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THE GOVERNMENT OFFICE WITH THE TRANSFORMATION OF THE TWO-TIER LOCAL GOVERNMENT MODEL

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Abstract

The reform of the state apparatus, particularly the transition to a two-tier local government model (provincial and commune levels, eliminating the district level) in Vietnam during the period 2023 - 2025, poses a core scientific problem: How has the Government Office (GO) adapted its advisory and coordinating capacity amid sweeping administrative structural changes and urgent legislative timelines? Based on research methods and document analysis, the article systematizes guiding and management documents from the Government and Prime Minister, the research sets three objectives: (1) To systematize the theoretical basis of the GO's strategic advisory role in administrative decentralization; (2) To assess the GO's strengths and limitations during the 2023-2025 phase; and (3) To propose some strategic solutions to enhance advisory and coordinating capacity during the operational phase of the two-tier model. The novelty of this research lies in providing a comprehensive analysis of the GO's "strategic advisory" and "institutional coordination" capacity, offering scientific arguments for subsequent fiscal decentralization and digital government policies. The analysis shows the GO effectively fulfilled its role in rapid institutional coordination, notably by driving the issuance of the 2025 Law on Local Government Organization. However, limitations persist regarding forecasting capacity and reliance on specialized ministries for analysis. The study proposes 05 recommendations for legislative completion based on devolution principles, strengthening independent research capacity, and strategically applying Digital Government principles.

Keywords

Government, the Government Office, two-tier local government, Digital Government, Public Governance.

1. Introduction

According to the 2013 Constitution and the 2025 Law on Local Government Organization, which was recently promulgated on June 16, 2025 (replacing the previously issued Law on Local Government Organization of 2025), our country's local government system is organized into administrative units comprising: provincial level (provinces, centrally-governed cities) and communal level (communes, wards, towns) and special administrative-economic units¹⁹. In anticipation of the country's planned innovations for the local government model, after many discussions, feedback sessions, and advisory drafting efforts by functional units, the Resolution amending and supplementing the Constitution has specified that administrative units shall include provinces, centrally-governed cities, and administrative units subordinate to them.

The transition to a two-tier local government model is a strategic and historic step in the organizational system of Vietnam's state apparatus. This reform is not merely a change in administrative structure but a revolutionary transformation aimed at realizing the goal of building a national administration that is "lean, dynamic, efficacious and efficient" and better serves the people. This policy demonstrates the strong political determination of the Party and State, especially reinforced by the spirit of Resolution No. 18-NQ/TW of the 12th Party Central Committee (RN18) on "Continuing to innovate and streamline the organizational apparatus of the political system for effectiveness and efficiency". Aligned with this important reform process, the GO - with its function as a central advisory and direct support apparatus for the Government and the Prime Minister - plays an extremely crucial role. This agency is the inter-agency hub, from preparing plans and draft documents to monitoring and urging the implementation of tasks assigned by the Government. However, alongside its positive contributions, the GO's advisory and assisting activities for the Government in the transition to the two-tier local government model are not without certain limitations. Therefore, a specific evaluation of the GO's true role in an unprecedented and strong reform trend is necessary to draw lessons and propose solutions to enhance the effectiveness of its advisory work.

2. Results of the GO's advisory activities during the transition to a two-tier local government model

In the period from late 2022 to the present, the GO has demonstrated an active advisory, synthesizing, and coordinating role, assisting the Government and the Prime Minister in implementing the policy of transitioning to a two-tier local government model

2.1. Advisory role in developing the plans and institutions for the model transition

Throughout the transition process, the GO has clearly demonstrated its role as a leading strategic advisory agency for the Government and the Prime Minister. Immediately after the Politburo issued Conclusion No. 127-KL/TW in February 2025, the GO proactively advised the Prime Minister to issue key implementation documents. Specifically, in less than two months, Decision No. 759/QĐ-TTg

approving the project for administrative unit arrangement and Plan No. 758/QĐ-TTg were promulgated, providing a concrete roadmap for the new model ⁶.

The GO has shifted from a typical administrative response to the role of “legislative process creator” ensuring the feasibility of the political roadmap. Specifically, the GO assisted the Government in completing the monumental task of finalizing the amended Constitution and the Law on Local Government Organization in just a few months at the end of 2024 and early 2025, an enormous volume of work in a short period. The GO also proactively proposed applying an expedited procedure for the amended Law on Local Government Organization and a “one law amending many laws” approach, which significantly shortened the legislative process.

Furthermore, through the Government’s electronic portal, the GO published the full draft of the amended Law on Local Government Organization to solicit public opinion, demonstrating transparency and mobilizing social intelligence for the drafting process. It is evident that through the Government e-Portal and other GO media channels such as the Government e-Newspaper and the Law-Making Portal, many news articles and documents have been published to explain the two-tier government model, its benefits, and to reflect the supportive opinions of experts and the public ¹. This demonstrates transparency, mobilizes social intelligence for the drafting process, and emphasizes the importance of communication to foster social consensus.

2.2. Coordinating role in the establishment and operation of Steering Committees for implementing RN18 and administrative unit arrangement

To effectively implement RN18 and related central-level conclusions, the Government established various Steering Committees (SC) at the central level, headed by Government leaders. The GO with its assisting function has been deeply involved in the activities of these SC. The GO has truly assumed a central role in connecting and coordinating between government agencies and between the Government and the Party and National Assembly through the SC.

In its position as Deputy Head and the standing agency of the Government’s Steering Committee for summarizing the implementation of RN18 led by the Prime Minister, the GO prepared reports, documents, and recorded the conclusions of the Head of the Committee to issue joint notices, ensuring that the directives were implemented uniformly. The GO’s proactive and timely advisory style was also demonstrated by the swift issuance of the meeting conclusion notice for the SC on administrative unit arrangement, conveying the Head’s request for close coordination between central ministries and localities to promptly handle difficulties and obstacles.

Regarding the implementation of administrative unit arrangement at all levels (2023-2030), the GO’s coordinating role will continue to be maintained in the period after July 1, 2025. Permanent Deputy Prime Minister Nguyễn Hòa Bình chaired a meeting with leaders of ministries and sectors to evaluate the implementation of laws on decentralization, devolution, and the division of authority. This specialized report was synthesized based on the opinions of all 16/16 ministries and ministerial-level agencies and 30/34 localities, indicating that a

comprehensive evaluation process is underway to promptly address remaining shortcomings.

In general, complex, inter-sectoral tasks such as re-delimiting functions at each level, arranging personnel, and managing physical facilities after mergers were all discussed and harmonized in inter-ministerial meetings convened by the GO before being submitted to the Government for decision. Many “bridging” solutions were advised to ensure the transition process did not interrupt state management. For example, advising on a transitional clause in the Law to ensure incumbent People's Councils and People's Committees in localities continue to operate until the new apparatus is established; advising on the establishment of Public Administrative Service Centers at the provincial and communal levels to process procedures more quickly in the new model; and proposing the repurposing of surplus physical facilities after mergers for public use. The dedication of the GO in its advisory and assisting work has ensured that strategic directives from the central government regarding the two-tier government model are transformed into a unified and synchronized action plan for the Government. As a result, multi-party issues, such as financial support for localities after mergers, policies for redundant officials, and amendments to specialized legal documents, were handled harmoniously, preventing misaligned efforts. This seamless coordination has a significant contribution from the GO's advisory and coordinating work.

2.3. Advisory and assisting role in practical implementation at ministries, sectors, and localities

The GO's role does not stop at policy-making but is also evident in its guidance and urging of practical implementation and handling arising technical issues. The Prime Minister required: “The GO, along with ministries and sectors,... must guide, inspect, and urge localities in implementing the arrangement and merger of provincial and communal administrative units and building the two-tier political system in localities.”. In line with this directive, the GO proactively formed task forces or assigned officials to closely monitor the transition process in each locality. Specifically, the GO and other ministries sent delegations to work with provinces and cities to check the progress of administrative unit arrangement plans for the 2023-2025 period and listen to local recommendations. The results of these sessions were synthesized and reported to the Prime Minister by the GO. Furthermore, at regular Government meetings and national conferences, the GO prepared content for Government leaders to convey to localities the need for “high determination, drastic action, and clear assignment of people and tasks” in implementing the apparatus arrangement.

A specific contribution of the GO in implementation advisory was the review of administrative procedures (AP) upon the abolishment of the district level. As the district level is eliminated, many procedures previously handled by district-level People's Committees or specialized agencies will have to be transferred to the provincial or communal levels. The Prime Minister assigned: “The GO shall synthesize and propose the execution of administrative procedures currently under the authority of the district level for the provincial and communal levels.”. The GO urgently coordinated with the Ministry of Justice and the Ministry of Home Affairs

to create a full list of all administrative procedures handled by the district level and developed a preliminary plan for classifying procedures that could be decentralized to the communal level or delegated to the provincial level. By mid-2025, the GO had prepared a preliminary plan to submit to the Government for a decision so that when the two-tier model becomes operational on July 1, 2025, citizens and businesses would not face disruptions in resolving administrative procedures. This illustrates the very detailed and practical advisory role of the GO, helping the Government cover technical issues arising from the model change.

In addition, the GO also advised on the organization of the apparatus and personnel during the transition. When provinces, districts, and communes are merged, there will be redundant officials and civil servants. The GO, together with the Ministry of Home Affairs, developed a plan for arranging redundant personnel to report to the Government, ensuring compliance with the Party and State's regulations on staff downsizing. Documents such as Plan No. 47-KH/BCĐ of the Central Steering Committee on the arrangement of provinces and communes and the organization of two-tier government, and Official Letter 03/CV-BCĐ guiding the tasks of apparatus and personnel arrangement¹², were drafted with the participation of the GO. This enabled the Government to promptly issue decrees and circulars, such as Decree No. 29/2023/NĐ-CP and the amended Decree No. 108/2014/NĐ-CP, which provided policies for redundant personnel and guided localities in their implementation.

In summary, the GO's advisory activities from 2022 to the present during the transition to a two-tier government have been quite vibrant and effective. The GO has played a strategic advisory role (in developing plans and institutions), a coordinating advisory role (in the activities of SC), and a practical implementation advisory role (in providing specific guidance for implementation). Despite the "very large, very monumental" workload and "fast, urgent pace", the GO has strived to perform its functions and duties well, serving the Government effectively in a comprehensive administrative reform. This has been acknowledged by Government leaders, who remarked that the GO has "served strategic and key tasks well... in recent months, especially those related to summarizing and accelerating the implementation of R18 of the Central Committee"⁷.

3. Limitations of the government office's advisory activities during the transition to a two-tier local government model

Despite achieving many results, the GO's advisory work during the transition has also faced significant limitations and difficulties.

First, overwhelming workload and time pressure.

The transition to a two-tier government model required amending the Constitution, nearly 100 laws, and merging dozens of provinces and hundreds of communes... all in a very short period (2023 - 2025). The GO had to process a "very large, very monumental" volume of documents and dossiers at an urgent pace while still ensuring the continuation and completion of its ongoing advisory tasks. This pressure could easily lead to an overloaded advisory team. In practice, there were times when the issuance of some guidance documents was delayed. For example, due to the focus on the Law on Local Government Organization, some guiding

decrees on administrative unit arrangement were not issued in time in the early second quarter of 2025, forcing the Government to urge ministries and the GO to accelerate the process. The time pressure also meant that advisory work sometimes had to be done in parallel, such as drafting laws while also carrying out pilot programs, which carries the risk of errors or the need for future adjustments.

Second, inadequate foresight and anticipation of difficulties.

The two-tier model is unprecedented in Vietnam (except for pilot programs in a few major cities). Therefore, in the advisory process, it was unavoidable for the GO and other agencies to not fully foresee all practical difficulties. For example, the complexity of re-assigning administrative functions between the provincial and communal levels was initially underestimated, necessitating the issuance of supplementary guidance after localities reported obstacles. Similarly, the merger of provinces involved historical, cultural, and community psychological factors, requiring more dialogue and explanation than initially anticipated. While the GO made efforts to advise on solutions like prioritizing historical and cultural factors when naming new provinces, it was not always possible to satisfy all parties. This is a limitation related to practical experience due to the novel nature of the task.

Third, inter-agency coordination is at times not completely smooth due to limitations in deep expertise.

Although the GO has made great efforts to coordinate, because the scope of the reform is so wide, involving almost all ministries and sectors, there have been instances of uncoordinated efforts. Advisory work requires the GO to have a deep understanding of many fields (organizational apparatus, law, local socio-economics, etc.), while the GO has a limited staff, and the number of specialists with deep knowledge of local specifics is not large. Therefore, when handling complex issues, the GO is heavily reliant on reports from specialized ministries, for example, on local budget decentralization proposed by the Ministry of Finance or organizational structures proposed by the Ministry of Home Affairs. If a specialized ministry's proposal is not realistic, the GO finds it difficult to provide a counter-argument due to a lack of on-the-ground data. This highlights a limitation in the GO's independent analytical capacity. In addition, the dual mandate of providing both comprehensive advisory work and administrative services (organizing meetings, handling documents) sometimes leads to a diversion of resources, hindering the deep research and analysis required for strategic policymaking.

Fourth, disruption due to leadership personnel factors.

The period 2022 - 2025 also saw some changes in high-level personnel, such as a new Permanent Deputy Prime Minister in late 2022 and changes in some Deputy Prime Ministers in mid-2023. Each time, the GO had to update and report the situation to the new leadership, which could affect the pace of advisory activities. However, in general, the GO has adapted well, maintaining a continuous workflow.

Overall, the GO's advisory work in the reform of the two-tier government model is an unprecedented, complex, and challenging task. While there are some areas that are not yet perfect, the GO has tried to overcome them and has largely completed its assigned tasks. These limitations also point to areas that need

improvement for the GO to perform better in the next phase, as the two-tier government goes into practical operation.

4. Lessons from international experience

Learning from international experiences with the two-tier local government model is necessary to gain a multi-dimensional perspective and propose appropriate solutions. Japan and South Korea are two countries with many similarities to Vietnam in terms of administrative systems and have undergone strong reforms.

In Japan, the local government system is basically organized into two tiers: the provincial level (including *dō, to, fu, ken*) and the communal level. Japan's experience shows that the central government only sets basic policies and secures basic funding, while local governments are granted strong autonomy to handle internal matters such as industrial development, urban planning, and social security. This autonomy helps local governments respond more quickly to the needs of their citizens and promotes citizen participation in public affairs.

Similar to Vietnam, South Korea once had a highly centralized administrative system where localities were merely “an extended arm” of the central government. However, since the 1990s, South Korea has conducted a deep reform, shifting to a model of elected local government, which has increased the power of local governments relative to the central government. The core issue in South Korea's reform was fiscal decentralization, because without financial autonomy, local governments would remain passive. The finances of South Korean local governments mainly consist of local taxes and subsidies and shared taxes from the central government. This process has helped increase the proportion of revenue from local taxes in the total income of local governments.

Criterion	Vietnam	Japan	South Korea
Administrative Structure	Two tiers (provincial, communal), with the district level abolished	Two tiers (prefectural, municipal)	Two tiers (provincial, municipal/county)
Concentration/ Decentralization	In the process of shifting from a centralized to a decentralized model	Strong decentralization; local governments have significant autonomy	Shifted from a highly centralized system to one with devolved power since the 1990s
Fiscal Decentralization Mechanism	Still in the process of building and finalizing the framework; a need for specific documents	The central government secures basic funding, and local governments have financial autonomy	Financial structure includes local taxes and intergovernmental transfers/grants

The lessons from Japan and South Korea indicate that administrative decentralization is an important first step, but to ensure the long-term success of the new model, issues related to fiscal decentralization must be resolved in a synchronized manner to increase the proactivity and foster the creativity of provincial and communal governments, increasing public trust and contributing to the construction and promotion of the people's right to mastery in conjunction with the goal of building an increasingly prosperous socialist country.

5. Some recommendations

First, perfecting the legal framework on the organization and operation of the GO.

In the context of transitioning to a two-tier government model, it is necessary to clearly delineate the functions and tasks of the GO with local government levels to overcome the situation where the GO deeply intervenes in local matters and to promote the autonomy of provincial and commune-level governments. Currently, the GO performs many general synthesis and control tasks, such as appraising reports from provincial People's Committees and urging task completion, while many of these tasks are directly related to the authority of local governments. According to an official notice, the National Assembly has authorized the Government to issue decrees on decentralization immediately after the amended Law on Local Government Organization, and also required that "all related laws must be comprehensively amended" within two years. This shows that the Law on Government Organization and other laws also need to add provisions to appropriately allocate powers for the two-tier model to foster local proactivity and avoid duplication. Some tasks that fall under local authority should be assigned to the provincial or district People's Committees. For example, currently, the GO takes the lead in drafting the Government's comprehensive reports and appraising dossiers submitted by the People's Committees. In the two-tier model, the tasks of collecting local socio-economic data and reports or controlling administrative procedures at the local level should be performed and accounted for by the People's Committees themselves. The GO should only focus on advisory and coordination at the macro level. This aligns with the principle of decentralization to "promote the proactivity, creativity, and self-accountability of local governments".

Based on the above analysis, the author recommends that after the National Assembly passes the amended Constitution, it should continue to amend and supplement the Law on Government Organization and the Law on Local Government Organization to specify decentralization. Specifically, it should add a clause or content to Article 23 of the 2025 Law on Government Organization that allows provincial People's Committees to autonomously create reports and direct the implementation of the Government's socio-economic policies locally; concurrently, it should delegate to the GO the sole responsibility of synthesizing and advising on major inter-sectoral and inter-regional policies. Accordingly, the 2025 Law on Local Government Organization needs to add a provision requiring provincial People's Committees to coordinate, receive, and implement the Government's directives (channeled through the GO) within their localities, instead of resubmitting every issue to the central government. The amendment can specify

the authority to issue local regulations for certain fields and clearly stipulate that the GO shall only handle plans and proposals that exceed the capacity of the provincial level.

This decentralization will help the GO reduce local-level tasks and focus on strategic advisory and coordination; at the same time, it will strengthen the responsibility of local governments in policy implementation. This is a prerequisite for the two-tier model to be truly effective and reduce unnecessary administrative burdens on the Government. The result will be more effective advisory and coordination, avoiding unnecessary “deep intervention” by central agencies into local affairs. This solution also clarifies the boundaries between government levels, meeting the requirements of administrative reform and building a lean, effective, and efficient two-tier local government in line with the set roadmap.

Second, strengthening research and forecasting capacity in advisory work.

The GO needs to build a team of experts and specialists with in-depth knowledge of the state apparatus and local conditions to enhance the quality of strategic advisory work, focusing on overcoming limitations in forecasting and enhancing strategic critical thinking skills, especially in the context of the unprecedented two-level model. Strategic critical thinking ability is an important factor influencing the quality of advisory services. To enhance independent analytical capabilities and reduce reliance on reports from specialized ministries (mitigating the risk of being dominated by sectoral interests), it can consider establishing a specialized “Task Force” within the GO to implement the two-tier local government model, gathering officials knowledgeable in management decentralization, public administration, law, etc. This task force would be responsible for researching and forecasting issues that may arise when the new model operates (e.g., the relationship between the province and commune in budget and land management; the risk of overloading the communal level after mergers; the need for training local officials, etc.). Based on this, the GO can proactively advise the Government on timely supplementary and adjustment policies, instead of just reacting to problems as they arise. Enhancing research capacity also requires professional training for GO officials, updating modern knowledge on local governance, and policy analysis skills.

Furthermore, innovating the working method and enhancing the professionalism of the GO must also be prioritized to perfect the organizational apparatus toward being lean and scientific. Functions of GO units can be reviewed to avoid duplication and clarify the lead agency for the local government sector. In addition, a culture of “clear person, clear task, clear deadline, clear product” as requested by the Prime Minister should be promoted, so that each advisory task has a person responsible to the end, preventing shirking of duties. The GO should also strengthen experience exchange with GOs in other countries, especially those with similar two-tier models like Japan and South Korea, which have central-local systems similar to Vietnam. Learning from international experience will help the GO gain a broader perspective and better, more accurate foresight to avoid mistakes that other countries have encountered during local government reform.

Third, improving the quality of inter-agency coordination.

Despite the efforts of the GO, the coordination between ministries and sectors remains somewhat disjointed due to the broad scope of the reforms. In Resolution No. 74/NQ-CP dated April 7, 2025, the Government issued a plan to implement administrative unit restructuring and build a two-tier local government organizational model³, the Government assigned tasks to over 10 ministries and sectors to issue guiding documents within a short period (before June 30, 2025). At the same time, in the coming period, many tasks need to be implemented synchronously, such as amending remaining legal documents, organizing elections for the new term of the People's Council according to the two-tier model in 2026, and conducting evaluations and summaries after 1-2 years of implementation... To manage this massive institutional project, the GO should advise the Government to issue regulations on coordination between ministries and sectors for each area of work, clearly specifying responsibilities, deadlines, and the coordinating role of the GO. This regulation will act as an "institutional filter" to institutionalize the coordination mechanism and prevent the situation of "drums beating one way, horns blowing the other".

With such regulations, the GO will find it easier to urge and remind agencies, ensuring compliance with coordination discipline. In addition, the GO should continue to maintain the operation of the SC or inter-agency task forces for administrative unit arrangement and two-tier government organization for the next few years and should not dissolve them immediately after the law is issued. These SC, with the GO participating as the standing agency, will monitor actual implementation in localities, serving as a channel for the GO to quickly grasp information and report inter-agency issues to the Government for resolution.

Parallel to focusing on completing the two-tier model, the GO must not neglect other socio-economic tasks. In reality, during the 2023 - 2025 period, in addition to apparatus reform, the Government also had to address the goals of economic recovery and development after the pandemic and macroeconomic stability. Therefore, the GO needs to balance resources and provide comprehensive advisory on both institutional reform and economic development. The link between apparatus reform and development goals, such as the Prime Minister's assignment of growth targets and improving the investment environment, requires the GO to propose synchronized advisory that ensures the new apparatus's effective operation will contribute to local socio-economic development. This will also be a criterion for evaluating the quality of the GO's advisory work in the coming period.

Fourth, promoting the GO's role as an information and digital transformation hub.

The GO is a leading agency in administrative reform and building an e-government and digital government. Taking advantage of this will help reduce the pressure of manual paperwork processing and increase the ability to monitor enforcement. Argument conversion is an essential foundation for operating a streamlined and efficient administrative system. The GO has the advantage of managing systems such as the National Document Exchange Platform, the National Public Service Portal, and the Government's Information and Command Center. These tools must be utilized to the fullest to support the operation of the two-tier model. Specifically, the GO can advise on building an online monitoring system for

the decentralization of tasks between provinces and communes, and for tracking the resolution of administrative procedures after the district level is eliminated. This system provides real-time data on the performance of administrative procedure resolution. With real-time data, the GO can analyze and provide early warnings to the Government if it sees a backlog of dossiers or confusion in provincial-communal coordination. The GO should also promote internal digital transformation, applying artificial intelligence in information synthesis to increase the speed and accuracy of its advisory work. A strong digitalized Government administration will be the foundation for the smooth operation of the two-tier model in practice, reducing the GO's pressure in handling manual paperwork.

Fifth, provide guidance on office work skills and professional development for grassroots officials.

After the two-tier model is implemented, many commune-level officials will have to take on work previously done at the district level, or many provincial-level officials will be transferred to take on work at the commune level – posing a risk of overload and lack of expertise at the grassroots level. This requires professional guidance from the central or provincial level. Administrative capacity at the grassroots level is a prerequisite for the success of the decentralization mechanism. With the district level eliminated, the commune level will have to handle a larger workload, including resolving more complex administrative procedures. Therefore, improving the quality of administrative work and “enhancing public service ethics for commune-level officials” is an urgent task.

The GO needs to advise the Government to organize comprehensive training and capacity-building programs for key communal officials on new management skills such as expanded communal budgeting, communal public investment management, and inter-connected administrative procedure handling, especially as the size of new communal units has expanded significantly. Furthermore, in some provinces, after mergers, some key communes have been formed, requiring the application of specific policies to develop the local economy, culture, society, defense, and security. Therefore, guiding each leading official and specialized civil servant to grasp and understand these skills to “do it right and do it well” is absolutely necessary. The GO can coordinate with the Ministry of Home Affairs and the National Academy of Public Administration to develop guidance materials and organize regular online conferences between Government leaders and the chairpersons of post-merger communal People's Committees to address obstacles in a timely manner. The GO's role is to be a two-way information bridge, both transmitting the Government's directives to the grassroots level and synthesizing and reporting local feedback to the central government. Doing this well will help local governments adapt quickly to the new model, thereby reducing the burden on the intermediate level.

6. Conclusion

The transition to a two-tier local government model is a historic reform for Vietnam, reflecting the Party and State's determination to modernize the political system to suit the new development phase. In this critical reform process, the GO has clearly demonstrated its irreplaceable “advisory, assisting, and synthesizing”

role for the Government and the Prime Minister. Its proactive and positive advisory work on important policies, seamless coordination with agencies to build the legal foundation for implementing the two-tier model, as well as its guidance and urging of ministries and localities to perform their assigned tasks, have all contributed to effective inter-agency coordination and continuous information flow, playing a decisive role in helping the Government maintain the pace of reform and create the premise for the two-tier government apparatus to quickly become operational.

Entering the new phase, as the two-tier model becomes a reality, the GO's task will become even more demanding, requiring an elevated quality of advisory work to ensure it aligns with administrative, digital, and e-government reforms. The proposed orientations and solutions to strengthen research capacity, perfect coordination mechanisms, promote digital transformation, train local officials, and improve working methods will serve as a guiding compass for the GO to continue to uphold its role as the Government's reliable "chief of staff". The ultimate goal is to ensure the process of perfecting the two-tier local government model proceeds smoothly and effectively, bringing about positive changes in local governance and meeting the expectations of the Party, State, and the people.

In conclusion, it can be affirmed that the Vietnamese GO, with its nearly 80-year history, stands before a great challenge and an opportunity to affirm its position in the national administration. The excellent completion of its advisory and assisting role for the Government in the reform of the two-tier local government model will not only lead to the success of this reform but also make a significant contribution to the cause of building a lean, effective, and efficient socialist rule-of-law state in the new development phase.

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