



# Organization And Activities Of Provincial Professional Agencies In Hai Phong City

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## ARTICLE INFO ABSTRACT

In the trend of innovation in state management thinking associated with public sector reform, the focus is on innovating the organization and operation of the state administrative system, which is truly the driving force and lever for economic development in local society. This article studies the organizational innovation and operations of specialized agencies under the Provincial People's Committee in Hai Phong City. The author used qualitative and quantitative research methods, interviewed and investigated 121 questionnaires for 03 subjects, including 78 leadership questionnaires; 14 people, and 29 businesses; Then synthesized and processed the data on Excel. Research results show that departments and branches have well-implemented administrative reform, public service culture, openness and transparency of activities, and accountability to the people about the organization's activities; The satisfaction of people and businesses with the city government and departments is quite high. The City People's Committee needs to adjust the functions and tasks of several departments to overcome overlap and arrange surplus human resources after the merger appropriately; Streamlining the organization needs to be unified from the central to local levels and the entire political system.

**Keywords:** Organization, activities; Professional agencies; Provincial level; Hai Phong.

## 1. INTRODUCTION

The trend of innovation in state management thinking is associated with the public sector reform process to build an administration that is truly the driving force and lever for development. The focus of administrative reform is to innovate the organization and operation of the state administrative system.

Management thinking also requires the organizational apparatus in the public sector to be streamlined and effective, and activities must be associated with decentralization and decentralization in the direction of strengthening local self-management. To do so, localities must implement well two key issues, which are innovation in the organization and operations of all levels and sectors in the area. That innovation process must, on the one hand, be based on scientific principles, and on the other hand, must adhere closely to the reality taking place in the current domestic and international context, especially associated with the characteristics of each locality.

According to the general assessment, the organization of the state administrative apparatus from the central to local levels has been gradually streamlined and streamlined, significantly reducing the number of ministries, ministerial-level agencies, and agencies under The Government as well as specialized agencies under the Provincial People's Committee. The above-mentioned progressive results of state administration have contributed to significantly improving the effectiveness and efficiency of state management and serving the people of the state administrative apparatus.

However, in the face of the country's new development, the organization and operations of the state administrative apparatus have revealed more and more the limitations, weaknesses, and inadequacies that are a certain obstacle for the country. with the development of social life fields in the new context of the country. Especially for specialized agencies under the Provincial People's Committee, there are still many problems that need to be resolved, such as overlapping functions, and the organizational structure in many places is still cumbersome and poor. effective; The activities of specialized agencies related to advisory, consulting, and professional performance functions are still lacking in professionalism; The team of management officials and

experts is not mature, lacks vision, and lacks reality... These problems leave many consequences that negatively impact the development in all aspects of localities.

Hai Phong is one of the localities with many typical features of the situation as mentioned above, but this is also a locality that has had many positive results in implementing administrative reform, bringing satisfaction to people, organizations, businesses. In particular, in the process of innovating the organizational structure and activities at specialized agencies, Hai Phong has actively implemented it and is one of the centrally run cities with the fastest economic growth. Resolution No. 45-NQ/TW dated January 24, 2019, of the Politburo on building and developing Hai Phong City to 2030, with a vision to 2045, states the Politburo's viewpoint: "Building and developing Hai Phong City based on effectively exploiting advantages, potentials, correlations, and links with Northern coastal provinces, the Red River Delta region, Northern provinces, and international connections. Hai Phong is not only an important development pole in the development triangle of Hanoi - Hai Phong - Quang Ninh but also a driving force for the development of the Northern region and the whole country."

Although innovating the organization and operation of specialized agencies under the Provincial People's Committee is an urgent requirement, in reality, up to now, there has not been a scientific project. Which focuses on in-depth research both in theory and practice. Therefore, it is necessary to have a complete and scientific study of the organization and operation model of the government by the characteristics of the locality, including the issue of innovating the organization and operation of specialized agencies. subject under the Provincial People's Committee.

The author chose the topic: "Organization and Operation of Specialized Agencies of the Provincial People's Committee in Hai Phong City" as the research content of the scientific article. On the one hand, it meets the urgent requirements of today's reality, on the other hand, it has important significance in contributing to perfecting the theoretical and practical basis for continuing innovation and perfecting the organization and operation of the apparatus. state administration, to improve the effectiveness and efficiency of state management and public services, meeting the requirements of socio-economic development in the new context of the country.

## **2. LITERATURE REVIEW**

### **2.1. Provincial specialized agency**

Article 9 of the 2015 Law on Local Government Organization, amended and supplemented in 2019, stipulates that "Specialized agencies under the People's Committee are organized at the provincial and district levels, and are the agencies that advise and assist the People's Committee. Carry out state management functions in local industries and fields and perform tasks and powers according to the decentralization and authorization of superior state agencies.

Thus, it can be understood that a specialized agency under the People's Committee is an agency tasked with advising and assisting the People's Committee at the same level in performing local state management functions and performing several tasks, and powers according to the authorization of the People's Committee at the same level, decentralization and authorization of superior state agencies according to the provisions of law, contributing to ensuring the unified management of the industry or field of work. from the central to the grassroots.

### **2.2. Organizing the apparatus of specialized agencies of the People's Committee**

According to Decree 107/2020/ND-CP, the organizational structure of specialized agencies under the Provincial People's Committee has many changes compared to Decree 24/2014/ND-CP. According to Decree 24/2014/ND-CP, the hard room includes the Office, Inspectorate, and specialized and operational departments, while Decree 107/2020/ND-CP only stipulates that the hard room is the professional and operational department. ; As for Inspectors, Offices, Branches, and public service units, the regulation is "if any".

Decree 107/2020/ND-CP has supplemented regulations on criteria for establishing specialized departments, offices, branches, and public service units as follows:

- Criteria for establishing a professional department under the department:

+ Has the function and task of advising on state management of sectors and fields within the functions and tasks of the department;

+ The workload requires a minimum of 07 civil servants to be assigned to departments of Hanoi and Ho Chi Minh City; At least 06 civil servants for departments belonging to provincial departments of type I; At least 05 civil servants for departments belonging to provincial departments of type II and III.

- Criteria for establishing an Office under the Department:

The workload requires a minimum of 07 civil servants to be assigned to departments of Hanoi and Ho Chi Minh City; At least 06 civil servants for departments belonging to provincial departments of type I; At least 05 civil servants for departments belonging to provincial departments of type II and III.

In case an Office is not established under the department, a specialized department shall be assigned to perform the functions and tasks of the Office.

**2.3. Activities of specialized agencies under the Provincial People's Committee**

The activities of specialized agencies under the Provincial People's Committee are primarily the implementation of functions, tasks, and powers according to the Law. The two main tasks that stand out are to advise the Provincial People's Committee in specialized fields and carry out professional activities. The specific tasks of the specialized agencies of the Provincial People's Committee are specified in Article 8 of Decree No. 24/2014/ND-CP amended and supplemented by Decree No. 107/2020/ND-CP. this agency.

Specialized agencies under the Provincial People's Committee operate under the headship regime. The head of a specialized agency has full authority to decide on all issues related to the activities of the agency or organization and is responsible to his superiors for his decisions.

Specialized agencies under the Provincial People's Committee operate according to the principle with different measures, forms, and management tools to meet the goals of effectiveness and efficiency, bringing satisfaction to people and organizations. , enterprise.

**3. RESULTS**

**3.1. Current organizational status of specialized agencies of the City People's Committee**

On March 11, 2022, the City People's Committee issued Plan No. 57/KH-UBND to implement the arrangement and consolidation of the organizational apparatus of departments and branches; administrative agencies, and departments to streamline the organizational structure of the apparatus. According to the plan, the number of Departments does not change, but there is a significant rearrangement of the organizational structure of departments and divisions under the Department.

The above plan shows that, shortly, the number of specialized agencies under the Provincial People's Committee will not change in quantity, but the organizational structure within these agencies will have a significant change in the direction of sophistication. Streamline focal points with the number of departments under departments and branches reduced by 08 units; the number of rooms belonging to the Branch and equivalent units decreased by 20 units; Dissolve 02 Branches under the Department. In addition, the personnel structure is arranged to ensure the necessary number of personnel is consistent with the workload of the units, without redundancy. Hard regulations on the number of deputies in units.

To evaluate the organizational structure of specialized agencies under the City People's Committee, the authors surveyed the opinions of city and district management leaders. With the question: How do you evaluate the organization and division of functions and tasks of specialized agencies under the Provincial People's Committee according to current legal regulations? The results are as follows:

**Table 1:** Results of evaluating the organizational structure of specialized agencies of Hai Phong City People's Committee

Degree evaluation	Frequency	Ratio %
Completely reasonable	9	11.5
Reasonable	44	56.4
Relatively reasonable	22	28.2
Not reasonable	3	3.8
Total	78	100.0

*(Source: Survey results of the research team)*

Looking at Table 1, we see that the majority of management leaders think that the current organization and division of functions and tasks among specialized agencies of the City People's Committee is reasonable (56%), but there are also Up to 28% of survey subjects rated it as relatively reasonable (while only 12% thought it was completely reasonable). There are still 4% of management leaders who think that the organizational structure and the division of functions and duties of specialized agencies are unreasonable.

**3.2. Current status of operations of specialized agencies of Hai Phong City People's Committee**

*a. Implementation of tasks according to functions, tasks, and authority*

The advisory work of specialized agencies ensures effectiveness, demonstrates professionalism, and helps the Hai Phong City People's Committee make many meaningful decisions, promoting economic and social development in the area. City. Thanks to that, Hai Phong is continuously in the top rankings in terms of competitiveness indexes and high GRDP compared to many localities with similar conditions. In addition, specialized agencies also promote activities in providing public services with measures to reform administrative procedures.

The resolution of the Standing Committee of the City Party Committee and the City People's Council identifies a key, breakthrough task to focus on directing and organizing implementation, which is to focus on reforming administrative procedures to ensure the implementation of 03 reductions: Reduce procedures, reduce time, reduce costs.

Hai Phong City is one of the leading localities in the country in the early and effective implementation of the One-Stop Shop model. In 2013, 100% of departments and branches received documents and returned results

according to the one-stop model. Agencies and units proactively invest in facilities and working equipment; Some units are equipped with software, computers, and screens to look up procedures and documents to ensure convenience for organizations and citizens to learn; Building a friendly "one-stop" model with no gap in communication to ensure continuous improvement of quality and operational efficiency at the One-Stop Department. To date, 100% of departments, branches, branches, and People's Committees at district and commune levels have implemented the one-stop model (including Bach Long Vi island district); Some units have creative models such as the "Friendly One-Stop" model of the People's Committee of Hong Bang District; "Electronic One-Stop" model of the People's Committee of Ngo Quyen, Hong Bang, Do Son districts.

*b. Carry out professional activities*

Since October 2014, the Chairman of the City People's Committee has directly directed Hai Phong Radio and Television to build a column "People ask - Department Director answers" to be broadcast periodically on Radio and Television Stations. Hai Phong Television every Saturday night; Ensure a dialogue channel between leaders of departments, branches, and localities with organizations, businesses, and people on issues related to solving work and administrative procedures in the field of housing management. The water of the industry and localities in the city... is paid attention to, monitored, and highly appreciated by organizations, businesses, and people.

*c. Current status of information technology application to improve the operational efficiency of specialized agencies*

Currently, in Hai Phong, 100% of departments, branches, branches, and district People's Committees have posted and provided information about administrative procedures on the city's electronic information portal or portal/page. unit's electronic information. Currently, the city has updated 1,900 administrative procedures on the City Public Service Portal and National Public Service Portal systems.

To objectively evaluate the performance of specialized agencies under the Hai Phong City People's Committee, the authors surveyed the opinions of management leaders, people, and businesses and obtained the following results. :

**Table 2:** Survey results of management leaders, people, and businesses

TT	Rating level	Frequency	Ratio %
1	Very effective	1	1.3
2	Effective	44	56.4
3	Relatively effective	32	41.0
4	Inefficient	1	1.3
5	Total	78	100.0

(Source: Research team survey results, 2023 )

According to the chart above, the majority of management leaders evaluate the activities of specialized agencies as effective (57%), but up to 41% evaluate them as relatively effective, while 1% still evaluate them as relatively effective. for ineffectiveness. This shows that management leaders have higher expectations for the performance of specialized agencies. Regarding people and businesses, the authors received the following evaluation:

**Table 3:** Assessment of people and businesses on the performance of specialized agencies of the City People's Committee

TT	Level of completion	People	Ratio %	Enterprise	Ratio %
1	Meets over 90% of jobs	1	7.1	8	27.6
2	Meets over 80-90% of jobs	2	14.3	12	41.4
3	Meets over 70-80% of jobs	11	78.6	9	31.0
4	Total	14	100.0	29	100.0

(Source: Research team survey results, 2023 )

In general, businesses evaluate the performance of specialized agencies higher than people. The majority of businesses assess that specialized agencies meet 80-90% of tasks (41.4%), but the majority of people assess that these agencies satisfy 70-80% of tasks (78, 6%). Only 7.1% of people assessed that they could meet more than 90% of the jobs, while this rate in businesses was 27.6%. No people or businesses rated their performance as meeting less than 70% of the tasks. This shows that people and businesses highly appreciate the working efficiency of specialized agencies under the City People's Committee, but they still demand higher efficiency from these agencies.

Surveying more deeply about the government's service to businesses, up to 100% of businesses responded that the provincial government has made public all documents related to their businesses; 73.9% of businesses surveyed responded that they were invited to participate in business support programs organized by the city. This can also be one of the reasons businesses highly appreciate the performance of the city's

specialized agencies.

The satisfaction index of people, organizations, and businesses with the service of the city's state administrative agencies in 2019 reached 92.22%, ranking 2nd out of 63 centrally-run provinces and cities (right Since 2017 - the first year the Ministry of Home Affairs measured national satisfaction, this index of the city has reached 88.92%, far exceeding the goals set for 2020 according to the Master Program on Reform of the City. the administrative method is over 80%). The relationship between state agencies and organizations and people has made clear progress, with people increasingly participating and supervising the activities of state administrative agencies and agreeing and supporting them. support the guidelines, guidelines, and policies serving the city's socio-economic development.

**Table 4:** Results of measuring satisfaction with administrative services of departments, branches, and branches in 2021

No	Unit name	Satisfaction level (%)
1	Transportation facilities	94.02
2	Department of Home Affairs	93.97
3	Office of the City People's Committee	93.04
4	Department of Science and Technology	92.84
5	Information and communication facilities	92.56
6	City Inspector	92.34
7	Department of Planning and Investment	91.36
8	Department of Agriculture and Rural Development	90.20
9	Foreign Service	90.04
10	Financial Department	90.00
11	Department of Justice	89.76
12	Resource base and environment	89.66
13	Hai Phong Economic Zone Management Board	88.25
14	Facility construction	86.25
15	Education and training	86.00
16	Department of Culture and Sports	85.88
17	Department of Labor, War Invalids and Social Affairs	85.79
18	Health service Dept	84.67
19	Industrial and commercial facilities	83.50
20	Department of Tourism	83.44
	<b>Medium</b>	<b>89.20</b>

(Source: Decision No. 903/QĐ-UBND dated March 28, 2022, of the City People's Committee)

The results of the table above show that departments and branches achieved people's satisfaction index at a high to very high level. Part of that result comes from the innovation in the organization and operations of departments and branches.

#### 4. DISCUSSION AND POLICY IMPLICATIONS

Resolution No. 18-NQ/TW dated October 25, 2017, of the 6th Central Conference, term Effective and efficient action and Resolution No. 56/2017/QH14 dated November 24, 2017, of the 14th National Assembly on continuing to reform the state administrative apparatus to be streamlined, operate effectively and efficiently raises the requirement to reorganize the local administrative apparatus in the direction of condensing focal points, reducing intermediary levels, and strengthening multi-sectoral and multi-field management. A superior doesn't need to have an agency or organization for a subordinate to have that agency or organization and vice versa; Agencies and units at the same level in different localities do not necessarily have the same organizational model. The government stipulates the framework; Based on specific conditions, local authorities shall review and arrange the internal organization of specialized agencies under the People's Committees of provinces and districts in the direction of resolutely narrowing the focal points by the characteristics, specific to their locality.

Innovating the operations of local governments at all levels associated with streamlining and reforming the organizational structure is also one of the important contents of local administrative reform. For specialized agencies or provincial-level People's Committees, the trend of reform towards streamlining focal points of affiliated agencies of the People's Committee has been shown in the Government's policy when issuing Decree No. 24/2014/ND- The Government regulates the organization of specialized agencies under the People's Committees of provinces and centrally run cities (amended and supplemented in Decree 107/2020/ND-CP). These decrees are an important legal basis for consolidating the organizational structure, while clearly defining the functions and tasks of specialized agencies to help the Provincial People's Committee manage sectors and fields. physical.

Through the results of the survey of the current situation, it can be seen that the Hai Phong City People's Committee is gradually rearranging its organizational structure. However, the new arrangement is only based on the provisions of law, the number of focal points has not decreased much, and there have been no breakthroughs in innovating the internal organizational structure. Therefore, the city needs to promote research and merger of units with close functions and tasks; Re-regulate the functions and tasks as well as the organizational structure of the new units formed after the merger in a reasonable direction, reducing focal points and associated with streamlining staff.

Innovate and improve the organization of specialized agencies under the City People's Committee according to the following basic directions:

Firstly, adjust and supplement the functions and tasks of several departments and agencies at the same level to overcome the overlapping functions, tasks, and authorities, with new legal documents. related and consistent with the functions of ministries and ministerial-level agencies at the Central level. On that basis, research regulates the functions, tasks, powers, and organizational structure of provincial-level specialized agencies by the State management functions of ministries and ministerial-level agencies.

The Government stipulates a framework of specialized agencies to assist the Provincial People's Committee. Based on specific conditions and criteria for the Government's framework, localities may establish (or not establish) specific agencies and organizations. after obtaining the consent of the competent authority.

Second, continue to decentralize and decentralize power more strongly between central and local levels, and between local government levels; associate decentralization and decentralization with increasing responsibility and promoting the positivity, initiative, and creativity of each level of government. Clearly defining the functions, tasks, and authority of specialized agencies facilitates the further reduction of organizational structure and staff streamlining, by the requirements of state management in a multi-sectoral and multi-field direction. This is also consistent with the 2021 - 2030 administrative reform goal: continuing strong and reasonable decentralization between central and local levels, between superiors and subordinates... Along with that process, there is an increase in the right to self-management and self-responsibility before the law of units and organizations under the management of specialized agencies of the People's Committee.

Third, during the merger process, reducing focal points will lead to redundancy in human resources in leadership and management positions, so it is necessary to arrange and arrange these human resources appropriately to avoid negative impacts. to the mind, causing turmoil within agencies under the City People's Committee. During the process of unification, it is necessary to build a management mechanism that both promotes the effectiveness of the policy of unifying positions and promotes the capacity of the organization after being merged, avoiding the situation of only merging. to "compact the focal point" mechanically and mechanically.

Fourth, reducing focal points requires consideration of redefining the functions, tasks, and powers of specialized agencies of the City People's Committee; Reasonably calculate to reduce focal points with the central level to avoid the situation where a lower level agency is subject to the professional direction of many higher level agencies. Therefore, organizational streamlining needs to be implemented synchronously and consistently from central to local levels and the entire political system.

## 5. CONCLUSION

The People's Committee of Hai Phong City has gradually directed innovation, proactively streamlined staffing, strengthened state management decentralization, and authorized the implementation of several tasks of the City People's Committee to the following: agencies, units and local authorities at all levels, in many fields, some important areas such as planning management, socio-economic development plans; investment management, state budget management, and capital management at state-owned enterprises; land and resource management; management of public service and public service activities; management of organizational structure and civil servants,...

The process of handling work is shortened, reducing the number of documents, and gradually transferring the work of public administrative services that are being done by state administrative agencies to administrative organizations and public service units. implementation, towards streamlining and specialization of the apparatus. Every year, the City People's Committee inspects the implementation of decentralization contents by agencies, units, and localities. Through inspection, all units have seriously implemented the decentralized contents; Some shortcomings and limitations pointed out through inspection have been promptly overcome and handled.

In its operations, the City People's Committee adheres to the principle of democratic centralism, combining collective responsibility with promoting the responsibilities of the Chairman of the People's Committee and each member of the City People's Committee. The Chairman of the City People's Committee performs duties and powers by the provisions of law and effectively and efficiently leads, directs, and operates the activities of the City People's Committee and its members. People's Committee, heads of agencies and units under the City People's Committee, Presidents of People's Committees at all levels. Every year, the City People's Committee develops an annual work program with key contents and tasks that need to be focused on

direction and specific tasks to strive for comprehensive and highest completion of economic targets. socio-economic set out for the year.

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