

HO CHI MINH NATIONAL ACADEMY OF POLITICS

NGUYEN MANH HUNG

**TRAINING CIVIL SERVANTS IN
STATE MANAGEMENT OF THE ECONOMY
IN BAC NINH PROVINCE**

SUMMARY OF DOCTORAL DISSERTATION

MAJOR: ECONOMIC MANAGEMENT

Code: 9310110

HANOI - 2026

**This work has been completed at
Ho Chi Minh National Academy of Politics**

Chairman of the Council



Assoc. Prof., Dr. Bui Van Huyen

Supervisors



1. Dr. Ho Thi Huong Mai



2. Dr. Truong Thi My Nhan

Reviewer 1: Assoc. Prof., Dr. Le Manh Hung

Reviewer 2: Assoc. Prof., Dr. Nguyen Ngoc Toan

Reviewer 3: Assoc. Prof., Dr. Nguyen Thu Thuy

**The dissertation was defended before the Academy-level Dissertation
Evaluation Council convened at the Ho Chi Minh National Academy of Politics**

At 8:00 AM on September 16, 2026

**The dissertation is available at: the National Library and
the Library of the Ho Chi Minh National Academy of Politics**

INTRODUCTION

1. Rationale for the study

Amid digital transformation, the green transition, and public governance reform, provincial civil servants responsible for state management of the economy play a vital role in policy advice, resource allocation, and socio-economic development. Improving their training is therefore essential.

Theoretically, existing studies have not fully integrated civil service institutions, job-position-based competencies, and modern governance requirements, particularly digital skills, sustainable development, and adaptation to the two-tier local government model.

Legally, Party resolutions and the 2025 Law on Cadres and Civil Servants emphasise training aligned with job positions, competencies, and public-service performance.

In practice, training in the former Bac Ninh Province during 2021-2024 remained fragmented, insufficiently job-position-based, resource-constrained, and weakly linked to personnel planning, appointment, rotation, and performance appraisal. Content was largely theoretical.

The merger of Bac Ninh and Bac Giang provinces on 1 July 2025 and the introduction of the two-tier local government model have further increased competency and training requirements. This dissertation therefore examines the training of civil servants responsible for state management of the economy in Bac Ninh Province, proposing improvements to strengthen public-service performance and meet the province's development needs through 2030.

2. Research objectives and tasks

Research objective

To assess training during 2021-2024 and propose orientations and solutions to improve the training of civil servants responsible for state management of the economy in Bac Ninh Province through 2030, in response to digital transformation, the green economy, administrative restructuring, and the two-tier local government model.

Research tasks

- Review domestic and international studies on the training of civil servants responsible for state management of the economy.
- Systematise the theoretical foundations, objectives, requirements, content, evaluation criteria, and influencing factors of training.
- Examine training experiences in selected localities and draw lessons for Bac Ninh Province.
- Assess training in Bac Ninh during 2021-2024 across four stages: needs assessment, planning, implementation, and evaluation; identify achievements, limitations, and their causes.
- Propose orientations and solutions to improve training through 2030 in the new governance context.

3. Research subject and scope

Research subject

The training of civil servants responsible for state management of the economy in Bac Ninh Province, from an economic management perspective.

Research scope

- Management authority: The provincial government of Bac Ninh Province.

- Content: Four stages of training: needs assessment, planning, implementation, and evaluation, focusing on civil servants in specialised provincial agencies under the Provincial People’s Committee.
- Geographical scope: Bac Ninh Province before and after the merger effective 1 July 2025.
- Time scope: Empirical analysis of 2021-2024 and proposed solutions through 2030.

4. Research Approaches and Methods

Research approach

The dissertation adopts an economic management perspective, drawing on Institutional Theory, policy science, New Public Management, Human Capital Theory, and digital government. “Training” is used broadly to include professional development and the updating of knowledge and skills according to job positions.

Research methods

The dissertation combines qualitative and quantitative methods. Qualitative methods support literature review, theoretical synthesis, current-state analysis, and solution development. Quantitative data were collected through an online questionnaire administered to 387 civil servants in departments and agencies of the former Bac Ninh Province from August to December 2024, using a five-point Likert scale. Data were analysed in SPSS 26.0 using descriptive statistics, Chi-square tests, independent-samples t-tests, and ANOVA.

5. Original contributions of the dissertation

Theoretical contributions

- Systematise the theoretical foundations of training through a four-stage cycle: needs assessment, planning, implementation, and

evaluation, linked to civil servant career planning, placement, and utilisation.

- Develop an integrated analytical framework combining Institutional Theory, New Public Management, Human Capital Theory, and job-position-based human resource management, shifting evaluation from courses and certificates to competencies and work outcomes.

- Propose an expanded competency framework incorporating professional and digital competencies, data-oriented thinking, and adaptability to emerging governance requirements.

Practical contributions

- Provide empirical evidence on training in Bac Ninh during 2021-2024, based on administrative data and 387 survey responses, identifying key achievements, limitations, and bottlenecks.

- Propose modular, job-position-based training programmes tailored to local socio-economic conditions and public-service requirements.

- Recommend eight solutions for improving training through 2030, focusing on competency frameworks, digital training management through a Learning Management System (LMS), and post-training evaluation, in response to digital transformation, the green transition, and the two-tier local government model.

Chapter 1

OVERVIEW OF STUDIES RELATED TO THE DISSERTATION TOPIC

1.1. REVIEW OF RELATED STUDIES

1.1.1. Studies on public human resource management and the development of provincial civil servants responsible for state management of the economy

International studies emphasise strategic public human resource management, competency development, and the integration of training with recruitment, placement, utilisation, and performance appraisal. Vietnamese studies examine training needs, planning, content, and evaluation. However, links between training and job-position-based management, particularly amid administrative mergers and the two-tier local government model, remain underexplored.

1.1.2. Studies on job-position-based training, competency frameworks, and the training cycle

Studies establish models for training needs assessment, programme design, implementation, and evaluation. They advocate shifting from qualification-based training to job-position-based competency development and assessing outcomes through behavioural changes and job performance. However, these approaches remain insufficiently integrated in training provincial civil servants responsible for state management of the economy, particularly regarding context-specific competency frameworks and performance-based evaluation.

1.1.3. Studies on civil servant training amid digital transformation, green governance, and institutional reform

International and Vietnamese studies highlight the need to update competencies, training content, delivery methods, and evaluation in response to digital and green transitions, administrative restructuring, and cross-sectoral governance. However, integrated models and empirical evidence on training civil servants responsible for state management of the economy in post-merger localities, particularly Bac Ninh Province, remain limited.

1.2. OVERALL ASSESSMENT OF STUDIES RELATED TO THE DISSERTATION TOPIC

1.2.1. Areas of consensus

Studies recognise training as a key component of public human resource management that strengthens capacity for economic policy formulation and implementation. They emphasise job-position-based needs assessment, links between training and civil servant utilisation and appraisal, and reforms addressing digital transformation and organisational restructuring.

1.2.2. Research gaps

- Theoretical gap: An integrated model linking training with the civil servant management cycle remains lacking, while existing competency frameworks insufficiently address digital transformation, AI, and the two-tier local government model.

- Practical gap: Training remains insufficiently aligned with local economic conditions. Evidence on practical digital training, its impact on public-service performance, and training in Bac Ninh following administrative merger remains limited.

1.2.3. The dissertation's new approach

- Public human resource management cycle: Integrates training with civil servant planning, utilisation, and appraisal through a four-stage cycle.
- Updated competency framework: Incorporates professional, digital, data, and AI-related competencies.
- Local context: Aligns training with Bac Ninh's economic characteristics and the two-tier local government model.
- Public-service outcomes: Evaluates training through the application of acquired knowledge and job performance to inform solutions for Bac Ninh through 2030.

Chapter 2

THEORETICAL AND PRACTICAL FOUNDATIONS OF TRAINING PROVINCIAL CIVIL SERVANTS RESPONSIBLE FOR STATE MANAGEMENT OF THE ECONOMY

2.1. THEORETICAL FOUNDATIONS OF PROVINCIAL CIVIL SERVANTS RESPONSIBLE FOR STATE MANAGEMENT OF THE ECONOMY

2.1.1. Basic concepts

2.1.1.1. *Civil servants*

Civil servants are defined as individuals who: (i) are citizens of the country; (ii) are recruited through open and competitive examinations; (iii) are appointed to a specific civil service rank, position, or post within the administrative apparatus; and (iv) hold established posts and receive salaries from the state budget.

2.1.1.2. Provincial civil servants responsible for state management of the economy

These are civil servants working in provincial-level state management agencies responsible for economic affairs, representing the state in performing economic management functions within the province. They are recruited and appointed to job positions in provincial departments and other economic agencies, hold positions within the provincial civil service establishment, and exercise public authority in economic management within the locality.

2.1.1.3. The body of provincial civil servants responsible for state management of the economy

This refers to a structured group of civil servants working in administrative agencies under the provincial People's Committee. Their functions include advising on and formulating policies, organizing implementation, and inspecting and monitoring the enforcement of laws, strategies, policies, master plans, and socio-economic development plans within the locality. They exercise state authority to regulate, guide, and promote economic activities in accordance with the Party's development orientations, state laws, and local conditions.

2.1.2. Classification, characteristics, roles, and requirements of provincial civil servants responsible for state management of the economy

2.1.2.1. Classification of provincial civil servants responsible for state management of the economy

Civil servants are classified by work position, professional field, and civil service rank. These criteria provide a basis for task assignment, personnel planning, and the design of specialized training programmes for different groups.

2.1.2.2. Characteristics of provincial civil servants responsible for state management of the economy

This group is characterized by the combination of economic expertise, resource coordination, digital analysis and forecasting, public-service integrity, and contextual adaptability. These characteristics provide an important theoretical basis for determining training content, programmes, and methods appropriate to each job position.

2.1.2.3. Roles of provincial civil servants responsible for state management of the economy

These civil servants advise on, implement, and evaluate economic policies; coordinate resources; promote administrative reform and digital transformation; and connect local government with citizens and businesses. Their work contributes to improving the effectiveness and efficiency of state management and promoting local economic development.

2.1.2.4. Requirements for provincial civil servants responsible for state management of the economy

The workforce must meet requirements concerning size, composition, and quality. These three dimensions provide a basis for management agencies to formulate policies on recruitment and utilization and to design training programmes aligned with practical requirements.

2.2. THEORETICAL FOUNDATIONS OF TRAINING PROVINCIAL CIVIL SERVANTS RESPONSIBLE FOR STATE MANAGEMENT OF THE ECONOMY

2.2.1. Concept of training provincial civil servants responsible for state management of the economy

This refers to a systematic, goal-oriented process organized and implemented by provincial authorities to develop the professional

knowledge, occupational skills, and public-service attitudes of civil servants performing economic management functions within the locality.

2.2.2. Objectives and requirements of training provincial civil servants responsible for state management of the economy

2.2.2.1. Objectives of training provincial civil servants responsible for state management of the economy

The overall objective is to strengthen the capacity to formulate, implement, and monitor local economic policies in a digital environment. This objective is translated into specific requirements for knowledge, skills, and public-service performance, providing a basis for tailoring training content to individual job positions and organizational needs.

2.2.2.2. Requirements for training provincial civil servants responsible for state management of the economy

Training must be based on personnel planning and local socio-economic needs; comply with education laws; align with job positions; promote professionalism and adaptability; ensure transparency and post-training effectiveness evaluation; and increase the use of technology in training management and delivery.

2.2.3. Components of training for provincial civil servants responsible for state management of the economy

Training follows a four-stage cycle grounded in needs-based training theory and New Public Management to improve the quality of public-service performance.

2.2.3.1. Training needs assessment

This is the initial and critical stage of identifying competency gaps at three levels: organizational, departmental, and individual. The identified needs are then categorized according to position standards, requirements of current duties, and future workforce development.

2.2.3.2. Training planning

This stage translates competency gaps into concrete short-, medium-, and long-term action plans. It specifies SMART objectives, programme content (professional, political, and overseas training), financial resources, and key performance indicators (KPIs) for measuring effectiveness.

2.2.3.3. Implementation of training plans

This stage involves allocating training quotas, approving lists of civil servants for training, coordinating among management agencies, employing organizations, and training institutions, and integrating technology into class management.

2.2.3.4. Evaluation of training outcomes

This strategic feedback stage collects data from multiple stakeholders to assess programme effectiveness using the Kirkpatrick model (reaction, learning, behaviour, and results) and the Plan-Do-Check-Act (PDCA) cycle. The findings inform adjustments to personnel policies and subsequent training programmes.

2.2.4. Criteria for evaluating the training of provincial civil servants responsible for state management of the economy

The evaluation framework combines a theoretically oriented competency framework with empirically measurable criteria. It ensures consistency among training objectives, content, and evaluation while remaining appropriate to the scope of the research data.

2.2.5. Factors affecting the training of provincial civil servants responsible for state management of the economy

2.2.5.1. External factors affecting training

External factors include the shift towards sustainable growth models; digital transformation and data-driven governance; green growth and

circular development objectives; local competitiveness and value-chain restructuring; and evolving standards of modern public governance.

2.2.5.2. Internal factors affecting training

Internal factors include local leaders' awareness and political commitment; the capacity of specialized agencies; the design of programme learning outcomes; the degree of integration between training and civil servant planning, placement, utilization, and appointment; and the capacity of training institutions and teaching staff. Internal factors include local leaders' awareness and political commitment; the capacity of specialized agencies; the design of programme learning outcomes; the degree of integration between training and civil servant planning, placement, utilization, and appointment; and the capacity of training institutions and teaching staff..

2.3. TRAINING EXPERIENCES FROM SELECTED LOCALITIES AND LESSONS FOR BAC NINH PROVINCE

2.3.1. Training experiences from selected provinces

2.3.1.1. Experience of the former Nam Dinh Province, now part of Ninh Binh Province

Nam Dinh treated training as a strategic human resource priority, assessing needs against job-position and civil service rank requirements. During 2016-2023, it recorded over 7,000 training attendances, trained 418 leaders, and provided digital skills training to more than 10,000 civil servants. By 2023, all civil servants in administrative agencies held at least a university degree. In 2022, the province ranked 10th nationally in the digital transformation index.

2.3.1.2. Experience of Quang Ninh Province

Quang Ninh aligned training with job positions, digital transformation, and personnel planning. During 2019-2024, it approved

666 domestic courses, covering over 43,867 participant-attendances, with a budget of approximately VND 133 billion. Training combined theory, field visits, expert instruction, and staff rotation. In 2023, the province ranked first nationally in both the PAR Index and SIPAS.

2.3.2. Lessons for training provincial civil servants responsible for state management of the economy in Bac Ninh Province

Five key lessons can be drawn: assess training needs based on actual competency gaps by job position; develop long-term and annual training plans linked to budget estimates; diversify delivery methods by combining theory and practical experience and linking training with staff rotation; strengthen post-training effectiveness evaluation to inform personnel planning and appointments; and integrate training with administrative reform to directly improve local competitiveness indices.

Chapter 3

THE CURRENT STATE OF TRAINING CIVIL SERVANTS RESPONSIBLE FOR STATE MANAGEMENT OF THE ECONOMY IN BAC NINH PROVINCE

3.1. OVERVIEW OF BAC NINH PROVINCE'S GEOGRAPHICAL, ADMINISTRATIVE, AND SOCIO-ECONOMIC CHARACTERISTICS AND THEIR IMPLICATIONS FOR TRAINING CIVIL SERVANTS RESPONSIBLE FOR STATE MANAGEMENT OF THE ECONOMY DURING 2021-2024

3.1.1. Natural and demographic characteristics

Bac Ninh has the smallest area in Vietnam (822.7 km²) but the highest population density (1,844 people/km²), with rapid urbanization

(50.8% in 2023). In 2024, its population exceeded 1.54 million, including 789,800 workers. Although 79% of the workforce had received training, fewer than 10% held university degrees or higher. These conditions place considerable pressure on technical infrastructure and require provincial civil servants to strengthen their policy formulation and urban management capacities.

3.1.2. Economic characteristics

Economic growth fluctuated, contracting by 7.4% in 2023 before recovering by 3.4% in 2024. Industry and construction remained the main pillars, accounting for over 70% of GRDP, while FDI attracted reached USD 20 billion. The merger of Bac Ninh and Bac Giang on 1 July 2025 and the introduction of the two-tier local government model require civil servants to shift from administrative management towards development governance, with expertise in next-generation FDI, the digital economy, green growth, and direct guidance for commune-level authorities.

3.2. THE CIVIL SERVICE WORKFORCE RESPONSIBLE FOR STATE MANAGEMENT OF THE ECONOMY IN BAC NINH PROVINCE DURING 2021-2024

3.2.1. Workforce Size

The number of provincial civil servants responsible for state management of the economy declined from 255 in 2021 to 246 in 2024, a decrease of 3.5%, while remaining relatively stable at around 30% of the province's administrative civil servants. Workforce reductions have increased the need to improve productivity in handling complex workloads.

3.2.2. Workforce composition

The workforce is ageing rapidly: civil servants under 30 account for less than 5%, while those aged 50-60 rose to 26.8%. Men account for 65-67% of the workforce. Professional civil servants make up 54.1%, while division-level managers account for 41.5%. Personnel are concentrated in key macroeconomic departments, particularly Finance (19.5%) and Planning and Investment (10.2%), creating localized staffing pressures in key agencies.

3.2.3. Workforce quality

The workforce meets formal qualification standards, with 100% holding at least a university degree, including 48.37% with master's degrees and 1.12% with doctoral degrees. All key leaders hold advanced political theory qualifications, compared with 39.8% of the entire workforce. All civil servants meet basic IT standards, while most have foreign-language proficiency at Levels 2-3. In 2024, all civil servants were rated as having fulfilled their duties well or better, including 11.8% rated outstanding, contributing to the province's administrative reform performance.

3.3. THE CURRENT STATE OF TRAINING CIVIL SERVANTS RESPONSIBLE FOR STATE MANAGEMENT OF THE ECONOMY IN BAC NINH PROVINCE DURING 2021-2024

3.3.1. Training needs assessment and planning

During 2021-2024, Bac Ninh assessed training needs and developed training plans under a relatively comprehensive legal framework, combining provincial orientations with the needs of departments, agencies,

and individual civil servants. Training content was increasingly aligned with job positions and economic management requirements. However, plans remained largely embedded in general programmes, and stronger links are needed between actual competency gaps, training content, and local economic development needs.

3.3.2. Implementation of training plans

During 2021-2024, training plans were implemented through coordination among the provincial People's Committee, Department of Home Affairs, departments and agencies, and training institutions. Content expanded from financial management, public investment, and bidding to digital transformation and business support. Delivery methods and resources also diversified. However, practical relevance and alignment with job-position requirements need further improvement.

3.3.3. Evaluation of training outcomes

Training quality was evaluated in accordance with Decree No. 101/2017/ND-CP, Decree No. 89/2021/ND-CP, and Circular No. 03/2023/TT-BNV, through coordination among the Department of Home Affairs, employing agencies, and training institutions. Evaluation covered immediate post-course feedback, including satisfaction and examination results, and workplace application after 6-12 months using six groups of criteria. Evaluation focused mainly on course completion in 2021-2022, while 2023-2024 saw a stronger shift towards actual public-service performance. From 2023, the province expanded digital evaluation through online questionnaires and a Learning Management System (LMS).

3.4. OVERALL ASSESSMENT OF TRAINING CIVIL SERVANTS RESPONSIBLE FOR STATE MANAGEMENT OF THE ECONOMY IN BAC NINH PROVINCE DURING 2021-2024

3.4.1. Survey-based assessment of training practices

A survey of 387 respondents, including economic management civil servants at different levels and relevant units, was conducted to provide empirical evidence for assessing training practices.

3.4.1.1. Gaps between workforce competencies and development objectives during the study period

Training effectively supported political and basic professional qualification requirements: over 90% of respondents had received professional training, and 71.6% had undertaken postgraduate study. However, international integration competencies remained weak, as only 26.6% had received foreign-language training, 7.7% had participated in overseas training, and only 9.6% had attended advanced courses in policy analysis, the digital and green economies, or AI.

3.4.1.2. Alignment of training with workforce development requirements

Long-term programmes supported career advancement: master's and doctoral qualifications were associated with an appointment rate of 65%, while the rate for advanced political theory qualifications was 61%. By contrast, short-term courses had limited impact on practical skills: 65.3% reported no change in foreign-language skills, and over 70% reported no change in professional skills. Such courses contributed little to personnel planning or appointments. Selection for training was transparent and equitable, based mainly on job requirements and agency plans.

3.4.1.3. Gaps between training provision and training needs

Training plans were publicly accessible to 86.7% of respondents. However, training content mainly addressed current job requirements (94.8%) rather than the locality's future development needs (66.8%). Delays in post-training utilization were evident: the appointment rate (64.6%) was lower than the rate of inclusion in personnel plans (81.9%). The main barriers were insufficient funding (79.6%) and time constraints (58.4%). Among those who had not received training (30%), preferences centred on intermediate-level political theory and postgraduate study, while demand for foreign-language training was very low.

3.4.2. Achievements, limitations, and their causes

3.4.2.1. Achievements

During 2021-2024, training achieved positive results: plans were relatively comprehensive, the training cycle was implemented in full, and content and delivery methods became more diverse. These efforts helped standardize qualifications, strengthen competencies, and support administrative reform and digital transformation. Among the 387 surveyed civil servants, 94.8% considered training content relevant to their jobs, and 87.8% considered it aligned with their needs. Nevertheless, training effectiveness in strengthening practical competencies and public-service performance requires further improvement.

3.4.2.2. Limitations and their causes

Limitations remain in training needs assessment, long-term planning, implementation, and post-training effectiveness evaluation. Content has not kept pace with digital transformation, the green transition, and

international integration. Short-term courses have had limited impact, foreign-language competencies remain weak, and training budgets and resources are insufficient. Internal causes include outdated approaches and management tools, weak coordination, and ineffective post-training utilization of civil servants. External causes include institutional and policy constraints, rapid technological change, and rising demands for international integration. The survey identified the link between training needs and civil servant utilization as the most influential factor (98.5%).

Chapter 4

ORIENTATIONS AND SOLUTIONS FOR IMPROVING THE TRAINING OF CIVIL SERVANTS RESPONSIBLE FOR STATE MANAGEMENT OF THE ECONOMY IN BAC NINH PROVINCE

4.1. CONTEXT AND DIRECTIONS FOR IMPROVING TRAINING IN THE COMING PERIOD

4.1.1. Emerging contextual factors affecting training in Bac Ninh Province

4.1.1.1. International context

Economic integration, the Fourth Industrial Revolution, green development, and supply chain restructuring require civil servants to strengthen digital, data governance, international integration, foreign-language, and adaptability competencies, shifting the focus from qualification standardization to practical competency development.

4.1.1.2. Domestic context

The two-tier local government model, workforce reductions, digital transformation, and private-sector development require training aligned with job positions, coordination competencies, results-based management, business support, and the practical application of knowledge in public service.

4.1.1.3. Bac Ninh Province after the administrative merger

The merger of Bac Ninh and Bac Giang on 1 July 2025 created a more diverse economic area, requiring civil servants to strengthen cross-sectoral governance, policy coordination, investment management, and adaptation to the new organizational structure. Training must align with the province's development needs and address shortcomings that existed before the merger.

4.1.1.4. Implications of the emerging context for training in Bac Ninh Province

The new context calls for training reform based on job positions, with greater emphasis on digital competencies, international integration, sustainable development, and cross-sectoral coordination. Training effectiveness should be assessed through public-service performance.

4.1.2. Directions for improving training in Bac Ninh Province

4.1.2.1. Workforce development requirements

Priorities include strengthening multitasking competencies, allocating personnel appropriately by job position, and developing strategic advisory, data governance, management, and international business support skills.

4.1.2.2. Directions for improving training quality

Seven priorities are identified: (1) aligning training with job positions

and competency frameworks; (2) adapting content to local economic development needs; (3) innovating delivery methods and strengthening practical and digital learning; (4) linking training with civil servant planning, placement, and utilization; (5) evaluating learning outcomes and public-service performance; (6) strengthening training and research cooperation; and (7) securing and diversifying financial resources.

4.2. SOLUTIONS FOR IMPROVING THE TRAINING OF CIVIL SERVANTS RESPONSIBLE FOR STATE MANAGEMENT OF THE ECONOMY IN BAC NINH PROVINCE IN THE NEW CONTEXT

4.2.1. Developing a job-position-based competency framework

Develop a framework covering economic management, digital governance, data analysis, international integration, and sustainable development. The provincial People's Committee will direct implementation, with the Department of Home Affairs leading development in 2026-2027 and updates through 2030. The framework will guide needs assessment and evaluation.

4.2.2. Developing competency-based training plans

Align training plans with competency gaps and economic development priorities. The Department of Home Affairs will lead planning and resource allocation, prioritising post-merger transition in 2026-2027 and digital skills, data analysis, and international integration in 2027-2030.

4.2.3. Reforming training programmes through modular design and action learning

Develop job-specific modules combining transition training, practical cases, and action learning. During 2026-2030, the Department of Home

Affairs will coordinate with training institutions, agencies, and businesses to strengthen workplace application.

4.2.4. Strengthening decentralisation and quality assurance

Increase agency autonomy while maintaining quality standards. The Department of Home Affairs will guide and oversee implementation, refining decentralisation in 2026-2027 and introducing KPI- and performance-based evaluation in 2027-2030.

4.2.5. Developing expert networks and cooperation

Mobilise experts from government, business, and academia; develop part-time trainers; and expand foreign-language training and international cooperation. Establish expert networks in 2026-2027 and expand knowledge exchange through 2030.

4.2.6. Linking training evaluation to civil servant development

Apply the four-level Kirkpatrick model, emphasising knowledge application and public-service performance. During 2026-2030, the Department of Home Affairs will link evaluation results to workforce development and the digital civil servant database.

4.2.7. Strengthening digital transformation in training

Deploy a shared Learning Management System (LMS), develop digital resources, and integrate training and civil servant data. During 2026-2030, the Department of Home Affairs will coordinate digital implementation and progressively apply AI to personalise learning and support data-driven management.

4.2.8. Restructuring financial resources and using existing infrastructure

Diversify funding and make effective use of facilities following the

merger. During 2026-2030, the provincial People's Council and People's Committee will provide direction, while the Departments of Finance and Home Affairs coordinate implementation.

4.3. RECOMMENDATIONS

4.3.1. Recommendations to the National Assembly

Oversee implementation of the 2025 Law on Cadres and Civil Servants in line with job positions, ensure appropriate training budgets for fast-growing provinces, and monitor national training programmes.

4.3.2. Recommendations to the Government

Direct the Ministry of Home Affairs to develop a unified competency framework and national training database, and introduce flexible financing mechanisms to encourage non-state training providers.

4.3.3. Recommendations to relevant ministries and agencies

The Ministry of Home Affairs should issue guidance on competency frameworks and job-position-based training. The Ministry of Finance should revise training expenditure norms, replacing Circular No. 36/2018/TT-BTC, and guide socialised financing. The Ministry of Science and Technology should develop digital infrastructure and shared training resources. The Ministry of Foreign Affairs should promote international cooperation, exchange of public-service experience, and trade negotiation skills.

CONCLUSION

This dissertation proposes solutions to improve the training of civil servants responsible for state management of the economy in Bac Ninh Province by 2030, in response to digital transformation, green economic development, organisational restructuring, and the two-tier local government model.

First, the dissertation reviews domestic and international studies, identifies research gaps, and develops an analytical framework based on Institutional Theory, New Public Management, Human Capital Theory, and the Public Policy Cycle. The framework covers four components: training needs assessment, planning, implementation, and evaluation.

Second, an assessment of training during 2021-2024, based on secondary data and empirical surveys, shows that training has helped standardise civil servants' qualifications. However, shortcomings remain in needs assessment, planning, training content and methods, post-training evaluation, resource mobilisation, and digital technology adoption.

Third, the dissertation proposes eight solutions addressing competency frameworks, competency-based planning, programme and methodological reform, decentralisation and quality assurance, expert networks, Kirkpatrick-based evaluation, digital transformation and data integration, and financial and infrastructure resources. These solutions include implementation roadmaps and responsible actors to enhance public-service performance through 2030.

As the empirical data mainly predate the implementation of the two-tier local government model, further research should examine the long-term effects of training and the application of artificial intelligence to civil servant competency management..

LIST OF THE AUTHOR'S PUBLISHED WORKS RELATED TO THE DISSERTATION

1. Nguyen Manh Hung (2025), “Training and professional development for civil servants responsible for state management of the economy: Requirements in the new era”, *Journal of Economics and Forecasting - Institute of Development Strategy*, Ministry of Planning and Investment, e-ISSN: 2734-9365.
2. Nguyen Manh Hung (2025), “Improving the quality of training for civil servants responsible for state management of the economy in Bac Ninh Province”, *State Management Journal - Academy of Public Administration and Governance*, e-ISSN: 2815-5831.
3. Nguyen Manh Hung (2025), “The current state of civil servants responsible for state management of the economy in Bac Ninh Province: Emerging Issues and Policy Recommendations”, *State Management Journal*, e-ISSN: 2815-5831.