, are also evaluated. The relatively small data sample of public HEIs in Ireland requires the application of a non-parametric DEA. To validate the sampling distribution of conventional DEA efficiency scores, this research applies homogeneous-bootstrap (HB) DEA. A two-stage double-bootstrap (DB) DEA analysis is also employed to investigate the impact of potential environmental factors on the robust technical efficiency scores in the second stage regression. The findings suggest that the conventional DEA overestimates technical efficiency for Irish HEIs, and that for the preferred DB DEA, the average technical efficiency of HEIs ranges between 83% and 93% with TE scores increasing over time. HEIs are also found to be scale inefficient, further inferring that the productivity of HEIs will result to a greater extent from SE rather than pure TE improvements. We also find that whilst the public grants do not seem to affect the efficiency of HEIs, the larger public universities in Ireland are more technically efficient than smaller institutes of technology. However, the quality, as measured by the share of high-paid staff, has a positive effect on TE scores of Irish HEIs. We also find that the underfunding of Irish universities leads to a greater trade-off between their efficiency levels and university ratings. At the same time, HEIs located in regions with lower GDP should be supported more. Based on these findings, several policy implications are discussed.



# List of Abstracts

## Technology integration and the evolving role of frontline security officers in south Africa: a conceptual review

*Dagada Rabelani, University of South Africa (South Africa)*

### Abstract

The private security sector in South Africa is undergoing a significant transformation driven by rapid technological advancements. This article offers a conceptual review of how digital integration is reshaping the roles, responsibilities, and skill requirements of frontline security officers. Drawing from interdisciplinary literature in security studies, technology adoption, and workforce development, the study proposes a conceptual framework linking technological evolution to occupational change. Key theoretical models—including the Technology Acceptance Model (TAM), Human Capital Theory, and PESTEL analysis—are used to explore the drivers, constraints, and institutional dynamics influencing this transformation. The study reveals that frontline security officers are shifting from traditional guarding functions to roles that require operating advanced digital tools such as surveillance drones, biometric systems, and AI-enabled platforms. Despite the proliferation of technology, the sector faces significant barriers including digital illiteracy, outdated training curricula, institutional resistance, and fragmented policy implementation (Van Staden, 2024). Environmental and regulatory factors further influence how technology is adopted across diverse operational settings. Crucially, the study identifies a risk of digital exclusion, especially among older and low-literacy officers, underscoring the need for inclusive and accessible training interventions. This study concludes that digital transformation in the private security sector is both necessary and disruptive, demanding a coordinated response from industry stakeholders. Sustainable technology integration depends not only on the availability of tools but also on systemic investment in digital skills development, institutional support, and regulatory alignment. The proposed conceptual framework highlights the complex interplay between technological affordances, human capital alignment, institutional culture, and macro-environmental forces. If guided by sound strategy and inclusive practices, South Africa's private security sector holds the potential to become a global model of ethical and effective digital transformation in the Global South. Keywords: Private security, technology integration, workforce transformation, digital skills, conceptual review, workforce transformation, South Africa, TAM, PESTEL, human capital theory.



# List of Abstracts

## The effect of social media participation on government performance: the moderating role of social capital

Kim min-Hyu, Dongguk University (South Korea)

### Abstract

Vietnam's population reached over 100 million people in 2024, of which more than 70 percent were active social media users. In particular, over 90 percent of Vietnamese internet users used Facebook (Meta), making the international platform the leading social media channel in the economy. In participatory governance theory, (i) deliberative information exchange, (ii) stakeholders' authority over policy decisions, and (iii) the formality of deliberative groups result in improved policy outcomes (Baldwin, 2020). The theory also suggests that the effects of participatory governance accumulate over time. This study applies the theoretical framework of participatory governance to examine the moderating effect of social capital (Putnam, 2020)—trust, norms, and networks—on the effect of social media participation on government performance. The data for this study come from the 2017–2021 World Values Survey Wave 7. There appears to be sufficient time to analyze the data before presenting at the conference scheduled for October 22–23. First, if we find that active social media participation has a positive influence on government performance, we can suggest that governments should actively incorporate citizen feedback gathered through social media into the policymaking process. Second, if the effect of social media participation is found to be stronger when social capital is high, the findings of this study will imply that governments should strive to become more trustworthy, rule-abiding, and well-connected through strong social networks. In particular, examining how the moderating effects of trust, norms, and networks vary respectively could yield meaningful policy implications. The findings of this study are expected to provide practical policy implications for governments around the world, while also offering empirical evidence to test and extend the theory of participatory governance, highlighting this study's academic importance.





# List of Abstracts

## The impact of telecommunication regulatory overreach to economic development

*Dagada Rabelani, University of South Africa (South Africa)*

### Abstract

Telecommunication plays a fundamental role in economic development, which is why it attracts the attention of policymakers all over the world and also in South Africa. A literature review shows that while other emerging markets liberalised their telecommunications sectors, South Africa did the opposite. This was confirmed by the findings of the fieldwork done for this study. The purpose of this study was to investigate the impact of telecommunications public policy on the deindustrialisation of the South African economy in general and digital transformation in particular. The study used qualitative data collection methods (i.e. interviews and document collection). Purposive and convenience sampling were used to select participants. 17 participants were interviewed. An analysis of the collected data yielded five major findings. Major tenets of these findings are that the telecommunications sector in South Africa is overregulated; and that regulatory overreach negatively affects economic development, digital business, and digital transformation. In addition to a significant recommendation as part of the concluding remarks, this study makes important theoretical contributions in the following fields – public policy, development economics, and digital transformation.





# List of Abstracts

## The Impact of Urban Green-Leisure Spaces on Land Prices: A Machine Learning Perspective in Chinese Counties

Wang Zining, Kyushu University (Japan); Zhu Pengyu, Hong Kong University of Science and Technology (Clear Water Bay Kowloon Hong Kong Hong Kong SAR China)

### Abstract

Rapid urbanization in China has intensified the need to balance economic growth with sustainability. Urban green-leisure spaces (UGLSs) are essential for enhancing livability and land value, yet their nonlinear effects on land prices remain understudied. This study applies machine learning methods, including XGBoost and the innovative Spatial BiTransGCN, to analyze 2.6 million land transactions across China from 2000 to 2022. Results reveal that accessibility to UGLS has a strong positive effect within 1.7 km, with diminishing land price benefits as distance increases, supporting the “15-minute green city” concept. Significant spatial heterogeneity is observed: first-tier cities show saturation effects, new first-tier and second-tier cities benefit from increased UGLS accessibility, while smaller cities experience negative impacts. This research underpins dynamic simulation tools to help governments predict green space impacts on land prices and guide urban planning.



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## The perceived influence of south africa's labour public policy on the deindustrialisation of the economy

*Dagada Rabelani, University of South Africa (South Africa)*

### Abstract

The South African economy has been deindustrialising since the 1960's and the situation has escalated rapidly since the attainment of democracy in 1994. Among others, the escalation was caused by the reintegration of South Africa into the global markets. Efforts by government to reindustrialise the economy have not succeeded. During deindustrialisation many workers lose their jobs and the unemployment rate increases. The purpose of this study was to investigate the impact of labour public policy on the deindustrialisation of the country's economy. The study employed qualitative research methodology and the following data collection methods were used: individual interviews, one focus group interview, and document collection. The fieldwork yielded three major findings: firstly, collective bargaining discourages foreign direct investment; secondly, a minimum wage regime discourages foreign direct investment; and thirdly, labour public policy encourages prolonged and violent strikes. The following three recommendations were made to stakeholders: that public policy measures that would mitigate frequent, prolonged or violent industrial actions be implemented; and that public policy measures that would enable substantial job creation and reindustrialisation be undertaken. Recommendations were also made regarding future research. This study made some theoretical and practical contributions. The fact that this study only employed qualitative data collection methods can be seen as a limitation.



# List of Abstracts

## The Trust Paradox: Street-Level Informal Resources and Citizen Trust

Lavee Einat, Cohen Nissim, University of Haifa [Haifa] (Israel)

### Abstract

The inherent nature of trust in the relationship between the state and society is well-documented in the public administration literature, where it is recognized as the foundation of the connection between institutions and society (Nyhan, 2000; Schmidhuber, Ingrams & Hilgers, 2021; Van de Walle & Bouckaert, 2003; Wang & Wan Wart, 2007; Yang, 2005). A range of studies has explored various aspects of public trust in public administration institutions, including the factors influencing its development (Wang & Wan Wart, 2007), the impact of trust on the performance and functioning of public administration (see e.g., Mizrahi, Vigoda-Gadot & Cohen, 2009; Yang & Holzer, 2006), and the characteristics of public servants that may increase citizens' trust in public organizations (see e.g., Riccucci, Van Ryzin & Lavena, 2014). Other studies have emphasized the importance of trust that public officials have in citizens (Yang, 2005) and within public organizations (Oomsels & Bouckaert, 2014). In the context of street-level bureaucrats (SLBs) trust appears to be a critical element (Davidovitz & Cohen, 2022a; 2022b; 2022c; Senghaas, Freier & Kupka, 2019). SLBs' trust in clients is essential, as decisions about eligibility, resource allocation, and service intensity often depend on the perceived honesty and cooperativeness of the client. When SLBs distrust clients they may respond defensively, altering how they implement policy and even bending rules to mitigate perceived risks to themselves or the system (Davidovitz & Cohen, 2022a). Recent studies go so far as to identify trust as a factor linked even to SLBs' willingness to risk their lives for clients (Cohen, 2022; Cohen et al., 2024). One main reason that trust is so important in the work of SLBs is their considerable discretion when interacting with clients (Thomann et al., 2018; @@). While these interactions are central to public service delivery, they are often fraught with complexity. Clients bring diverse experiences shaped by socio-economic status, prior encounters with public services, and perceptions of fairness and transparency (Barnes & Henly, 2018). Many feel marginalized and powerless, especially when faced with bureaucratic language, cultural or educational barriers, and the discretionary power wielded by SLBs (Mazelis, 2017; Raaphorst & Groeneveld, 2019). On the other side, SLBs operate under institutional constraints – limited resources, heavy caseloads, and the challenge of balancing rigid procedures with the need for empathy (Holler & Tarshish, 2024). Their perceptions of clients' worthiness, along with personal biases, further influence how services are delivered (Jilke & Tummers, 2018; Raaphorst, N., & Walle, 2018). This complexity has intensified with the establishment of New Public Management (NPM) and its practices (ref.). In the last decades, formal services have been insufficient or dehumanizing in most public bureaucracies (ref), where trust in governments and public officials is not high (). Given that SLBs will always face limited resources, do their practices strengthen or reduce citizens' trust in public bureaucracies? And if so, how? One tentative answer is that SLBs may build trust with citizens by offering personal resources, thereby strengthening citizens' trust in public bureaucracies. Such support can convey dignity, responsiveness, and moral solidarity. By providing their own personal resources, SLBs signal to clients that they are worthy and valued, potentially enhancing the relational dimension of public encounters and fostering trust. This explanation also has a theoretical grounding. According to Social Exchange Theory (Alford, 2002), interactions between clients and public agents are based on reciprocal give-and-take, involving not only material but also symbolic goods (Alford, 2009). SLBs' use of such practices is expected to increase clients' trust because such gestures are often interpreted as signs of care, personal commitment, and moral recognition. However, will SLBs consider providing such personal resources? Lately, the literature reveals that most SLBs do provide informal resources (IFRs) to their clients. IFRs are personal resources that go above and beyond the official requirements of their role, and are provided to clients by utilizing the workers' capital (Lavee, 2022a). These resources include emotional support, material aid (e.g., food, clothing, money), flexible administrative accommodations, and personal time investment – often provided after hours or off duty (Lavee, 2021). Unlike formal resources, which are allocated according to standardized rules and eligibility criteria, informal resources are discretionary and rely on the SLB's own initiative, values, and capacity to help (Mutereko & Chitakunye, 2014). Such behaviors involve the adjustment of the policy that is being implemented to meet the clients' needs (Tummers et al., 2015). This phenomenon, extensively documented in various policy domains and institutional context (Cohen et al., 2023; Davidovitz et al., 2023; Lavee and Cohen, 2025), is part of SLBs' attempts to compensate for institutional shortcomings under conditions of resource scarcity, increasing workload, and policy rigidity (Lavee, 2022b). Moreover, while studies on IFRs (Dubois 2016; Lavee 2022a) focused on SLBs' motivations, their unintended effects on clients remain largely overlooked. The central goal of this article is to examine the role of IFRs in establishing trust between SLBs and their citizen-clients. Do SLBs believe that providing IFRs to citizens fosters greater trust? If so, why? Furthermore, we examine whether these IFRs actually impact citizens' trust in public bureaucracies and explore the reasons behind such effects. If there is a variation in perceptions held by clients-citizens, we aim to extricate the mechanism explaining its origins and consequences. For this purpose, the study draws on two qualitative samples. The first includes 240 Israeli SLBs from the welfare, education, and health sectors. The second includes 320 low-income clients who met predefined criteria related to economic hardship and service use. This dual-sample design is central to the study's methodology, enabling a comparative analysis of SLBs' intentions and clients' perceptions. The systematic analysis of SLB-client interactions makes a twofold contribution to the literature. First, the study contributes to public administration scholarship by examining how frontline practices shape or erode citizens' trust in public institutions under conditions of chronic resource scarcity. It emphasizes the role of discretion and informal practices in mediating perceptions of state legitimacy. Second, the study advances the street-level bureaucracy literature by integrating both clients' and workers' perspectives to uncover how trust is built – or broken – in everyday encounters. This dual lens offers a more nuanced understanding of the relational dynamics that emerge in frontline service provision and their broader implications for governance.



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## Understanding Government Employees' Preferences for Generative AI

*Zhang Youlang, Renmin University of China = Université Renmin de Chine (China)*

### Abstract

Government employees' attitudes toward new technologies directly impact organizational performance and the effectiveness of public policy implementation. However, little is known about their perceptions of the rapidly expanding use of generative artificial intelligence (AI) in the public sector. Drawing on the Technology Acceptance Model (TAM), we investigate how specific design features of generative AI systems shape employee preferences. Two conjoint experiments—one involving a nationally representative online panel of 666 Chinese government employees and another with 285 Master of Public Administration students—reveal a strong preference for systems that (1) are deployed on local servers, (2) integrate seamlessly with internal data, (3) are developed by domestic firms, and (4) offer prompt technical support. Additional analyses show that these preferences are primarily mediated by perceived usefulness, ease of use, and perceived risk. Moreover, the relative importance of each design feature shifts according to the automation potential of the task. These findings deepen our understanding of digital technology adoption in government and provide actionable insights for designing AI solutions tailored to the needs of the public sector.





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## Violent extremism in the sahel: Selected case studies

*Mlambo Halalisani, University of Johannesburg (South Africa)*

### Abstract

This chapter examines the causes, implications, and potential efforts to address violent extremism in the selected Sahel countries. Since gaining independence in the 1960s, many countries in the Sahel have experienced violent extremism due to the confluence of weak and illegitimate governance systems, economic decline, and the worsening effects of climate change. Violence, conflict, and crime have surged over the last decade, transcending national borders and posing significant challenges to countries both in and outside the region. The Sahel has become a hub of violent extremist activity, in addition to governance and security weaknesses conducive to jihadist groups. Consequently, several persons have been forcibly displaced due to these challenges in some countries in the region. Employing the social contract theory and an in-depth literature review analysis, this chapter argues that Violent extremist organizations have not only facilitated deteriorating humanitarian conditions but have also exploited the weakened security and governance systems to take over some parts of the region. As a result, the porosity of borders, easy access to weapons, and spatial proximity to states already affected by transnational violent extremist groups further facilitate the infiltration of Violent extremist actors.





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## Measuring the relationship between national governance and entrepreneurial entrepreneurship at the global perspective

*PhD Cuong Tat Do, Depute General Director, Department of Scientific Management, Ho Chi Minh National Academy of Politics*

### Abstract

This paper explores the relationship between national governance and entrepreneurial activity globally, using a combined dataset from the World Bank's Worldwide Governance Indicators (WGI) and entrepreneurship data from the Global Entrepreneurship Monitor (GEM). The Generalized Method of Moments (GMM) is used to estimate a dynamic panel model, controlling for endogeneity and dynamic lags in the data. The analysis covers 85 countries from 2009 to 2020, with the dependent variable being Total Early-stage Entrepreneurial Activity (TEA) from GEM, and the main independent variables being six governance indicators from WGI, including Government Effectiveness, Control of Corruption, and Political Stability. The results show that national governance has a positive and statistically significant impact on entrepreneurship, with the estimated coefficient for Government Effectiveness reaching 2.45 ( $p < 0.01$ ), implying that a standard unit improvement in this index can increase TEA by 12%. Control variables such as GDP per capita and education level also play a positive mediating role. The study highlights policy implications, recommending that governments prioritize governance reforms to promote sustainable entrepreneurship ecosystems. These findings contribute to enriching institutional economic theory and provide an empirical basis for global economic development strategies.



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## Local Governance in Urban Administrative Units in Vietnam

*Dr. Thieu Thi Thu Huong, Institute of Leadership and Public Administration, Ho Chi Minh National Academy of Politics*

### Abstract

In the contemporary context, urban governance in Vietnam is undergoing profound transformations, reflecting a fundamental shift in the role of the state and in modes of urban development. Traditionally, urban government was conceived as a centralised politico-administrative apparatus responsible for almost all public service delivery. Today, however, the notion of governance has evolved into a multi-actor network in which urban authorities act primarily as coordinators and negotiators among diverse stakeholders, including businesses, civil society organisations, and citizens. This paper analyses key issues of local governance within Vietnam's urban administrative units amid the ongoing administrative consolidation and the restructuring of local government into a two-tier model. It identifies major challenges confronting urban local governance—such as institutional fragmentation, capacity constraints, and limited citizen engagement—and proposes policy solutions aimed at enhancing the effectiveness, inclusiveness, and adaptability of urban governance in Vietnam's evolving administrative landscape.



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## Innovation Culture in the Provision of Digital Public Services

*Dr. Nguyen Thi Ha, Institute of Leadership and Public Administration, Ho Chi Minh National Academy of Politics; MA. Nguyen Dinh Quy, Office of Ho Chi Minh National Academy of Politics – Hue Campus*

### Abstract

In the digital era, the provision of digital public services (DPS) plays a pivotal role in building and developing a digital government, directly impacting public governance effectiveness as well as the satisfaction of citizens, enterprises, and organizations. For DPS delivery to be effective, public agencies must not only focus on technological infrastructure, institutional frameworks, and digital human resources but also cultivate an innovation culture within their organizations. An innovation culture serves as a foundation that encourages public sector personnel to propose and implement new ideas for service provision in a digital environment. This, in turn, facilitates the sustainable integration of DPS into society, contributing to the establishment of a modern, effective, and citizen-oriented public administration. This paper analyses the concept and role of innovation culture in DPS delivery, identifies the challenges and difficulties in fostering such a culture, and proposes practical solutions to develop an innovation culture within public agencies. These strategies aim to enhance the quality and effectiveness of digital public services in Vietnam under the evolving socio-technical context.



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## Applying Low-Code Digital Platforms in Government Organization and Operations: Opportunities and Emerging Challenges

*Dr. Pham Ngoc Huyen, Institute of Leadership and Public Administration, Ho Chi Minh National Academy of Politics*

### Abstract

In the context of the Fourth Industrial Revolution and global digital transformation, low-code platforms have been increasingly adopted by various countries as a tool to drive innovation in public administration. Low-code solutions enable rapid application development, reduce reliance on traditional programming languages, lower costs, and enhance flexibility and efficiency in delivering public services. They are particularly suitable for users without deep expertise in information technology. This paper focuses on the theoretical foundations of low-code, examines international experiences, and evaluates the current application of low-code platforms within government organization and operations. Using document analysis, literature review, comparative methods, and descriptive statistics from official reports, the study identifies both opportunities and challenges associated with low-code adoption in government settings. The findings suggest that low-code platforms can play a significant role in administrative reform, improving service delivery efficiency, and fostering citizen engagement. However, risks remain, particularly regarding security, system integration, and alignment with existing institutional frameworks. The paper concludes by proposing policy recommendations to promote the effective application of low-code platforms, contributing to the development of a modern, transparent, and citizen-centric public administration.



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## Bridging the Digital Divide in the Provision of Online Public Services at the Local Level in Vietnam

MA. Vo Thi Hue, Ho Chi Minh National Academy of Politics; Dr. Nguyen Huu Hoang, Ho Chi Minh National Academy of Politics

### Abstract

The “digital divide” has emerged as a pressing issue, exerting negative impacts on the realization of sustainable development goals and national governance in the digital era. Drawing on data from the Provincial Governance and Public Administration Performance Index (PAPI), which surveyed 18,894 citizens nationwide, along with recent scholarly publications, this paper assesses disparities in accessing and utilizing online public services across different social groups and proposes policy implications. The findings indicate that Vietnam’s digital divide is structural in nature, shifting from disparities in access to technology to gaps in digital skills and the effectiveness of application use. To narrow the digital divide in Vietnam, the paper emphasizes the need for strong investment in digital infrastructure, policy frameworks tailored to the country’s realities and local identities, and effective implementation, together with improvements in citizens’ digital capacities, particularly among disadvantaged groups.





# List of Abstracts

## Ensuring digital access for vulnerable groups in the process of building e-government in Vietnam

*Assoc. Prof. Dr. Nguyen Hai Thanh, Ho Chi Minh National Academy of Politics*

### Abstract

The article analyzes and proposes digital governance solutions at the commune level to ensure digital access for vulnerable groups in building digital government in Vietnam. Drawing on PAPI reports, digital infrastructure data, VNeID identification, and legal documents, the study examines the status of infrastructure, online public services, and barriers affecting the elderly, persons with disabilities, ethnic minorities, and informal workers. Findings indicate that despite rising internet usage and expansion of fully online services, a digital divide persists across regions, ethnicities, and social groups due to complex procedures, unfriendly interfaces, requirements for original documents, and unstable data interoperability. In response, the article suggests solutions such as designing services around life situations, establishing direct support points at communes, interconnecting commune province data under the principle of minimum data, ensuring digital security and ethics, and piloting interventions with priority groups monitored by a digital equality index. The study underscores the crucial role of communes in digital government, offering evidence-based directions to narrow the digital divide and guarantee equitable access for vulnerable groups.



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## Local Governance in Connection with Digital Transformation, Green Growth, and Sustainable Development: International Experiences and Policy Implications for Vietnam

*Assoc. Prof. Dr. Hoang Van Nghia, Director General, Department of International Cooperation, Ho Chi Minh National Academy of Politics; PhD Candidate Truong Thi Diep, Senior Lecturer, Deputy Head, Faculty of State and Law, Da Nang City School of Politics*

### Abstract

In the context of globalization and the fourth industrial revolution, the explosive development of digital technology, Internet of Things (IoT), Big Data, Cloud computing, artificial intelligence (AI), and Blockchain, etc. have been fundamentally changing production methods, lifestyles and social governance models, and at the same time becoming the central force promoting socio-economic development, innovation and effective governance of each country and all of humanity. The Party and State of Vietnam are implementing a series of strategic policies, especially Resolutions 57, 59, 66, 68, etc. with the goal of green economic growth, double digits, sustainable development, etc., which more than ever requires a breakthrough in public policy thinking and effective governance. The article analyzes international policies and good practices, including China, Japan, and Singapore, thereby proposing policy implications for strengthening effective local governance associated with the implementation of two-level local government, digital transformation, green, fast and sustainable growth and development in Vietnam today.



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## Digital Transformation to Meet Public Service Delivery Requirements in the Two-Tier Local Government Model: The Case of Hue City

*Dr. Phan Tien Ngoc, Deputy Chief of Office, Ho Chi Minh National Academy of Politics; MA. Nguyen Dinh Quy, Office of the Ho Chi Minh National Academy of Politics – Hue Campus; MA. Nguyen Diem Huong, Department of International Cooperation, Ho Chi Minh National Academy of Politics*

### Abstract

To effectively implement digital transformation that meets the operational requirements of the current two-tier local government model, local authorities must restructure their governance systems toward comprehensive digitalisation, positioning the government itself as an integrated digital platform. This shift represents an inevitable trend, enabling local governments to deploy holistic, interconnected, and seamless digital transformation strategies that enhance the efficiency of public service delivery for citizens and businesses alike. Furthermore, the transition to a two-tier local government structure (provincial and communal levels) introduces new dimensions in the roles, responsibilities, and modalities of digital public service provision. It requires local authorities to rethink their approaches, mindsets, and transformation methods to ensure digitalisation effectively supports the new governance model. This paper analyses the case of Hue City as a representative example of local digital transformation in Vietnam, examining its institutional adjustments, digital service integration, and governance innovations. The study provides insights into how two-tier local governments can leverage digital transformation to enhance administrative efficiency, citizen satisfaction, and sustainable local governance.



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## **Strengthening the integration between national defense- security and socio-economic development in the context of digital transformation: international experiences and policy implications for Vietnam**

*Assoc. Prof. Dr. Doan Trieu Long, Academy of Politics Region III*

### **Abstract**

This paper analyzes the dialectical relationship between national defense-security and socio-economic development in the context of global digital transformation. Based on a synthesis of experiences from several representative countries such as China, South Korea, and Switzerland, the study derives lessons applicable to Vietnam's conditions, emphasizing the necessity of integrating the national digital economy development strategy with strategies for ensuring national defense, cybersecurity, and digital sovereignty. Accordingly, the paper proposes several policy implications aimed at strengthening the close linkage between development and the safeguarding of the Fatherland in the digital era.



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## Improving the evaluation criteria for the governance effectiveness of commune-level people's committees in Vietnam

*Dr. Nguyen Quynh Nga, Academy of Public Administration and Governance*

### Abstract

Starting in July 2025, Vietnam will launch a major reform of its state administrative system by adopting a two-tier local government model. This change requires redefining the role of commune-level authorities, giving them a new scale and position within the government structure. As a result, there is an urgent need to develop clear and effective criteria for evaluating the performance of Commune-level People's Committees (CPCs). Drawing on modern public governance theory and international best practices, this article introduces two evaluation models: (1) Composite Index Model – includes five key groups of criteria and 15 weighted indicators, enabling a measurable assessment of governance performance; (2) Balanced Scorecard (BSC) Model – built around four pillars: citizens and organizations, internal processes, learning and development, and financial management. This model helps turn strategic goals into actionable metrics. A key innovation of this research is the integration of both qualitative and quantitative factors in the evaluation process, with a strong focus on citizen satisfaction and the commune-level government's ability to innovate and embrace digital transformation.





# List of Abstracts

## Digital Transformation and the Adoption of E-Invoices among Small and Medium Enterprises: Opportunities and Challenges

*MA. Pham Huyen Trang, Institute of Leadership and Public Administration, Ho Chi Minh National Academy of Politics*

### Abstract

Digital transformation is considered one of the important pillars contributing to Vietnam's advancement into the digital era. It is a comprehensive process of integrating digital technologies into all aspects of organizations, enterprises, and society, fundamentally transforming operational methods, business models, and creating new value. Digital transformation is not merely about digitizing documents; it is also a profound shift in mindset, culture, and work processes, directed towards optimizing efficiency, enhancing competitiveness, and improving adaptability in the digital age. Concurrently, digital transformation also promotes the adoption of e-invoices in small and medium-sized enterprises (SMEs), helping to save costs, reduce storage space, and increase connectivity and data sharing with relevant stakeholders. However, alongside these opportunities, businesses still face many challenges such as limitations in the quality of information system, quality of technology infrastructure, service quality, institutional framework, support from leadership, and the ability to adapt to the new requirements of the digital environment.



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## Applying Self-Determination Theory to Enhance Civil Servants' Job Satisfaction in the Reorganization of Vietnam's Public Administration

MA. Tran Thu Trang, Institute of Leadership and Public Administration, Ho Chi Minh National Academy of Politics

### Abstract

This paper applies Self-Determination Theory (SDT) (Deci & Ryan, 1985, 2000) to analyze the psychological factors influencing the job satisfaction of civil servants within Vietnam's public administration. Drawing on a review of both international and domestic research, the study highlights that three fundamental psychological needs—autonomy, competence, and relatedness—form the basis for intrinsic motivation and job satisfaction. In the Vietnamese public administration context, characterized by strong hierarchical authority and rigid administrative procedures, fulfilling these needs often encounters obstacles such as inflexible management mechanisms, limited positive feedback, and restricted personal decision-making authority. The paper proposes SDT-informed strategies to enhance civil servants' satisfaction: (1) strengthening professional autonomy through clear delegation and empowerment; (2) improving perceived competence via targeted training, constructive feedback, and recognition of work outcomes; (3) reinforcing social connectedness within organizations through a collaborative culture, supportive leadership, and open communication. Applying SDT principles not only fosters intrinsic motivation and job satisfaction but also contributes to building a professional, effective civil service oriented toward citizen-centered governance—the core objective of ongoing public administration reform and digital transformation in Vietnam.



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## The role, requirements, and challenges of decentralization in local governance: The case of Ho Chi Minh city

*Dr. Le Thi Anh Dao, Academy of Politics Region II*

### Abstract

Building and perfecting the Vietnamese socialist rule-of-law state of the people, by the people and for the people, is an urgent requirement arising from real life, especially in the context of the new development era – the era of the Vietnamese nation's rise. In particular, innovation in the organization and operation of the state apparatus is an important orientation. One of the key contents that the Party and State of Vietnam have identified: decentralization of power between the central and local levels, between local government levels, is the most fundamental and core issue in innovating and perfecting the state apparatus organization. Innovation and reform of the state apparatus must not only be carried out in central state agencies, but also must be carried out synchronously with local governments at all levels, ensuring the unity, continuity, effectiveness, and efficiency of the state administrative system from the Central to the grassroots level.



# List of Participants

Last name (A-Z)	First name	Affiliation
Bui	Thi Ngoc Mai	Institute for Leadership Studies and Public Administration, HCMA
Chu	Thanh Tuan	RMIT Vietnam, AVSE Global
Dao	Thuy	IPAG Business School, France & AVSE Global
Dominique	Uwizeyimana	University of Johannesburg, South Africa
Duong	Trung Y	Ho Chi Minh National Political Academy
Dutta	Jyotirmoy	Indian Institute of Science, Bangalore, India
Fenies	Pierre	Paris-Panthéon-Assas University, France
George	Bert	City University of Hong Kong, Hong Kong SAR
Gurtoo	Anjula	Indian Institute of Science, Bangalore, India
Halalisani	Mlambo	University of Johannesburg, South Africa
HO	Tat Kei Alfred	City University of Hong Kong, Hong Kong SAR
Hoa	Truong Cong Hoa	Director APAG Branch in HoChiMinh City
Hoang	Anh	Ho Chi Minh National Political Academy
Hoang	Van Nghia	Ho Chi Minh National Political Academy
Hoang	Cao Thang	Director, HacThanh ward Center for Public Service delivery, Thanh Hoa Province
Hoang	Van Hoan	Department for Provincial Political School Affairs, HCMA
Huyen	BUI Van	Ho Chi Minh National Political Academy
Ingo	Bode	University of Kassel, Germany
Le	Van Loi	Vietnam Academy of Social Sciences



# List of Participants

Le	Van Chien	Ho Chi Minh National Political Academy
Luu	Van Quang	Vice Director, Academy for Journalism and Communication
Malieckal	Minnu	Indian Institute of Science, Bangalore, India
Nguyen	Xuan Thang	Ho Chi Minh National Academy of Politics (HCMA), and Central Council for Theoretical Studies, Vietnam
Nguyen	Manh Hung	Ho Chi Minh National Political Academy
Nguyen	Viet Thao	Central Committee for Theoretical studies
Nguyen	Ngoc Quynh	Thac Ba Commune Secretary General, Chairman of People's Council, LaoCai Province
Nguyen	Huyen Hanh	Institute for State Organisation Science and Labour, Ministry of Home Affairs (MoHA)
Nguyen	Hung Dung	Thien Loc Commune' Member of Party Standing Committee, Vice Chairman of People's Committee, Hanoi
Nguyen	Chi Thanh	Dean, Department of Pedagogy, College of Education, Hanoi National University
Nguyen	Thi Minh Hien	Dean, Department of Public Relations, Academy for Journalism and Communication
Nguyen	Truong Thang	Director General, Institute for Information Technology, Vietnam Academy of Science and Technology (VAST)
Nguyen	Nhat Quang	Vietnam Software & IT Services Association (VINASA)
Nguyen	Thanh Binh	Dean, Department for Leadership studies and Public Administration, Political Regional Academy I
Nguyen	Duc Khuong	EMLV Business School, France & AVSE Global
Nguyen	Thi Thu Tra	CNAM, France & AVSE Global
Nguyen	Tien Viet	The London School of Economics àn Political Science (LSE), United Kingdom & AVSE Global





# List of Participants

Ongaro	Edoardo	Open University, UK
Pham	Ngoc Huyen	Institute for Leadership Studies and Public Administration, HCMA
Tran	Thi Thanh Thuy	Ho Chi Minh National Political Academy
Tran	Quang Dieu	Center for Technology and Digital transformation, HCMA
Tran	Phuong Tra	Audencia Business School, France & AVSE Global
Trinh	Van Tung	Institute for Leadership Studies and Public Administration, HCMA
Truong	Thi Hong Ha	Department of General Research; Central Commission for Internal Affairs
Tue	Doan Huu	My-Viet International Group
Vuyisile	Msila	University of South Africa
Zeng	Jinghan	City University of Hong Kong, Hong Kong SAR
Zhang	Youlang	Renmin University of China, China



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# Guideline for Participants

**Conference dates: 22 - 23 October, 2025**

- 7:30 – 21:30 (Vietnam time, GMT+7), Wednesday, 22 October 2025
- 8:00 – 11:00 (Vietnam time, GMT+7), Thursday, 23 October 2025

**Conference Venue: HO CHI MINH NATIONAL ACADEMY OF POLITICS**

Địa chỉ: 419 Hoàng Quốc Việt, Nghĩa Đô, Hà Nội

Address: 419 Hoang Quoc Viet (or: 135 Nguyen Phong Sac), Nghia Do Ward, Ha Noi or





# Guideline for Presenters

Please send your presentation slides to us ([vs1p2025@sciencesconf.org](mailto:vs1p2025@sciencesconf.org)) before the presentation day as a backup plan.

Your presentation material will be loaded on the conference computer in advance. Just in case you have some changes in the last minute, please prepare your USB with your slides and send it to the host.

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# Guidelines for Session Chairs

Your role is vital in **keeping the session running on time and ensuring that every presenter gets a fair hearing**. Please follow the steps below during your session:

1. Briefly introduce the audience to the topic of the session, the titles of papers and the presenters.
2. Keep the session to time. Each presentation is generally allowed **7-10 minutes**. Each Q&A discussion is allowed up to **5 minutes**.
3. Monitor the questions coming in and facilitate the interaction between the audience and the presenters. If there are not many questions, feel free ask some of your own. Where appropriate give feedback to individual presenters in the spirit of encouraging improvement in presentation.
4. Wrap up the session by summarizing the key insights across the papers of your session.



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