



Administrative procedure reform in Vietnam during the 2011-2020 period

Nguyen Minh Quan¹, Dang Thi Minh Phuong^{2*}

¹ PhD Candidate, Faculty of History, University of Social Sciences and Humanities - Vietnam National University, Hanoi, Vietnam

² Doctor, Faculty of Law and Political Sciences, Industrial University of Ho Chi Minh City, Vietnam, <https://orcid.org/0009-0005-1223-5522>

✉Corresponding author:
dangthiminhphuong@iuh.edu.vn.



This work is licensed under CC BY-NC-ND 4.0.
To view a copy of this license, visit
<https://creativecommons.org/licenses/by-nc-nd/4.0>

ABSTRACT: This paper assesses the process of administrative procedure reform in Vietnam during the implementation of the Master Program on State Administration Reform (2011-2020). The objective is to clarify, evaluate the achievements, and identify the persistent shortcomings in reform implementation. The research is based on document analysis, synthesis of government reports, policy documents, and statistical data, combined with evidence from governance indices such as PAPI and PCI. The findings reveal significant achievements, including the simplification of administrative regulations, improvements in the transparency and efficiency of service delivery, and the expansion of online public services at levels 3 and 4. These reforms contributed to reducing costs and burdens for citizens and enterprises, enhancing the business environment, and promoting Vietnam's socio-economic development and international integration. However, challenges remain, including overlapping regulations, inconsistent implementation, limited effectiveness of online services, and instances of bureaucratic harassment. The study highlights the importance of ongoing institutional reform, digital transformation, and citizen-centred governance, providing policy recommendations to enhance the effectiveness and sustainability of administrative procedure reform in subsequent phases.

KEYWORDS: Administrative reform, Public administration, Vietnam.

How to cite: Quan, N. M., & Phuong, D. T. H. (2025). Administrative Procedure Reform in Vietnam during the 2011-2020 Period. *International Conference on Economic Sciences and Management in the Changing World 2025*, (pp. 49-62). Futurity Research Publishing. <https://doi.org/10.5281/zenodo.17235879>

Introduction

Administrative procedure reform has been a core component of Vietnam's state administration reform agenda, particularly within the Master Program on State Administrative Reform for 2011–2020. As emphasised in the Government's official summary report, this reform was implemented to simplify regulatory frameworks, enhance transparency, and improve service delivery, thereby fostering socio-economic development and supporting Vietnam's integration into the global economy (Government, 2021).

During this period, the Communist Party and the State introduced a series of important policies and directives to address inefficiencies in administrative procedures and strengthen public governance. For example, Resolution No. 02/NQ-CP (2019) emphasised improving the business environment and enhancing national competitiveness, while Directive No. 10/CT-TTg (2019) focused on preventing harassment and reducing bureaucratic obstacles in administrative processes (Government, 2019a; Government, 2019b). These initiatives were further reinforced by measures to promote transparency and expand online public services (Thua, 2020).

Empirical assessments, including the Vietnam Provincial Governance and Public Administration Performance Index (PAPI) and the Provincial Competitiveness Index (PCI), have revealed significant improvements in citizen satisfaction, a reduction in procedural burdens, and progress in service accessibility (VCCI & USAID, 2019; CECODES et al., 2019). Nonetheless, persistent challenges remain. Overlapping and inconsistent regulations, weak enforcement, and the limited effectiveness of level 3 and level 4 online public services continue to undermine efficiency and create difficulties for citizens and enterprises (Thuc, 2021).

Against this backdrop, a systematic review of administrative procedure reform from 2011 to 2020 is essential. Such an examination helps clarify policy implementation, evaluate reform outcomes, and propose practical solutions to enhance effectiveness in the subsequent phases, thereby contributing to the development of a democratic, professional, and modern public administration in Vietnam.

Research Aim

This study aims to systematically assess administrative procedure reform in Vietnam from 2011 to 2020, clarifying achievements and shortcomings, and proposing evidence-based solutions to enhance reform effectiveness in subsequent phases.

Research Questions

1. What achievements were made in the areas of procedural simplification, service delivery, online public services, and feedback mechanisms?

2. What limitations and obstacles persisted in the implementation of administrative procedure reform, and how did they affect citizens and enterprises?
3. What policy recommendations can be proposed to strengthen the effectiveness and sustainability of administrative procedure reform in the future?

Research Results

Reform of Administrative Procedure Regulations

Based on the Party's policies and the implementation of the Master Program on Public Administration Reform for the 2011–2020 period, the Government has issued specialized resolutions on administrative reform and procedure control, such as: Government Decree No. 120/2011/ND-CP: Decree amending and supplementing administrative procedures provided in a number of decrees detailing the commercial law; Government Decree No. 05/2013/ND-CP: Decree Amending and supplementing a number of provisions on administrative procedures of the Government's Decree No. 43/2010/ND-CP of April 15, 2010, on enterprise registration; Government Decree No. 92/2017/ND-CP: Decree Amending and supplementing certain provisions of decrees related to administrative procedure control; Government Decree No. 61/2018/ND-CP: On the implementation of one-stop-shop and interlinked one-stop-shop mechanisms in administrative procedure resolution; Government Decree No. 85/2019/ND-CP: Prescribing the performance of administrative procedures under the national single-window mechanism and ASEAN Single-Window mechanism and specialized inspection of imports and exports.

To strictly control the process of issuing administrative procedures, on June 22, 2015, the National Assembly enacted and promulgated the Law on Promulgation of Normative Documents 2015. This law plays a crucial role in improving Vietnam's legal system, ensuring transparency, effectiveness, and efficiency of normative legal documents, and meeting the requirements of administrative procedure reform. The law stipulates that when drafting any normative legal document within the administrative system, an assessment of the impact on administrative procedures must be conducted (Articles 59, 92, 93, 97, and 98, among others). At the same time, it strictly prohibits the regulation of administrative procedures in circulars issued by state agencies, from central to local levels, except in cases permitted by law (Article 14).

Based on legal documents and government regulations, ministries, sectors, and local authorities have actively conducted thorough reviews and impact assessments of administrative procedure regulations to reduce and simplify them, particularly in areas directly affecting citizens or involving high levels of implementation, such as household registration, citizen identification, civil status, and business procedures.

Reform of the Implementation of Administrative Procedures

State administrative agencies have actively and consistently implemented measures to reduce administrative procedures through various means, including public announcements and postings at reception points for administrative procedures, on the electronic information portals of ministries, sectors, and local authorities, as well as integration into the National Public Service Portal.

The one-stop-shop division is the general term for the “Reception and Delivery Division for Administrative Procedure Resolution” or the Provincial Public Administration Service Center, which performs the tasks and exercises the powers to guide, receive, process, or forward dossiers for administrative procedure resolution, deliver the results of administrative procedures, and monitor, supervise, and evaluate the resolution of administrative procedures for organizations and individuals” (Government of Vietnam, 2018, p.2).

According to Decree No. 61/2018/ND-CP dated April 23, 2018, the one-stop-shop mechanism in administrative procedure resolution is understood as the system and method for receiving, processing, and delivering results to citizens and businesses at the one-stop division, aiming to provide the most excellent convenience for individuals and organisations in carrying out administrative procedures.

The one-stop-shop mechanism in administrative procedure implementation was piloted in Ho Chi Minh City immediately after the Government issued Resolution No. 38/CP dated May 4, 1994, concerning the initial reform of administrative procedures for the solution of citizen and organisational affairs. In 2003, the one-stop-shop mechanism was officially implemented in all local administrative agencies, as per Decision No. 181/2003/QĐ-TTg dated September 4, 2003, which the Prime Minister promulgated to regulate the implementation of the “one-stop-shop” mechanism in local state administrative agencies.

With the policy and stance of shifting from a government that manages to a government that serves, placing citizens and businesses at the center, and aiming to provide comprehensive coverage and ensure the effectiveness of administrative procedure resolution at state administrative agencies, in 2015 the Prime Minister issued Decision No. 09/2015/QĐ-TTg dated March 25, 2015 promulgating the regulation on implementation of the one-stop-shop and inter-agency one-stop-shop mechanisms at local state administrative agencies. A notable innovation in this decision is the principle that individuals or organisations are required to supplement administrative procedure dossiers only once during the entire resolution process at a single agency, ensuring quick and convenient service while avoiding duplication or overlap in administrative procedure handling.

In 2018, the Government issued Decree No. 61/2018/ND-CP regulating the implementation of the one-stop-shop and inter-agency one-stop-shop mechanisms in the resolution of administrative procedures for organisations and individuals. The decree stipulates that administrative procedure

handling within these mechanisms must adhere to the primary principle that “the satisfaction of organizations and individuals is the benchmark for the quality and effectiveness of service provided by officials, civil servants, public employees, and competent agencies” (Article 4), ensuring that procedures are carried out in a timely, quick, convenient, lawful, fair, and equitable manner.

The Decree also allows individuals and organizations carrying out administrative procedures through the one-stop-shop mechanism or the inter-agency one-stop-shop mechanism to submit applications and receive the results of administrative procedure settlement in the following forms: directly at the One-Stop-Shop Unit; via the public postal service in accordance with the Prime Minister’s regulations; through service providers (enterprises or individuals) or by authorization as prescribed by law; and online at ministerial- and provincial-level Public Service Portals (Article 16). These measures aim to create the most favourable conditions for citizens and businesses in handling administrative procedures.

In implementing the Party’s guidelines and the Government’s regulations, the adoption of administrative procedures through the one-stop-shop mechanism and the inter-agency one-stop-shop mechanism has been vigorously promoted by the state administrative system from the central to the local level, yielding many positive results.

From the beginning of the government’s 13th tenure until December 2016, ministries and sectors simplified 4,527 out of 4,723 administrative procedures, achieving a rate of 95.8% (Government, 2021, p. 12). During the 2016-2020 period, with the implementation of the Government’s Resolution No. 19/NQ-CP (2016, 2017, and 2018) and Resolution No. 02/NQ-CP (2019 and 2020) on tasks and solutions to improve the business environment and enhance national competitiveness, more than 1,000 administrative procedures were reduced; resulting in an annual saving of over 18 million working days for society, equivalent to more than VND 6,300 billion (Thuy, 2021, p. 30).

The one-stop-shop and inter-agency one-stop-shop mechanisms in administrative procedure settlement have been established and consolidated by all ministries, sectors, and localities to handle administrative procedures. As of 2020, 59 out of 63 provinces and centrally run cities had established Provincial Public Administration Service Centres (Government, 2021, p. 14). Administrative processes and procedures have been publicly posted by ministries, sectors, and localities at their offices, in mass media, and in the national database on administrative procedures, enabling individuals and organisations to access, understand, and implement them conveniently and accurately.

In the process of integration with the ASEAN Economic Community, Vietnam implemented the connection of the National Single Window with the ASEAN Single Window in 2015. It began exchanging ASEAN Trade in Goods Agreement Certificates of Origin Form D (ATIGA C/O Form D) for export goods of ASEAN origin with the first four countries: Indonesia, Malaysia, Thailand, and

Singapore.

By 2017, the National Single Window mechanism connected with ASEAN had involved 11 ministries and agencies, including the Ministry of Industry and Trade, the Ministry of Science and Technology, the Ministry of Transport, the Ministry of Agriculture and Rural Development, the Ministry of Finance (General Department of Customs), the Ministry of Natural Resources and Environment, the Ministry of Information and Communications, the Ministry of Culture, Sports and Tourism, the Ministry of Health, the Ministry of National Defense, and the Vietnam Chamber of Commerce and Industry. In addition to customs clearance procedures (under the Ministry of Finance), 38 administrative procedures from the remaining 10 ministries and agencies had been carried out through the National Single Window mechanism, with the participation of approximately 11,400 enterprises and the processing of more than 350,000 dossiers (Steering Committee for ASEAN Single Window, National Single Window and Trade Facilitation, Standing Office, 2017, p.8).

As of July 15, 2018, the total number of C/O exchanged between Vietnam and the four aforementioned countries exceeded 48,000. Currently, ASEAN member states are expanding the exchange of electronic documents, including the ASEAN Customs Declaration and quarantine certificates. By September 20, 2021, Vietnam had received more than 400,000 certificates of origin (C/O) from ASEAN countries and sent over 1 million C/O to them. The number of electronic Form D certificates of origin exchanged via the ASEAN Single Window between 2014 and 2018 increased from 4,000 to 1.4 million C/O (Vietnam National Single Window Portal, 2021).

In addition, Vietnam has also stepped up its infrastructure development to meet integration requirements and participate in the ASEAN Single Window. These efforts include completing the development of functions for exchanging ASEAN Customs Declaration information, formulating and implementing the Master Plan for the development of an information technology system to support the implementation of the National Single Window and the ASEAN Single Window, among others.

On the Situation and Results of Providing Level 3 and Level 4 Online Public Services

Online public services are public administrative services and other services of state agencies provided to organisations and individuals in the online environment (Government, 2011). In line with the plan on improving and promoting the application of information technology in the operations of state administrative agencies and delivering public services through the Government's electronic administrative information network at Level 3 and Level 4, these efforts aim to meet practical needs, serving citizens and businesses under the Master Program on State Administrative Reform for the 2011-2020 period.

In 2011, the Government issued Decree No. 43/2011/ND-CP by the Prime Minister, which contributed to the promotion of online public services. Accordingly, online public services are classified into four levels. Level 4 public services are the target that the Government and ministries, as

well as sectors, aim to achieve in implementing online public service delivery, enabling citizens and businesses to interact with the government 24/7 from anywhere with an internet connection. The payment of fees and the receipt of results are carried out directly at the agencies or organisations providing the services.

Based on Decree No. 43/2011/NĐ-CP, the Government issued lists of Level 3 and Level 4 online public services at ministries, sectors, and localities in 2017, 2018, and 2019 (according to Decision No. 846/QĐ-TTg dated June 9, 2017, and Decision No. 877/QĐ-TTg dated July 18, 2018 of the Prime Minister on the provision of Level 3 and Level 4 online public services).

Implementing the government's regulations on the provision of online public services between 2011 and 2020, the number of online public services increased significantly in both quantity and quality. Ministries, sectors, and localities also developed and applied electronic "one-stop-shop" software to handle online administrative procedures for individuals and organisations in areas such as business registration, tax declaration, tax payment, electronic customs, and social insurance. Between 2015 and March 2020, approximately 5,800 agencies in 63 provinces and cities implemented the development and use of electronic one-stop-shop software (Government, 2021, p. 45).

Public administrative service centres, as well as provincial- and district-level one-stop-shop units for receiving and returning administrative results, have been established in localities with various innovations in their modes of operation, enhanced application of information technology, and marked improvements in handling administrative procedures for citizens and enterprises.

To ensure uniformity and consistency in the organisation and management of the public service delivery system of state administrative agencies, the National Public Service Portal was officially launched and put into operation on December 9, 2019. The National Public Service Portal is expected to become a focal point for transparency and disclosure of information, as well as for providing and supporting the implementation of public services tailored to the needs of citizens, organisations, and enterprises.

As of December 30, 2020, a total of 2,700 online public services had been integrated into the National Public Service Portal. The Portal has provided 2,700 out of 6,790 administrative procedures to citizens and enterprises. A total of 84 ministries, agencies, and local governments have synchronised their administrative procedure processing status with the National Public Service Portal, including 19 ministries and agencies and all 63 provinces and cities. The total cost savings achieved through the provision of online public services from the Portal's launch at the end of 2019 to the end of 2020 amounted to VND 8,000 billion (Tra, 2021, p. 4).

Assessment of the Administrative Procedure Reform Process in Vietnam during the 2011-2020 Period

Achievements

With the efforts of the Party and the State, Vietnam has achieved numerous favourable results in administrative procedure reform, particularly in the reform of institutional frameworks, with the issuance of numerous guidelines, policies, and resolutions during the 2011-2020 period. This has created favourable conditions to promote and improve the business and investment environment, as well as to enhance the effectiveness of administrative procedure reform.

The reform of administrative procedures has made significant progress, contributing to greater convenience for citizens and businesses in accessing public services and helping to save time and social labour costs. It has also enhanced the effectiveness of external economic activities and international integration, as “the implementation of the National Single Window mechanism and the technical connection of the ASEAN Single Window in certain sectors have been carried out by ministries and agencies, yielding many positive results” (Government, 2021, p.15). At the same time, it has strengthened competitiveness and improved the investment and business environment in Vietnam (see Table 1).

Table 1

Vietnam’s rankings on the Ease of Doing Business period 2011 - 2020

Year	Rankings on the ease of doing business
2011	78/183
2012	98/183
2013	99/185
2014	99/189
2015	78/189
2016	90/189
2017	82/190
2018	68/190
2019	69/190
2020	70/190

Source: Author’s compilation based on World Bank, *Doing Business* reports (2011-2020), Washington, DC: World Bank Group.

The single-window and inter-agency one-stop-shop mechanisms, the Public Administration Service Centres, and the Reception and Result Delivery Units have continued to achieve positive results, creating significant improvements in handling administrative procedures for individuals and

organisations in need. By 2020, 100% of ministries, sectors, and localities had established One-Stop-Shop Units at all levels to handle administrative procedures, with 59 out of 63 provinces having established Provincial Public Administration Service Centres (Government, 2021, p. 15).

The issue of publicity and transparency in administrative procedures has necessitated progress, with the national database on administrative procedures being gradually updated, thereby facilitating access to public services for citizens and businesses, while also helping to reduce time and costs. A notable highlight of administrative reform in recent years is the significant transformation in the way state administrative agencies handle their work with citizens and businesses, moving towards greater publicity and transparency, with service quality and effectiveness regarded as the top criteria (see Table 2).

Table 2

The average value of the provincial administrative procedure disclosure index in Vietnam, 2013 – 2020

Year	Rankings on the ease of doing business
2013	89,78%
2014	95%
2015	95,63%
2016	67,98%
2017	73,31%
2018	56%
2019	76,53%
2020	85,6%

Source: Author's compilation based on Ministry of Home Affairs, Public Administration Reform Index Report – PAR Index (2013–2020), Hanoi, Ministry of Home Affairs.

Limitations

Alongside the significant achievements attained, the reform of administrative procedures during the 2011–2020 period still faced numerous limitations and shortcomings. The formulation and implementation of regulations on administrative procedures were not yet consistent, with many overlapping and conflicting provisions. This situation gave rise to divergent opinions, “causing difficulties for both competent authorities, citizens, and businesses in the settlement of administrative procedures” (Government, 2021, p.17). The underlying reason was that the processes of drafting, collecting feedback, and assessing socio-economic impacts had not been carried out in a scientific, specific, and accurate manner.

As a result, citizens and businesses encountered difficulties in carrying out administrative procedures, with as many as 52.1% of surveyed enterprises responding that the regulations on

specific procedures remained unclear and inconsistent, with some lacking transparency and creating obstacles during implementation. Moreover, businesses still had to make multiple visits to obtain licenses, averaging three times (Thuc, 2021).

The streamlining and simplification of administrative procedures remain incomplete, and in many cases, are limited to areas of little relevance to citizens and businesses. Additionally, there are still instances where new administrative procedures and business conditions are embedded or disguised within draft legal documents (Government, 2021, p. 51). As a result, citizens and businesses continue to face unnecessary difficulties and harassment due to regulations that are overly influenced by the parochial interests of certain public agencies and some civil servants and officials" (Government, 2019, p.1).

Delays in processing and delivering the results of administrative dossiers remain prevalent in specific areas such as land management, construction, labour, invalids, and social affairs. These delays are caused by some officials and public employees who, driven by self-interest, "exploit their positions to take advantage of loopholes in mechanisms, policies, and laws; abuse the trust and limited legal knowledge of certain citizens; and engage in acts of harassment that create inconvenience, prolong the resolution process, and result in improper, unfair, and non-objective handling of cases" (Government, 2019, p.1) such practices have sparked public discontent, eroded the trust of citizens and businesses, and hindered socio-economic development (see table 3).

Table 3

Enterprises' assessment of the effectiveness of government officials and public servants in Vietnam during 2013–2020, according to the Provincial Competitiveness Index (PCI) reports

Year	Percentage of enterprises agreeing on the effectiveness of government officials and public servants in task performance
2013	75,4%
2014	64,6%
2015	67,4%
2016	58,0%
2017	72,1%
2018	74,8%
2019	81,3%
2020	84%

Source: Author's compilation based on Vietnam Chamber of Commerce and Industry (VCCI) & United States Agency for International Development (USAID), *Provincial Competitiveness Index (2013–2020)*.

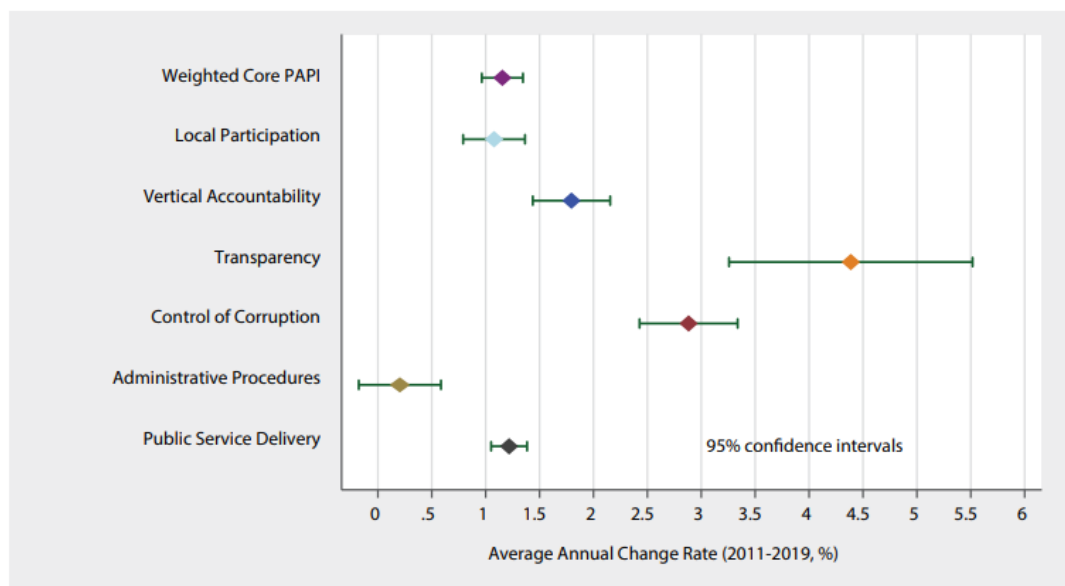
In some localities, the disclosure of data and results from administrative procedure settlements

has not accurately reflected the actual outcomes. It has failed to clearly reveal the limitations and shortcomings in citizens' and businesses' access to public services. This is because the implementation of administrative procedure oversight and monitoring has not been consistent across agencies and units and has not achieved high effectiveness, partly because "the heads of units have not demonstrated sufficient determination or paid adequate attention to the work of administrative procedure control" (Thua, 2020, p.222). Moreover, the officials assigned to this task are often reassigned or concurrently hold other responsibilities, which negatively affects the quality and effectiveness of administrative procedure oversight.

Data on the satisfaction level with public administrative procedures from 2011 to 2019 indicate a significant improvement in the quality of public administrative service delivery in areas most essential to people's lives. Both indicators-public administrative procedures and public service delivery-showed only minimal changes, ranging from 0 to 1.5% (see Figure 1).

Figure 1

Average Annual Growth in Core Dimensions of the Viet Nam Provincial Governance and Public Administration Performance Index (PAPI) period 2011-2019



Source: Author's compilation based on CECODES, VFF-CRT, & UNDP, 2020, p.10.

The effectiveness of providing and implementing level-3 and level-4 online public services remains inconsistent across ministries, sectors, and localities, and has yet to meet the needs of citizens and businesses fully. The proportion of online service applications and online payment transactions is still low compared to the volume of in-person applications and cash payments. Data connectivity and sharing in the settlement of administrative procedures and public service delivery remain weak. In contrast, the number of administrative procedures under the jurisdiction of ministries and provincial

authorities remains high (with ministries accounting for up to 58%) (Government, 2021, p.18).

The interconnectedness in administrative procedure reform remains limited because the operating mechanisms and policies of the administrative apparatus are not yet flexible and dynamic. Internal workflows and inter-agency coordination are still unclear and inconsistent, while administrative procedures “still lack interconnectedness, with uncoordinated and ineffective implementation among units” (Thua, 2020, p.222). Meanwhile, the integration, connection, and data sharing between some ministries and sectors with local e-government one-stop-shop software systems remain inadequate, creating difficulties for local authorities in handling administrative procedures (see Table 4).

Table 4

National average scores for Dimension 5 - Public Administrative Procedures according to the Viet Nam Provincial Governance and Public Administration Performance Index period 2011 - 2018

Year	Percentage of enterprises agreeing on the effectiveness of government officials and public servants in task performance
2011	6,88
2012	6,87
2013	6,89
2014	6,88
2015	6,79
2016	7,1
2017	7,17
2018	7,39

Source: Author's compilation based on CECODES, VFF-CRT, & UNDP, *The Viet Nam Provincial Governance and Public Administration Performance Index (PAPI) 2011-2018*. Hanoi.

Some solutions

First, the Party and the State should continue to formulate and promulgate policies on administrative procedure reform in a streamlined and effective manner, “closely linked with the development of e-Government and the implementation of administrative procedures in the electronic environment” (Government, 2021, p.55). At the same time, it is necessary to clearly define the scope and content of administrative procedure reform to distinguish it from other areas of administrative reform.

Second, administrative procedure reform must focus on improving the quality of service for citizens and enterprises, using the satisfaction of individuals and organisations as a measure of the effectiveness in providing and implementing administrative procedures. It is essential to enhance the service spirit and attitude of civil servants and administrative agencies toward the public, promptly

detecting and properly handling cases of extortion, abuse of power, embezzlement, arrogance, or obstruction that hinder individuals and organisations from completing administrative procedures, in accordance with the Party's regulations and the State's laws.

Third, attention should be paid to controlling and reviewing administrative procedures in conjunction with promoting e-Government development, with the goal of reducing or eliminating cumbersome and unnecessary procedures, especially in essential areas of social life, such as land management, civil registration, business registration, and social insurance. The effectiveness of receiving and addressing feedback and petitions from individuals and organisations regarding access to and provision of online public services on the National Public Service Portal should be enhanced. Models such as social networks, hotlines, chatbox systems for administrative procedure information, and evaluation and scoring systems for civil servants should be promoted to promptly resolve difficulties and obstacles faced by citizens and enterprises in completing administrative procedures.

Fourth, it is necessary to strengthen the application of information technology and digital transformation in handling administrative procedures, in connection with the innovation of one-stop-shop and inter-agency one-stop-shop mechanisms, and to improve the quality of online public services at Levels 3 and 4 on the National Public Service Portal. This will contribute to saving time and costs for society, while also meeting the demands of citizens and enterprises in completing administrative procedures.

Conclusions

During the period 2011-2020, the process of administrative procedure reform in Vietnam created significant milestones that contributed to transforming the organisation and operation of public administration to meet the requirements of national development and international economic integration. Institutional reform and administrative procedure control established an essential legal foundation for the transparent and public implementation of administrative procedures. This, in turn, laid the groundwork for reducing and eliminating cumbersome and complex procedures; strongly innovating the provision of administrative services, thereby saving costs and travel time for citizens and enterprises, improving the quality of the business and investment environment, and generating crucial momentum for Vietnam's integration into the regional and global economy.

However, alongside these achievements, the reform of administrative procedures still faces many limitations and shortcomings. The formulation and implementation of regulations on administrative procedures remain inconsistent, with overlapping and contradictory provisions. Many administrative procedures remain cumbersome and complicated, resulting in time loss and increased travel expenses for citizens and businesses. Cases in which certain officials and public servants abuse their authority, act arrogantly, and create difficulties for individuals and organisations in the implementation of administrative procedures still occur. In some ministries, sectors, and localities, the

disclosure of data and results of administrative procedure settlement does not accurately reflect the actual outcomes, while the effectiveness of providing and implementing level-3 and level-4 online public services remains limited and lacks uniformity.

References

- CECODES, VFF-CRT, & UNDP. (2019). *The Viet Nam provincial governance and public administration performance index (PAPI) 2018*.
- Government. (2011). *Decree No. 43/2011/ND-CP dated June 13, 2011, of the Government on the provision of online information and public services on websites or web portals of state agencies. Government Gazette*, 381–382. Hanoi: Government Office.
- Government of Vietnam. (2018). *Decree No. 61/2018/ND-CP: On the implementation of one-stop and interlinked one-stop mechanisms in administrative procedure resolution*. Hanoi.
- Government. (2019a). *Resolution No. 02/NQ-CP dated January 1, 2019 on continuing to implement key tasks and solutions to improve the business environment, enhance national competitiveness in 2019 with orientations toward 2021*. Hanoi.
- Government. (2019b). *Directive No. 10/CT-TTg dated April 22, 2019 of the Prime Minister: On strengthening the handling and effective prevention of harassment and causing troubles for citizens and enterprises in administrative procedures*. Hanoi.
- Government. (2021). *Report No. 128/BC-CP on the summary of the master program on state administrative reform for the 2011-2020 period and orientations for the 2021-2030 period*. Hanoi.
- Steering Committee for ASEAN Single Window, National Single Window and Trade Facilitation, Standing Office. (2017). *Handbook on the National Single Window and the ASEAN Single Window*. Hanoi.
- Thua, N. T. (2020). *State administrative reform in the period of industrialization and modernization*. Hanoi: National Political Publishing House – Truth.
- Thuc, N. T. (2021). Issues of public administration reform and transparency of administrative procedures in Vietnam today. Retrieved from <https://tcnn.vn/news/detail/51628/Van-de-cai-cach-hanh-chinh-va-minh-bach-hoa-thu-tuc-hanh-chinh-o-Viet-Nam-hien-nay.html>
- Vietnam Chamber of Commerce and Industry (VCCI), & United States Agency for International Development (USAID). (2019). *The Viet Nam provincial governance and public administration performance index 2018*.
- Vietnam National Single Window Portal. (2021). Actively implementing the National Single Window, the ASEAN Single Window, reforming specialized inspection, and facilitating trade. Retrieved from <https://vnsw.gov.vn/profile/detailNews.aspx?id=275>