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**ORGANIZATION AND OPERATIONS OF THE MINISTRY  
OF HOME AFFAIRS TO MEET THE REQUIREMENTS OF  
THE NEW ERA**

**PHD THESIS MAJORING IN  
PARTY BUILDING AND STATE GOVERNMENT**

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## **INTRODUCTION**

### **1. The urgency of the topic**

The Ministry is a government agency of the Socialist Republic of Vietnam that performs state management functions for one or more sectors, fields, and public services within those sectors and fields across the entire country.

The Ministry of Home Affairs is an agency under the Government of Vietnam, holding a particularly important position in the state administrative system. It performs the function of state management in the following sectors and fields: administrative organization and state-run institutions; organization of local government; officials, civil servants, public employees, and public service; labor, wages, social insurance; employment; occupational safety and hygiene; associations, social funds, charitable funds, and non-governmental organizations; people with meritorious service; youth; gender equality; clerical work and state archives; emulation and commendation; and state management of public services within the sectors and fields under the Ministry's jurisdiction as prescribed by law. With these functions, the Ministry of Home Affairs is considered the center for organizing and operating the Government's apparatus, ensuring that state management activities run smoothly, lawfully, and with discipline, contributing to building a socialist rule-of-law state in Vietnam.

In recent years, the Ministry of Home Affairs has made significant efforts to improve organizational structure and enhance the effectiveness and efficiency of state management in its assigned areas. Under the leadership of the Politburo, the Secretariat, and the direct guidance of the Prime Minister, the Ministry has proactively advised on many important mechanisms and policies regarding organizational structure, personnel work, local government, and administrative reform. Regarding organization, the Ministry of Home Affairs has gradually reviewed, rearranged, and perfected the organizational structure of its subordinate units in a streamlined manner, clearly defining functions and tasks, ensuring consistency in state management of internal affairs. At the same time, the Ministry focuses on building and developing a team of civil servants and public employees to meet the requirements of state management in the context of administrative reform and digital transformation. In terms of activities, the Ministry of Home Affairs plays a central role in implementing the overall program of administrative reform, promoting the development of job positions, streamlining staffing, innovating civil service and public employee regimes, as well as strengthening the application of information technology and digital transformation in personnel management and administration. The work of inspection and guidance for localities regarding government organization, management of civil servant and public employee staffing, and implementation of administrative reform is carried out regularly, contributing to strengthening discipline and order within the activities of the state administrative system.

However, the Ministry of Home Affairs still faces many challenges. Some management areas overlap or intersect with other ministries and sectors; functions and tasks among certain units within the Ministry are not clearly defined, leading to inconsistent coordination. The progress of civil service reform and job position implementation remains slow compared to renewal requirements. The quality of the civil servant workforce is uneven; some still lack skills in policy research, IT application, and adaptability in the context of digital transformation. Although digital transformation has been implemented, it is not yet fully synchronized among units and between the Ministry and localities, especially in building databases and connecting information systems.

The current context poses new requirements for the Ministry of Home Affairs as the country accelerates the building of a socialist rule-of-law state, perfects the socialist-oriented market economy institution, and simultaneously implements national digital transformation and deep international integration. This demands that the Ministry continuously innovate its operational methods, improve management and governance capacity, and overcome internal limitations to better meet the country's development needs. Given this situation, researching theoretical foundations, summarizing practical experiences, accurately assessing the current state, and finding solutions to improve the organization and operations of the Ministry of Home Affairs to meet the demands of the new era is an urgent requirement. For these reasons, the doctoral student to choose the topic "*Organization and Operations of the Ministry of Home Affairs to Meet the Requirements of the New Era*" as the doctoral dissertation in the field of Party Building and State Governance.

## **2. Research purpose and tasks**

### ***2.1. Research purpose***

Based on clarifying theoretical and practical issues regarding the current organization and operations of the Ministry of Home Affairs, the dissertation proposes directions and key solutions to improve the organization and operations of the Ministry of Home Affairs to meet the requirements of the new era.

### ***2.2. Research tasks***

- To review major scientific works directly related to the dissertation topic, identify the content that should be inherited to achieve the dissertation's objectives and tasks, and determine the aspects that need further research and clarification.

- To explain and clarify theoretical and practical issues concerning the current organization and operations of the Ministry of Home Affairs.

- To survey and assess the actual situation of the organization and operations of the Ministry of Home Affairs from 2020 to the present; identify strengths, limitations, causes, and summarize experiences.

- To propose directions and key solutions to improve the organization and operations of the Ministry of Home Affairs to meet the requirements of the new era.

### **3. Study subjects and scope of the thesis**

#### ***3.1. Study subjects***

The organization and operations of the Ministry of Home Affairs to meet the requirements of the new era.

#### ***3.2. Scope of the thesis***

- *In terms of space:* The dissertation studies the organization and operations of the Ministry of Home Affairs as an agency under the Government of the Socialist Republic of Vietnam.

- *In terms of time:* The dissertation surveys and studies the organization and operations of the Ministry of Home Affairs from 2020 to the present. The proposed directions and solutions are valid until 2035.

- *In terms of content:* The thesis studies the organization and activities of the Ministry of Home Affairs to meet the requirements of the new era.

### **4. Theoretical, practical basis and research methods of the thesis**

#### ***4.1. Theoretical basis***

The dissertation is researched based on Marxism-Leninism, Ho Chi Minh's thought, and the viewpoints of the Communist Party of Vietnam, as well as Vietnamese laws on building a socialist rule-of-law state of the people, by the people, and for the people.

#### ***4.2. Practical basis***

The practical basis of the dissertation is the actual situation of the organization and operations of the Ministry of Home Affairs from 2020 to the present, along with the advantages, difficulties, and the requirements of the new era for improving the organization and enhancing operational efficiency.

#### ***4.3. Research methods***

The dissertation is researched based on dialectical materialism and historical materialism and uses a combination of research methods from political science and interdisciplinary sciences, such as: Systematization method, Analytical and synthetic method, Inductive and deductive method, Statistical and comparative method, Sociological survey method, Practical summarization method.

### **5. Research questions and hypotheses**

#### ***5.1. Research questions***

- What are the organization and activities of the Ministry of Home Affairs?
- How have the Ministry of Home Affairs organized and carried out its activities during the past period?
- What favorable and challenging factors affect the improvement of the organization and operations of the Ministry of Home Affairs in the new era?
- What needs to be done in the coming time to improve the organization and operations of the Ministry of Home Affairs to meet the requirements of the new era?

#### ***5.2. Research hypotheses***

- The organization and activities of the Ministry of Home Affairs include the following contents:

+ The organizational content of the Ministry of Home Affairs includes two parts: 1) Regarding organizational structure; 2) Regarding the quantity and quality of the personnel workforce.

+ The activities of the Ministry of Home Affairs include four parts: 1) Regarding the development of institutions and policies; 2) Regarding the guidance on implementing institutions and policies; 3) Regarding the organization of implementing institutions and policies; 4) Regarding the management activities of the Ministry.

- During the past period, the Ministry of Home Affairs has achieved many significant results regarding its organization and activities. However, to meet the demands of the new era, there are still some limitations and certain obstacles in the organization and operations of the Ministry that need to be addressed.

- There are many favorable and challenging factors affecting the improvement of the organization and activities of the Ministry of Home Affairs in the new era.

- In the coming time, to improve the organization and operations of the Ministry of Home Affairs to meet the requirements of the new era, it is necessary to implement a set of comprehensive solutions, with particular emphasis on those that address the causes of limitations in the organization and operations of the Ministry of Home Affairs.

## **6. Theoretical and practical significance of the thesis**

### ***6.1. Theoretical significance***

The research results of the dissertation contribute to summarizing practical experience and supplementing, improving, and developing the theoretical framework on the organization and operations of the Ministry of Home Affairs as an agency under the Government of the Socialist Republic of Vietnam.

### ***6.2. Practical significance***

The research results of the dissertation can serve as a reference for the Ministry of Home Affairs in improving its organization and operations to meet the requirements of the new era. They can also be used for teaching, learning, and scientific research in the fields of Party Building, State Governance, Public Administration, and other related disciplines at universities and postgraduate training institutions.

## **7. Scientific contributions of the thesis**

*Firstly*, the thesis develops the concepts of: Organization & Operations of the Ministry of Home Affairs.

*Secondly*, the thesis establishes the theoretical framework of the topic, identifying two organizational components of the Ministry of Home Affairs and four operational components of the Ministry of Home Affairs.

*Thirdly*, the thesis draws lessons from the organization of the Ministry of Home Affairs and lessons from its operations.

*Fourthly*, the thesis analyzes and explains two breakthrough solutions to improve the organization and operations of the Ministry of Home Affairs to

meet the requirements of the new era: 1) Improve and strictly implement the working regulations of the Ministry of Home Affairs; 2) Strengthen coordination between the Ministry of Home Affairs and other Government agencies, as well as with organizations in the political system at both central and local levels.

### **8. Structure of the thesis**

In addition to the introduction, conclusion, list of published scientific works related to the dissertation, references, and appendices, the dissertation consists of 4 chapters and 09 sections.

## Chapter 1

### OVERVIEW OF AVAILABLE RESEARCH RELATED TO THE TOPICS

#### 1.1. RESEARCH OUTSIDE VIETNAM

##### 1.1.1. Research studies on the organization and activities of the Government, Ministries, and equivalent agencies.

Yuan Fangcheng (2010), *A Study on Characteristics of China's Government Reform in Different Stages since the Reform and Opening-Up and Its Prospects*, Journal of Politics and Law, February 2010

Hajnal György (2012), *Studying Dynamics of Government Agencies: Conceptual and Methodological Results of a Hungarian Organizational Mapping Exercise*, International Journal of Public, October 201235(12)

Tobias Bach (2012), *The involvement of agencies in policy formulation: Explaining variation in policy autonomy of federal agencies in Germany*, Policy and Society, Volume 31, Issue 3, September 2012, Pages 211–222

Dahlström, C. & Lapuente, V. (2017), *Organizing Leviathan: Politicians, bureaucrats and the making of good government*, Cambridge University Press.

Yong Gao, Ying Wu (2018), *The State and Society of China*, Springer.

Roger Wettenhall (2020), *Machinery of Government Building Blocks: Ministries, Departments, and Agencies*, Oxford Research Encyclopedia of Politics, Oxford University Press.

Sanneke Kuipers, Kutsal Yesilkagit, Brendan Carroll (2021), *Ministerial influence on the machinery of government: insights on the inside*, West European Politics, Volume 44, 2021

OECD (2020), *Policy Framework on Sound Public Governance*, OECD Publishing.

*Administration: Agency Governance, Autonomy and Accountability*, OECD Publishing.

UNESCO (2022), *Reshaping Policies for Creativity: Addressing Culture as a Global Public Good*, Paris: UNESCO.

OECD (2023), *Open Government for Stronger Democracies*, OECD Publishing.

##### 1.1.2. Research works on the organization and operations of internal affairs agencies under the Government

Xiaoyan Liu & Kaifeng Dong (2012), *Development of the Civil Servants' Performance Appraisal System in China: Challenges and Improvements*, Review of Public Personnel Administration, 32(2), pp.174-191.

Han Chonghee & Kim Sunhyuk (2017), *The changing modes of administrative reform in South Korea*, Asia Pacific Journal of Public Administration, 39(2), pp.151-167

Akira Nakamura & Masahiro Kikuchi (2019), *Local Autonomy and Central–Local Relations in Japan* In A. Farazmand (Chief Editor), *Global Encyclopedia of Public Administration, Public Policy, and Governance*, Springer.

Carl Grodach, Daniel Silver (Eds.) (2013), *The Politics of Urban Cultural Policy: Global Perspectives*, New York: Routledge.

OECD (2019), *Japan: Implementing Administrative and Regulatory Reform*, OECD Public Governance Reviews, OECD Publishing.

Andreas G. Koutoupis, Panagiotis Kyriakogkonas, Panagiotis Bogiatzidis (2019), *Internal Audit Activities at the Central Government Bodies and the National Transparency Authority - The Case of Greece*, *Actual Problems of Economics* 224 (2/2020).

Social Protection Platform (2023), *Social Security Policy Monitor China*.

Koichiro Agata (2024), *The digital transformation (DX) of the Japanese government*, In K. Agata, H. Inatsugu, & H. Shiroyama (Chief Editor), *Public Administration in Japan*, Palgrave Macmillan.

OECD (2025), *Digital Government Review of Korea: Harnessing Digital and Data to Transform Government*, OECD Publishing.

## **1.2. RESEARCH IN VIETNAM**

### **1.2.1. Research studies on the organization and activities of the Government, Ministries, and equivalent agencies.**

Vo Kim Son, Bui The Vinh (2010), *Textbook on Management and Development of State Administrative Organizations*, Science and Technology Publishing House, Hanoi.

Tran Thi Dieu Oanh (2013), *On the Impact of Decentralization on the Legal Status of Local Government in Reforming the Organization and Operation of the State Apparatus*, National Political Publishing House - Truth, Hanoi.

Ha Quang Ngoc, Nguyen Minh Phuong (2013), *Ho Chi Minh's Thought on State Organization and Officials, Civil Servants*, National Political Publishing House - Truth, Hanoi.

Nguyen Minh Doan (2015), *The State Apparatus and the Organization of the State Apparatus of the Socialist Republic of Vietnam*, National Political Publishing House - Truth, Hanoi.

Nguyen Thi Que Anh et al. (2019), *Theories, Models, and Approaches to State Governance and Anti-Corruption*, Hong Duc Publishing House, Thanh Hoa.

Nguyen Quoc Suu, Tran Thuy Van (2020), *Textbook on the Constitution and Law on the Organization of the State Apparatus*, Hanoi Polytechnic Publishing House.

Vu Duy Tu (2021), *Theory of Decentralization: Some Suggestions for Building the State Apparatus of Vietnam's Rule-of-Law State Today*, Political Theory Publishing House, Hanoi.

Nguyen Ngoc Van (2021), *Theoretical Basis of State Organization Science*, Ministry-level Scientific Project, Ministry of Home Affairs.

Nguyen Thi Ngoc Mai (2021), *Reforming the Organization and Operation of the Government in the Spirit of Service and Development*, Ethnic Culture Publishing House, Hanoi.

Nguyen Thi Thu Huyen (2022), *Reforming the Organization and Operation of Ministries and Ministerial-Level Agencies to Meet the*

*Requirements of Modern and Efficient National Governance*, Key Ministry-level Scientific Project, Ministry of Home Affairs.

Vu Cong Giao (2022), *Applying Principles of Good Governance to Reform State Management in Vietnam Today*, National Political Publishing House - Truth, Hanoi.

Nguyen Ngoc Van (2022), *Vietnam's State Organization Today - Theoretical and Practical Issues*, National Political Publishing House - Truth, Hanoi.

Thach Tho Moc (2024), *Organization of Local Government in Vietnam – Theoretical and Practical Issues*, Ministry-level Scientific Project, Ministry of Home Affairs.

### **1.2.2. Research works on the organization and operations of internal affairs agencies under the Government**

Dang Thanh Tung (2014), *Scientific Basis for Innovation and Improvement of the Inspection System of the Ministry of Home Affairs to Meet the Requirements of Administrative Reform*, Ministry-level Scientific Project, Ministry of Home Affairs.

Can Quang Tuan (2015), *Solutions to Promote the Application of Quality Management Systems According to TCVN ISO Standards in State Management of the Ministry of Home Affairs*, Ministry-level Scientific Project, Ministry of Home Affairs.

Nguyen Huu Hai (2016), *Consolidating the Organizational Structure of the Ministry of Home Affairs in the Context of Multi-sector, Multi-field Management*, Ministry-level Scientific Project, National Academy of Public Administration, Ministry of Home Affairs.

Ta Ngoc Hai (2017), *Improving the Quality of Civil Servants of the Ministry of Home Affairs*, Ministry-level Scientific Project, Ministry of Home Affairs.

Lai Duc Vuong (2017), *Improving the Coordination Mechanism Between Agencies and Units Under and Affiliated with the Ministry of Home Affairs*, Ministry-level Scientific Project, Ministry of Home Affairs.

Pham Thai Quoc (2018), *Public Administration Reform in Some Asian Countries and Lessons for Vietnam*, Social Sciences Publishing House.

Ha Thi Thu Huong (2022), *Organization and Operations of the Ministry of Home Affairs in the Context of Digital Transformation*, Ministry-level Scientific Project, Institute of State Organization Science - Ministry of Home Affairs.

Nguyen Manh Cuong (2024), *Assessment of Public Administrative Service Delivery by State Administrative Agencies in Vietnam*, Ministry-level Scientific Project, Institute of State Organization Science - Ministry of Home Affairs.

Nguyen Huyen Hanh (2024), *Overview of Research on the Organization of the State Administrative Apparatus and Civil Service of the Ministry of Home Affairs Since 2010*, Ministry-level Scientific Project, Ministry of Home Affairs.

Pham Thi Thu Huyen (2024), *Analysis of the Role and Responsibilities of the Ministry of Home Affairs in Building Modern and Efficient Governance*, Ministry-level Scientific Project, Ministry of Home Affairs.

### **1.2.3. Research works on the new era**

To Lam (2024), *Some basic content about the new era, the era of the nation's rise; strategic orientations to lead the country into the new era, the era of the nation's rise*, Electronic Communist Review, published on November 1, 2024.

Ministry of Home Affairs (2025), *Vietnam - The Era of Rising*, Journal of State Organization and Labor, Industry and Trade Publishing House

Phung Thanh Hoa (2025), *Training and fostering a team of officials and civil servants contribute to leading the country into a new era*, Electronic Public Administration Magazine, September 11, 2025.

Vuong Xuan Nguyen (2025), *Vietnam – the aspiration to rise*, Dan Tri Publishing House

Phung Huu Phu (2025), *The era of the nation's rise and its historical demands*, Electronic Communist Review, January 2, 2025

Bui Huu Phuoc (2025), *Institutional capacity and public administrative reform in Vietnam in the context of the new era*, Electronic Journal of State Management, published on October 9, 2025.

Nguyen Viet Thao (2025), *Vietnam's Rising Era in the New Age: Urgent Goals and Strategies*, Vietnam Communist Party Electronic Portal, June 4, 2025

Dinh Van Thuy (2025), *Continuing to improve the apparatus of the political system in the new development era of the nation*, Electronic Political Theory Magazine, April 30, 2025.

Nguyen Hong Vinh (2025), *Vietnamese people enter a new era*, National Political Publishing House Truth

## **1.3. OVERVIEW OF THE RESEARCH FINDINGS OF RELATED WORKS AND ISSUES ADDRESSED BY THE THESIS**

### **1.3.1. Overview of the research findings of related works**

The review of domestic and international research shows that the field of organization and operations of internal affairs agencies has been approached from various rich and diverse perspectives, achieving many important theoretical and practical results, including:

*Firstly*, research works have provided foundational theoretical systems on the organization and operations of the state apparatus. Some research studies to have expanded the theoretical framework of public governance, emphasizing models such as “entrepreneurial government,” “digital government,” and “multi-level governance” - where effectiveness depends on coordination, accountability, and innovation capacity of public agencies.

*Secondly*, recent international studies, especially OECD reports (2020, 2021, 2023), have significantly contributed to identifying principles of modern public governance such as transparency, accountability, participation, and digital adaptability. Particularly, studies on internal affairs agencies in countries like South Korea, China, and Japan provide valuable references for analyzing, comparing, and proposing solutions to improve the organizational model and enhance operational efficiency of Vietnam’s Ministry of Home Affairs. In

Vietnam, many research works have focused on administrative apparatus organization, institutional reform, decentralization, and improving government operations. Studies by the Ministry of Home Affairs, the National Academy of Public Administration, and numerous ministry-level and state-level projects have addressed restructuring, streamlining, and improving public service quality.

*Thirdly*, there have been some ministry-level scientific projects studying the Ministry of Home Affairs, but these mainly focus on specific, isolated aspects. Some works delve into specialized functions such as inspection or internal coordination mechanisms. Others analyze organizational aspects, focusing on, improving civil servant quality or limiting scope to the Ministry's Office. Recently, research on the theoretical role and responsibilities of the Ministry of Home Affairs in modern governance (Pham Thi Thu Huyen, 2024) provides a theoretical foundation for the thesis.

The results of these studies are valuable references for fulfilling the thesis's objectives, providing a theoretical basis for building its framework and inspiring ideas for solutions to improve the organization and enhance operational efficiency of the Ministry of Home Affairs to meet the requirements of the new era.

However, alongside these scientific contributions, there remain theoretical gaps that previous studies have not addressed, such as: no research has comprehensively and holistically examined the organization and operations of the Ministry of Home Affairs. Particularly, the dialectical and reciprocal relationship between these two aspects—organization determining operations and operational results reflecting organizational effectiveness—has not been clarified in practice. Moreover, most related practical studies were conducted during 2014–2017 and have not been updated to the latest legal framework, such as the Law on Government Organization 2025 and Decree No. 25/2025/NĐ-CP dated February 21, 2025, which stipulates the functions, tasks, powers, and organizational structure of the Ministry of Home Affairs, including changes in its functions and tasks.

Most importantly, the biggest gap is that no study has deeply analyzed and proposed solutions to improve the organization and enhance operational efficiency of the Ministry of Home Affairs to meet urgent and critical requirements of the new era, such as: streamlining the organizational apparatus for effective and efficient operations; ensuring smooth functioning of the two-tier local government model; promoting digital transformation; and building a rule-of-law state and modern national governance.

### **1.3.2. Issues addressed by the thesis**

Based on identifying research gaps, it can be seen that the thesis topic represents a new research direction, not overlapping with previously published works. The researcher chose this issue as the thesis topic because it meets both theoretical and practical requirements and is closely linked to assigned responsibilities and duties.

The thesis will focus on addressing the following fundamental issues:

*Firstly*, clarify the theoretical and practical basis related to the organization and activities of the Ministry of Home Affairs: Study and clarify the process of formation, development, and the position and functions of the Ministry of Home Affairs; research and clarify the conceptual content of the organization of the Ministry of Home Affairs; characteristics of the organization of the Ministry of Home Affairs; study and clarify the conceptual content of the activities of the Ministry of Home Affairs, the regime, and forms of activities of the Ministry of Home Affairs; identify principles and the relationship between the organization and activities of the Ministry of Home Affairs. Particularly, the thesis focuses on developing and analyzing the organizational content of the Ministry of Home Affairs and the activity content of the Ministry of Home Affairs.

*Secondly*, objective analysis and evaluation of the current organizational structure and activities of the Ministry of Home Affairs. Specifically, the thesis focuses on surveying, analyzing, and assessing the strengths and limitations of the Ministry of Home Affairs' organizational content and operational activities; at the same time, it analyzes and identifies the causes and experiences related to the organization and functioning of the Ministry of Home Affairs.

*Thirdly*, forecast advantages, challenges, and directions for improving the organization and enhancing operational efficiency of the Ministry of Home Affairs to meet the requirements of the new era; propose directions and comprehensive, feasible solutions, including new solutions, with in-depth analysis of breakthrough measures to improve the organization and enhance operational efficiency of the Ministry of Home Affairs in response to the demands of the new era.

## **Chapter 2**

### **THEORETICAL AND PRACTICAL ISSUES REGARDING THE ORGANIZATION AND OPERATIONS OF THE MINISTRY OF HOME AFFAIRS TO MEET THE REQUIREMENTS OF THE NEW ERA**

#### **2.1. OVERVIEW OF THE MINISTRY OF HOME AFFAIRS AND THE NEW ERA OF THE VIETNAMESE NATION**

##### **2.1.1. Overview of the formation, development, position, and functions of the Ministry of Interior**

###### ***2.1.1.1. Overview of the formation and development process of the Ministry of Home Affairs***

The history of the formation and development of the Ministry of Home Affairs is closely associated with the struggle to overthrow imperialist and feudal puppet governments, liberate the nation, and build Vietnam through different historical periods.

In implementing the reform to streamline the state apparatus, on February 18, 2025, the National Assembly issued Resolution No. 176/2025/QH15 on the

organizational structure of the Government for the 15th National Assembly term, consisting of 14 ministries and 3 ministerial-level agencies, officially effective from March 1, 2025. Accordingly, the new Ministry of Home Affairs was established by taking over additional functions and tasks from the Ministry of Labor, Invalids, and Social Affairs. The organizational structure of the Ministry of Home Affairs now includes 22 units, based on the reorganization of the existing units of the Ministry of Home Affairs and the Ministry of Labor, Invalids, and Social Affairs.

#### ***2.1.1.2. Position and functions of the Ministry of Home Affairs***

The Ministry of Home Affairs is a government agency responsible for implementing unified state management across the entire country in key areas directly related to the organization, operation, and quality of the state apparatus.

#### **2.1.2. The new era of the Vietnamese nation - concept, essence, goals, orientation, and requirements**

##### ***2.1.2.1. The concept and essence of the new era***

The new era is a period of “renewing the work of law development and enforcement to meet the country's development requirements” where institutions become the “breakthrough of breakthroughs”, creating momentum for double-digit economic growth and sustainable development. It can be said that this is a time of prosperous development for the country, successfully building a socialist society, with a wealthy people, a strong nation, a democratic, just, civilized society, comparable to the great powers of the five continents, a stage that requires strategic solutions to promote double-digit economic growth.

##### ***2.1.2.2. Goals in the new era***

The essence of the new era is embodied in a clear strategic goal system with a specific roadmap, highlighted in the Party's documents, especially the Resolution of the 14th National Congress.

##### ***2.1.2.3. Strategic orientation to lead the country into a new era***

*Firstly*, regarding the improvement of the Party's leadership methods. *Secondly*, about strengthening the Party's role in building and perfecting the socialist rule of law state of the people, by the people, for the people. *Thirdly*, concerning streamlining the organizational structure for effective and efficient operation. *Fourthly*, on digital transformation. *Fifthly*, about anti-wastefulness. *Sixth*, regarding cadres and personnel work as a “very crucial” issue. *Seventh*, on the economy: high growth rate but with potential risks of falling behind economically.

##### ***2.1.2.4. Requirements for the political system in general, and for the Government and the Ministry of Home Affairs in particular, in organizing and operating to contribute to the building and development of the country in the new era.***

*Firstly*, ensure the leadership and guidance of the Party in the organization and activities of the Government and the Ministry of Home Affairs (through the Party Committee of the Government). *Secondly*, continue to study and streamline the organizational structure to operate effectively and efficiently.

*Thirdly*, strengthen digital transformation in organization and activities. *Fourthly*, promote anti-corruption, wastefulness, and negativity. *Fifthly*, enhance training and fostering of civil servants, public employees, and workers to meet the requirements and tasks. *Sixthly*, organize and operate towards the common goal of socio-economic development and national development, with particular emphasis on achieving the targets related to the internal affairs sector as outlined in the Party and State documents.

## **2.2. ORGANIZATION AND OPERATIONS OF THE MINISTRY OF HOME AFFAIRS IN THE NEW ERA.**

### **2.2.1. Organization of the Ministry of Home Affairs – Concept, Content,, and Characteristics**

#### ***2.2.1.1. Concept of the Organization of the Ministry of Home Affairs***

*The organization of the Ministry of Home Affairs is the arrangement of agencies, units, and personnel according to a defined organizational structure, aimed at ensuring the effective implementation of the Ministry's functions and tasks.*

#### ***2.2.1.2. Content of the organization of the Ministry of Home Affairs***

*Firstly, organizational structure*

In terms of organizational structure, the Ministry of Home Affairs currently consists of 10 Departments, 5 Directorates, the Office of the Ministry, the Central Emulation and Commendation Board, and 4 public service units under the Ministry's organizational structure, as specifically stipulated in Decree No. 25/2025/NĐ-CP dated February 21, 2025 and Decree No. 109/2025/NĐ-CP of the Government. In addition, the Ministry of Home Affairs has 2 additional public service units directly under the Ministry according to Decision No. 1510/QĐ-TTg dated July 10, 2025 of the Prime Minister.

*Secondly, quantity and quality of human resources*

Regarding personnel, the Ministry of Home Affairs currently includes the Ministry's leadership (Minister and Deputy Ministers), leaders of affiliated and subordinate units, and civil servants, public employees, and contract workers working in these units. The head of the Ministry of Home Affairs is the Minister. Officials, civil servants, public employees, and workers are responsible for strictly complying with legal regulations on officials, civil servants, public employees, and labor.

#### ***2.2.1.3. Characteristics of the organization of the Ministry of Home Affairs***

*Firstly*, the Ministry of Home Affairs has a diverse organizational structure due to its very broad management scope, covering areas from state apparatus organization to human resource management and related social issues.

*Secondly*, the management areas of the Ministry of Home Affairs, such as organizational structure, personnel, and civil servants, are closely and directly related to the leadership of the Party, especially the regulations, rules, and guidelines of the Central Organizing Committee.

*Thirdly*, the organizational structure of the Ministry of Home Affairs fully reflects each state management function of the Ministry.

## **2.2.2. Operations of the Ministry of Home Affairs – Concept, Content, Regime, and Forms**

### ***2.2.2.1. Concept of operations of the Ministry of Home Affairs***

*The activities of the Ministry of Home Affairs encompass all state management activities, including advising, directing, guiding, inspecting, and organizing the implementation of tasks by the Ministry to fulfill the functions, duties, and powers assigned by the Party, the State, and the Government in the field of internal affairs.*

### ***2.2.2.2. Content of operations of the Ministry of Home Affairs***

#### *Firstly, institutional and policy development*

Developing institutions and policies related to areas under the Ministry's state management scope is the first and most important operational content. This work is decisive for the quality and effectiveness of guiding and organizing the implementation of institutions and policies.

#### *Secondly, guidance on implementation of institutions and policies*

Currently, within its functions, tasks, and powers, the Ministry of Home Affairs directs, guides, and organizes the implementation of functions, tasks, legal normative documents, strategies, plans, national target programs, national programs, national action programs, and major national projects that have been issued or approved; as well as disseminates, propagates, and educates laws related to sectors and fields under its state management scope.

#### *Thirdly, organization of implementation of institutions and policies*

Organizing the implementation of institutions and policies is considered a core task in the operations of the Ministry of Home Affairs. During this process, the Ministry conducts inspections on the performance of functions, tasks, powers, and compliance with policies and laws in sectors and fields under its state management scope as prescribed by law.

#### *Fourthly, internal management activities*

In addition to activities within its state management functions, tasks, and powers, the Ministry of Home Affairs also undertakes internal management activities such as: organizing and directing scientific research and applying research results; managing organizational structure; job positions, civil servant staffing, number of employees in public service units, and contract workers under the Ministry; managing finances, assigned assets, and organizing the implementation of allocated budgets in accordance with the law.

### ***2.2.2.3. Working regime and forms of operation of the Ministry of Home Affairs***

#### ***Working regime***

The working regime of the Ministry of Home Affairs and its agencies is implemented based on clearly defining functions, tasks, and powers, while emphasizing the responsibilities of the Minister, Deputy Ministers, and heads of agencies and units under the Ministry in accordance with the law.

#### ***Forms of operation***

*Firstly*, the Ministry operates through developing and implementing work programs and plans.

*Secondly*, the Ministry handles tasks through written consultations.

*Thirdly*, the Ministry operates by receiving and processing documents.

*Fourthly*, the Ministry organizes meetings, conferences, and seminars to carry out tasks.

*Fifthly*, the Ministry establishes delegations for domestic and international missions. The formation of delegations and assignment of officials, civil servants, and employees for domestic missions must be based on task requirements and the content and purpose of the mission.

*Sixthly*, the Ministry operates through citizen reception, handling complaints, denunciations, petitions, and feedback, as well as hosting guests.

### **2.2.3. Principles and the Relationship Between the Organization and Operations of the Ministry of Home Affairs**

#### ***2.2.3.1. Principles of organization and operations of the Ministry of Home Affairs***

The principles of organization of the Ministry of Home Affairs are implemented based on the principles of organization and operations of the Government as stipulated in Article 5 of the Law on Government Organization 2025.

#### ***2.2.3.2. Relationship between organization and operations of the Ministry of Home Affairs***

This is a dialectical, close, and reciprocal relationship, expressed through the following:

*Firstly*, organization determines operations.

*Secondly*, operational results reflect organizational effectiveness.

### **Chapter 2 summary**

Chapter 2 of the thesis plays an extremely important role: it prepares the theoretical foundation for the entire research topic. In this chapter, the thesis focuses on clarifying the following concepts: the organization of the Ministry of Home Affairs, two organizational components of the Ministry, and its organizational characteristics; the concept of operations of the Ministry of Home Affairs, four operational components, its working regime, and forms of operation. At the same time, the thesis explains the principles of organization and operations of the Ministry of Home Affairs and the relationship between these two aspects. Finally, the chapter presents the concept, nature, objectives, orientations, and requirements of the new era.

## Chapter 3

### ORGANIZATION AND OPERATIONS OF THE MINISTRY OF HOME AFFAIRS – CURRENT SITUATION, CAUSES, AND LESSONS

#### 3.1. CURRENT SITUATION OF THE ORGANIZATION AND OPERATIONS OF THE MINISTRY OF HOME AFFAIRS

##### 3.1.1. Strengths

##### *3.1.1.1. Strengths of the organization of the Ministry of Home Affairs*

*Firstly, the organizational structure of the Ministry of Home Affairs has been increasingly strengthened, consolidated, and improved to meet the new development requirements of the country.*

In recent years, under the leadership of the Party and the direct guidance of the Government, the Ministry of Home Affairs has played a central role in advising, orienting, and directly implementing major policies on administrative reform, civil service management, and building a modern administrative system. The organizational structure of the Ministry during this period has been maintained for stability and continuity while gradually innovating to adapt to new development requirements of the national administration. Overall, during 2020–2025, the Ministry of Home Affairs made significant changes toward building a streamlined, efficient administrative apparatus highly adaptable to the context of digital transformation.

*Secondly, strengths in quantity and quality of human resources*

In recent years, the Ministry's civil servants and public employees have shown clear improvements in quantity, structure, and quality, reflecting the results of reforms in public personnel management, linked to downsizing, administrative modernization, and national digital transformation.

##### *3.1.1.2. Strengths of the operations of the Ministry of Home Affairs*

*Firstly, institutional and policy development complies with legal procedures*

In the context of promoting administrative reform, national digital transformation, and building a socialist rule-of-law state, the Ministry of Home Affairs has consistently identified institutional and policy development as a core, strategic task in state management and sectoral development. Accordingly, it has promptly institutionalized Party guidelines and addressed difficulties and inconsistencies in implementing mechanisms and policies in the internal affairs sector, ensuring coherence and smooth execution.

*Secondly, guidance on policy implementation tailored to local conditions*

During 2021–2025, the Ministry of Home Affairs made significant progress in guiding and organizing policy implementation by specifying, categorizing, and flexibly adjusting measures to suit the conditions of each locality, sector, and agency.

*Thirdly, policy implementation organized in a coordinated and unified manner*

Recently, the Ministry's work in organizing policy implementation has developed markedly toward synchronization and close coordination between

central and local agencies, thereby enhancing the effectiveness and efficiency of state management nationwide.

*Fourthly, internal management activities continuously innovated and improved*

In the context of building modern and efficient national governance, the Ministry of Home Affairs has not only fulfilled its state management functions but also focused on innovating and improving internal management activities. These activities are fundamental to ensuring the Ministry's role as the Government's strategic advisory body on state apparatus organization, civil service, and administrative reform in the new situation.

### **3.1.2. Limitations**

#### ***3.1.2.1. Limitations of the organization of the Ministry of Home Affairs***

*Firstly, the organizational structure of the Ministry of Home Affairs still reveals some limitations and inadequacies in the process of performing its functions and duties.*

Although the organizational structure of the Ministry of Home Affairs during 2020–2025 achieved many positive results and contributed significantly to state administrative reform, certain limitations remain, reflecting shortcomings in structure, operational mechanisms, and task execution capacity in the context of public governance reform and national digital transformation.

*Secondly, the personnel team of the Ministry of Home Affairs is still not well-balanced in terms of structure and professional fields, and it has not fully met the requirements of the new context.*

Despite notable achievements in downsizing, improving quality, and restructuring human resources, the Ministry's civil servants and public employees still face considerable limitations and inadequacies in quantity, structure, and professional competence.

#### ***3.1.2.2. Limitations of the operations of the Ministry of Home Affairs***

*Firstly, institutional development sometimes slow, some documents lack quality, consistency, and do not fully meet practical requirements*

Although the Ministry of Home Affairs has achieved many positive results in improving institutions, the progress of drafting, revising, and issuing legal normative documents has not kept pace with the requirements of administrative reform and national digital transformation. Some documents were issued later than planned, lacked consistency and synchronization, and did not promptly meet practical state management needs in the context of administrative apparatus reform.

*Secondly, guidance on implementing documents and policies sometimes delayed and insufficiently specific, leading to low effectiveness in certain localities and units*

Despite achievements, the Ministry's guidance on implementing documents and policies still shows certain limitations, affecting state management effectiveness and policy implementation progress at the grassroots level. Guidance has sometimes been delayed and lacked specificity, resulting in low implementation efficiency in some localities and units.

*Thirdly, organization of implementation of some institutions not closely aligned with local conditions, reducing policy effectiveness and administrative reform efforts*

Alongside positive results, the organization of implementing some institutions still reveals significant shortcomings, notably the lack of alignment between institutional content and local realities, leading to low implementation effectiveness and even slowing administrative reform in some areas.

*Fourthly, internal management activities still show limitations in consistency, discipline, and work efficiency*

During 2021 - 2025, especially during the period of merging and restructuring the organizational apparatus, certain limitations persisted. These stem from the complexity of the management scope, rapid changes in task requirements amid administrative reform and digital transformation, and objective impacts from the process of streamlining and reorganizing structures under the Party and State's general policy.

## **3.2. CAUSES AND LESSONS LEARNED**

### **3.2.1. Causes**

#### ***3.2.1.1. Causes of strengths***

*Firstly*, decisive and timely leadership and direction from the Party and Government, along with proactive management by the Ministry of Home Affairs' leadership in task implementation. *Secondly*, an increasingly complete and transparent institutional and policy system, creating a solid legal foundation for state management. *Thirdly*, a team of civil servants and public employees with growing professional competence, advisory capacity, and high responsibility in performing public duties. *Fourthly*, strong application of information technology and digital transformation in management and administration, contributing to improved coordination and internal operational quality.

#### ***3.2.1.2. Causes of limitations***

*Firstly*, the impact of merging and consolidating agencies and units with differences in organizational structure, management methods, and administrative culture. *Secondly*, the large volume and complexity of work related to drafting and improving legal normative documents, requiring thorough review and impact assessment, which affects task progress. *Thirdly*, application of IT and digital transformation in management and administration remains incomplete, lacking connectivity and synchronization between units and localities. *Fourthly*, inspection, supervision, and evaluation of internal operational effectiveness have not been conducted regularly in some cases.

### **3.2.2. Lessons learned**

#### ***3.2.2.1. Lessons in organization of the Ministry of Home Affairs***

*Firstly*, ensure streamlined, effective, and transparent organization of the state administrative apparatus. *Secondly*, closely link organizational restructuring with reviewing functions, tasks, and clearly defining responsibilities. *Thirdly*, focus on building coordination regulations and

innovating organizational methods. *Fourthly*, continue promoting comprehensive digital transformation in management, administration, and development of administrative human resources.

### **3.2.2.2. Lessons in operations of the Ministry of Home Affairs**

*Firstly*, adhere strictly to the Party's guidelines, National Assembly resolutions, and directions of the Government and Prime Minister. *Secondly*, proactively monitor task implementation within the Ministry's state management scope to promptly review, supplement, and adjust institutions and policies to resolve difficulties and obstacles during implementation. *Thirdly*, continue improving the qualities, professional competence, administrative discipline, and ethics of civil servants, public employees, and workers. *Fourthly*, strengthen inspection, supervision, and monitoring to ensure discipline and compliance in implementing the Ministry's activities.

## **Chapter 3 summary**

Based on the theoretical framework established in Chapter 2, the thesis closely follows the two organizational components and four operational components of the Ministry of Home Affairs, assessing both strengths and limitations of these aspects. It uses observations and data from official documents of the Ministry of Home Affairs and relevant agencies, as well as results from sociological surveys conducted for the thesis, as arguments and evidence to support the researcher's assessments. The thesis analyzes the causes of strengths and limitations and draws four lessons on organization and four lessons on operations of the Ministry of Home Affairs to meet the requirements of the new era.

## **Chapter 4**

### **DIRECTIONS AND SOLUTIONS TO IMPROVE THE ORGANIZATION AND ENHANCE THE OPERATIONAL EFFECTIVENESS OF THE MINISTRY OF HOME AFFAIRS TO MEET THE REQUIREMENTS OF THE NEW ERA**

#### **4.1. FORECAST OF ADVANTAGES, CHALLENGES, AND DIRECTIONS FOR IMPROVING THE ORGANIZATION AND OPERATIONS OF THE MINISTRY OF HOME AFFAIRS IN THE NEW ERA**

##### **4.1.1. Favorable and challenging factors affecting organizational and operational improvement**

###### **Favorable factors**

*Firstly*, the continued acceleration of the national renovation process will create additional momentum and resources for improving the organization and operations of the Ministry of Home Affairs. *Secondly*, the building of a socialist rule-of-law state, especially the ongoing reform and restructuring of the political system, will create favorable opportunities for organizational and operational

improvement. *Thirdly*, the rapid socio-economic development, international integration, and advancements in science, technology, and digital transformation will contribute significantly to improving the organization and enhancing operational effectiveness. *Fourthly*, civil servants and public employees in general, and those of the Ministry of Home Affairs in particular, will continue to receive better training and development, improving their qualities, qualifications, and competencies, thereby building a high-quality human resource base for organizational and operational improvement.

### **Challenging factors**

*Firstly*, institutional shortcomings regarding the organization and operations of the Ministry of Home Affairs and other government agencies remain barriers to reform. *Secondly*, the decline in political qualities and ethics among a segment of civil servants and public employees, including leaders, managers, and senior officials, negatively affects the Ministry's workforce. *Thirdly*, limitations and difficulties in the country's socio-economic development will pose challenges to organizational and operational improvement. *Fourthly*, challenges in consolidating the organizational structure and resolving policies regarding surplus officials and civil servants. *Fifthly*, inadequacies in the regime and policies for civil servants and public employees cannot be immediately resolved, restricting efforts to improve the organization and operations of the Ministry of Home Affairs. *Sixthly*, the negative aspects of the market economy and hostile forces' sabotage will continue to exert significant adverse impacts.

## **4.1.2. Directions for improving the organization and operations of the Ministry of Home Affairs to meet the requirements of the New Era**

### **General direction**

Based on the guidelines of the 14th National Party Congress and the new legal framework, the general direction is to build the Ministry of Home Affairs into a unified, streamlined, professional, modern, and integrity-driven multi-sectoral management agency.

### **Specific directions**

*Firstly*, in organizational work: Focus on streamlining, unification, and substantial decentralization. *Thirdly*, in improving the quality and efficiency of the Ministry of Home Affairs' activities

## **4.2. KEY SOLUTIONS TO IMPROVE THE ORGANIZATION AND OPERATIONS OF THE MINISTRY OF HOME AFFAIRS TO MEET THE REQUIREMENTS OF THE NEW ERA**

### **4.2.1. Enhance awareness and responsibility of the Party Committee, leadership, and all civil servants, public employees, and workers of the Ministry of Home Affairs**

This is a pivotal solution, stemming from practical requirements in the process of reforming the organization and operational methods of the Ministry

of Home Affairs. To implement this effectively, the following key tasks should be prioritized:

*Firstly*, strengthen political and ideological education linked to the responsibilities of the Party Committee, leadership, and staff of the Ministry. *Secondly*, promote exemplary roles of the Party Committee, Ministry leaders, and heads of subordinate units. *Thirdly*, improve mechanisms for delegation, decentralization, and empowerment, coupled with clear accountability and enhanced inspection and supervision. *Fourthly*, link task performance results with evaluation, classification, commendation, and strict handling of violations. *Fifthly*, intensify communication and recognition of outstanding individuals and collectives, creating a positive work environment that encourages innovation, creativity, and accountability.

#### **4.2.2. Continue streamlining and restructuring the organizational apparatus; improve mechanisms and policies to ensure effective operations**

Key tasks include:

*Firstly*, comprehensively review and assess the organizational structure and functions of all units under the Ministry. *Secondly*, clearly define functions, tasks, powers, and working relationships after restructuring. *Thirdly*, improve working regulations and internal coordination processes to enhance consistency in leadership and task execution. *Fourthly*, review and revise internal mechanisms and policies, especially those related to personnel management, finance, assets, IT application, and digital transformation. *Fifthly*, strengthen monitoring and supervision after restructuring.

#### **4.2.3. Improve ethics, competence, and skills of civil servants, public employees, and workers**

Key tasks include: *Firstly*, reinforce education and training on professional ethics, responsibility, and discipline. *Secondly*, innovate training content and methods to align with job requirements, focusing on practical skills and advisory capacity. *Thirdly*, promote training in IT application and digital transformation to meet management and operational needs in a digital environment. *Fourthly*, create opportunities for staff to gain experience through practical work, rotation, and secondment. *Fifthly*, link training outcomes with evaluation, classification, and personnel planning and appointment.

#### **4.2.4. Improve and strictly implement the working regulations of the Ministry of Home Affairs**

Key tasks include: *Firstly*, organize broad, democratic consultations on the draft working regulations. *Secondly*, conduct dissemination, training, and commitment signing for implementation. *Thirdly*, ensure transparency of regulations and work processes. *Fourthly*, strengthen regular and ad-hoc inspections and supervision of compliance. *Fifthly*, establish feedback mechanisms and periodic updates to the regulations.

#### **4.2.5. Strengthen coordination between the Ministry of Home Affairs and other Government agencies, as well as political organizations at central and local levels**

Key tasks include: *Firstly*, develop and issue inter-agency coordination regulations with clear responsibilities and accountability mechanisms. *Secondly*, strengthen coordination with the Central Organizing Committee, proactively advise on administrative reform towards being streamlined, compact, strong, effective, and efficient across the entire political system. *Thirdly*, standardize and digitize coordination processes using electronic document management platforms. *Fourthly*, organize inter-agency conferences and forums to review progress and share best practices. *Fifthly*, enhance cooperation and information exchange with local governments and socio-political organizations. *Sixly*, establish regular and ad-hoc evaluation mechanisms and enforce accountability for delays or violations.

#### **4.2.6. Pilot reform of the internal management model: Clearly define the political leadership role of the Minister and the administrative management and operation functions.**

Key tasks include: *Firstly*, redefine the role of the Minister as the chief political leader, focusing absolutely on strategic planning and institutional development. *Secondly*, develop a centralized administrative management model with a unified logistics and technical management unit. *Thirdly*, apply digital technology and data-driven management as the foundation for delineating roles and functions. *Fourthly*, build a pilot roadmap and complete the legal framework.

#### **4.2.7. Completely reform the operational methods of the Ministry of Home Affairs based on a constructive governance model, data-driven decision-making, and actual authority control, thoroughly addressing administrative and closed practices.**

Key tasks include: *Firstly*, there should be a strong shift from the control-based management approach to post-inspection supervision and development-oriented creation within the decentralization and delegation between the Ministry and local authorities. *Secondly*, establish a unified internal one-stop operation process and workflow management to eliminate regionalism and fragmentation among the Ministry's units. *Thirdly*, innovate policy advisory activities based on citizen and business satisfaction as the measure of operational effectiveness. *Fourthly*, improve the mechanism for controlling power, ensuring absolute transparency and openness in personnel work to prevent corruption and negativity. *Fifthly*, for the Ministry of Home Affairs to operate truly effectively, the Ministry must change its communication and interaction methods.

#### **4.2.8. Develop a pilot mechanism for the new model and improve the evaluation and comparison system to standardize national management capacity.**

Key tasks include: *Firstly*, establish and operate a controlled pilot mechanism framework for new governance models. *Secondly*, develop evaluation criteria to compare operational efficiency based on advanced standards. *Thirdly*, implement periodic independent assessments of the quality of staff and civil servants. *Fourthly*, promote socialization and a commissioning mechanism for public service delivery in the field of state organization. *Fifthly*, improve the process of receiving and handling policy feedback based on data analysis and social trends.

#### **Chapter 4 summary**

Chapter 4 of the thesis focuses on the following key issues: *Firstly*, it clarifies four favorable factors and five challenging factors that affect the improvement of the organization and operations of the Ministry of Home Affairs in the new era. *Secondly*, it analyzes and explains the general and specific directions for improving the organization and operations of the Ministry of Home Affairs to meet the requirements of the new era. *Thirdly*, to achieve this goal, the thesis identifies six major solutions for improving the organization and enhancing operational effectiveness of the Ministry of Home Affairs.

## CONCLUSION

In the context of the new era, with the requirement to build a modern, professional, transparent, and accountable administrative system, the Ministry of Home Affairs holds a central position in organizing and managing the state apparatus, civil servants, and administrative operations.

Based on theoretical and practical issues related to the organization and operations of the Ministry of Home Affairs, the thesis has clarified the current situation, analyzed, surveyed, and assessed the strengths and limitations, as well as the causes of these strengths and limitations. From this, it has drawn lessons for improving the organization and operations of the Ministry in the coming period. To meet the requirements of the new era, the thesis proposes a comprehensive system of solutions aimed at enhancing governance effectiveness, ensuring transparency and discipline in internal operations, and enabling the Ministry of Home Affairs to function as a modern, flexible mechanism capable of forecasting and promptly addressing emerging issues, while building a professional, transparent, and accountable public administration environment.

Overall, reforming the organization and operations of the Ministry of Home Affairs toward modernization and professionalism is a prerequisite for meeting the demands of the new era. This approach not only ensures the Ministry's role in state management but also promotes administrative reform, strengthens the capacity of civil servants and public employees, and consolidates public trust in the state apparatus. This forms the foundation for the Ministry of Home Affairs to continue improving, operating effectively, and becoming a key agency in building a modern, transparent, and accountable rule-of-law state.

## **AUTHOR'S PUBLICATIONS RELATED TO THE THESIS TOPIC**

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2. Dao Thi Lanh (2025), *The Role of the Ministry of Home Affairs in Building, Perfecting, and Guiding the Implementation of the Two-Tier Local Government Model*, E-Government Management Journal, published on 07/11/2025, <https://www.quanlynhanuoc.vn/2025/11/07/vai-tro-cua-bo-noi-vu-trong-xay-dung-hoan-thien-va-huong-dan-trien-khai-to-chuc-thuc-thi-mo-hinh-chinh-quyen-dia-phuong-hai-cap/>
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6. Dao Thi Lanh (2025), *Ministry of Interior in the Digital Age: Organization, Operation and Orientation*, Information on Scientific Research Results of State Organization and Labor, No. 01, June 2025, pp. 19-26.