



International Experience In Innovating The Organization And Operation Of Provincial-Level Specialized Agencies And Lessons For Hai Phong City, Vietnam

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Citation: Dang Thanh Le (2024) International Experience In Innovating The Organization And Operation Of Provincial-Level Specialized Agencies And Lessons For Hai Phong City, Vietnam, *Educational Administration: Theory and Practice*, 30(4), 8098-8102 Doi: 10.53555/kuevy.v30i4.2694

ARTICLE INFO ABSTRACT

The reform of the organization and operation of specialized agencies of the Provincial People's Committee must be carried out based on legal provisions on the organization of local government apparatus in general and specialized agencies. provincial level of the Provincial People's Committee in particular. Therefore, building and perfecting the law on specialized agencies of the Provincial People's Committee is important to create a solid legal basis for the organization and operation of specialized agencies in the direction of innovation and reform of state administration. Determine specifically the provisions of substantive law and formal law. Regarding the activities of specialized agencies, ensure the clear determination of the content, form, and operating methods of specialized agencies in general, the specificity should be applied to each level, within the same level, and each type of provincial-level specialized agency. Ensuring the combination of principles of sectoral management, and functional management, combined with local management in a unified and effective manner. The article uses the document review method to analyze the historical context of each selected country as a practical experience; From there, we analyze specific conditions to apply innovation in the organization and operation of provincial-level specialized agencies in Hai Phong City, Vietnam.

Keywords: Experience; Lesson; Organization and activities; Professional agencies; Provincial level; Hai Phong.

1. INTRODUCTION

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. strong socio-economic. 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. Experience of the French Republic

France divides the country into territorial administrative units according to the administrative hierarchy: Regions, provinces, communes, and territorial administrative units. The territorial administrative units all establish local governments in the form of self-management through the Representative Council and are supervised by the central government in the form of decentralization.

Local governments operate according to a decentralized mechanism; lower-level local governments are not under direct direction from higher-level local governments. Each level will be independent in implementing

its functions and tasks. The region has the authority to develop the region's economic development plan; Support economic development, through direct or indirect subsidies for businesses; Develop a plan to develop vocational training in the region...

The province is responsible for implementing social security activities; secondary school management; and Provincial road management. In particular, the province and region coordinate with each other to carry out tasks in sports, culture, tourism, language, and general education. The commune-level is responsible for implementing social services such as kindergartens, housing for the elderly, kindergartens and primary schools, and commune roads. Local governments have financial autonomy and can use revenue sources to serve activities within their territories.

Regarding the prescribed inspection and supervision mechanism, in territorial administrative units, representatives of the State and representatives of Government members are responsible for ensuring national interests and inspection in terms of administration and compliance with the law. The central government appoints regional chiefs and provincial governors and assists institutions for regional chiefs and provincial governors to supervise the activities of the Regional Council. The Provincial Council is obliged to submit to the regional chief and provincial governor. resolutions of local councils and normative decisions issued by local authorities. Regional and provincial chiefs have the right to refer local administrative decisions to the Administrative Court for consideration and handling if there are grounds to believe that those decisions are illegal. (Giang, 2019) .

3.2. China's experience

China had a breakthrough in administrative reform in the period 1998-2002. This is considered an important milestone in the process of reforming the state administrative apparatus in the direction of restructuring the Government and readjusting the functions of Government agencies to ensure adaptation to the integration process. The result was a reduction of 900 out of a total of 2,000 organizations at four levels of government. The State Council (Government) decreased from 100 agencies in 1981 to 27 agencies (in 2008. State agency payroll decreased from 7.15 million people to 6.24 million people (Thao, 2014).

China no longer has ministry-owned enterprises. The central government only focuses on managing 7 areas: National defense, foreign affairs, financial policy, banking, electricity, information, and railways. The remaining areas implement strong decentralization to local authorities. Another one of China's current reforms is on the administrative institutional model of China's public services, mainly provided by local governments. Decentralization and decentralization of power is an inevitable requirements to improve the capacity to provide public services and are also a key point to effectively solving current people's livelihood problems in China. Assigning responsibilities for providing public services between the central and local levels is an important content of building a service-oriented government that China is aiming for.

China focuses on the principle of "ensuring unified leadership of central agencies, fully promoting local initiative and positivity". Mainly there is still decentralization in hierarchical order and the Central government unifies the leadership and management of public services such as national defense, education, science, culture, health care, sports, etc. public security, environmental protection, infrastructure construction... Local governments manage those public service items in the administrative area under their management. In addition, the central government is responsible for developing national policies, local governments will base on central policies to determine policies and measures suitable for the locality. The lower the level of government, the less responsibility they have in policymaking. It can be seen that China's reforms show that the Chinese Government still controls according to the model of "divided institutional power", a mixture of centralization and decentralization, as a type of effective strategy. local government participation, but when implemented, the results are used to strengthen central control.

3.3. Japanese experience

Japan also issued a basic law on structural reform of the Central Government and established the Steering Committee for Structural Reform of the Central Government, which is considered the largest reform. However, the fact that the central government undertakes a lot of important national affairs and things that affect people's activities has created a part of "reliance" on the central and local governments. subordinates wait for superiors, lack initiative, and do not dare to make their own decisions. Decentralization and decentralization of power are emphasized through Japan's reforms to build a government with a compact and highly effective administrative apparatus to strengthen the leadership role of the Prime Minister and the Cabinet. Methods of implementation are to reorganize and reduce the number of ministries, build a system of independent administrative agencies, clearly define the scope of authority, and improve the effectiveness of coordination between agencies; Establish a system of criteria to evaluate policies, separating policy planning departments from agencies with organizational functions, promoting privatization and outsourcing a series of services (Hien, 2020). Therefore, the Government apparatus at the central level was significantly reduced, from 23 Ministries and one Office to 12 Ministries and one Office. The number of internal organizations of administrative agencies has decreased significantly, from 128 departments, bureaus, and equivalent units of previous administrative agencies to 96 units; From 1,600 department-level units and equivalent units

belonging to agencies and organizations, now reduced to 995 units. The number of civil servants working in administrative agencies decreased by about 300,000 people and will continue to decrease shortly. The role of the Cabinet Office has been elevated compared to Ministries; Strengthening the Prime Minister's power and control over the Ministries (Hien, 2020).

3.4. Korean experience

Korea is one of the countries with the most developed economies in the world, this result is due to Korea's efforts through decades of reform. However, besides that, the country's reform process has also revealed certain limitations such as: "there exists a rigid, bureaucratic way of thinking, relying too much on rights, hierarchy and failed rules." Literature on working relationships between leaders and employees, between heads of Government, ministries, branches, and even old methods of operating the state apparatus has become outdated in the new and necessary period. There are fundamental changes to revive the country's economy." (Hien, 2020).

Korea has urgently studied lessons from international experience to build a public sector reform program, decentralization, and decentralization to overcome the consequences. With a focus on restructuring to streamline the apparatus, applying the principle of competition and the principle of quality work performance, Korea has built a reform evaluation and criteria system, according to which ministries, an agency under the Government of this country must report quarterly reforms to the Special Committee. The results of each agency's implementation of reform tasks will be the basis for calculating budget allocation for this agency next year. At the same time, information feedback and transparent rewards and punishments have encouraged the implementation of commitment to reform. Reformed areas include (1) Institutions for administrative management, human resources, and financial management; (2) Reforming the administrative apparatus organization, focusing on decentralization is the most key issue.

3.5. Lessons for Hai Phong City, Vietnam

Ensure unified leadership of central agencies, and fully promote local initiative and positivity. Organize and streamline the apparatus, apply the principle of competition and the principle of quality work execution, building a government with a compact and highly effective administrative apparatus.

It is necessary to clearly distinguish the functions and tasks of local governments from those of the central government. Which, local governments must identify types of tasks such as Locally autonomous tasks, mandatory tasks, and centrally authorized tasks, and at the same time, what tasks require the participation of local authorities. For coordination between central and local levels, the coordination mechanism must be clearly defined. Delineating these types of tasks helps local governments have a way to complete each task with appropriate and effective resources and financial mechanisms.

Local government agencies are implemented by an elected body which is a collective of representatives elected by the local people. Thus, it shows that local authority is given to that locality and the local people are the keeper. Local people exercise their authority by electing representative bodies. The elected council must be the agency with the authority to decide on local affairs, not a state agency sent down from above. With representative bodies elected by the people, localities will establish administrative agencies in many different ways: Either elected from the representative bodies themselves, elected directly by the people or may even hire people. operating the administrative apparatus, etc. representative agencies and administrative agencies will exercise local self-governance on behalf of local people in specific legal relations. With a complete structure, localities have independent legal status, separate from the central government and other localities.

4. CONCLUSION

From lessons learned about innovating the organization and operations of provincial-level specialized agencies in several countries around the world, lessons are drawn for the People's Committee of Hai Phong City to focus on implementing shows some of the following main contents:

The consolidation and arrangement of functions, tasks, and organizational structure of specialized agencies under the City People's Committee have mainly been implemented by Central regulations. The People's Committee of Hai Phong City needs Strong enough solutions to make a breakthrough and completely resolve the problems and inadequacies of the legal and policy system on organizational structure, to implement more effectively and efficiently in state management. for industries and fields in the city.

In the process of organizational restructuring, several multi-sectoral and multi-disciplinary Departments have been formed. Although the focal points of specialized agencies under the City People's Committee are reduced, the establishment of branches under the Department follows the following steps: Central regulations will aim to increase, increase organization, increase staffing but by the actual situation, practically contributing to improving management efficiency and good for the people, the Hai City People's Committee will prioritize doing so early.

The number of specialized departments under the Departments is relatively large and has not been truly streamlined. The number of specialized departments is still the same between district and district, so the solution proposed by the research team mentioned above is suitable for the actual situation of Hai Phong and brings practical results. to improve the operational efficiency of specialized agencies n.

Through restructuring the organizational structure, agencies and units will promote their functions and tasks, and overcome duplication and overlap; by the provisions of law in the direction of reducing focal points, minimizing intermediate levels, and reducing deputy levels. Along with that, organizing the implementation of assigned tasks in the units will ensure synchronization, unity, focus, streamlining, and more effective and efficient operations.

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