

MINISTRY OF EDUCATION AND TRAINING
NATIONAL ECONOMIC UNIVERSITY

----- □□□□ -----

NGUYEN THI THU

**RESEARCH THE IMPACTS OF POLICIES ON
CAPACITY OF LOCAL ADMINISTRATIVE
OFFICIALS – SPECIFYING HANOI CITY**

Major: PUBLIC MANAGEMENT

Code: 9310110

SUMMARY OF DOCTORAL THESIS

HANOI - 2019

**RESEARCH THESIS IS COMPLETED AT
NATIONAL ECONOMIC UNIVERSITY**

Research instructors:

1. Prof. Dr. NGUYEN DINH HUONG

2. Assoc. Prof. VU THI MAI

Reviewer 1: Associate. Profesor, Ph.D Pham Thị Bích Ngọc

Reviewer 2: Ph.D Lê Tiên Đạt

Reviewer 3: Associate. Profesor, Ph.D Lê Thị Thu Thuy

**The dissertation is presented and completed before the Council of thesis
National Economics University**

At: _____ date _____ month _____ 2019

The thesis can be found at:

- National Library

- Library of National Economics University

**LIST OF RESEARCH WORKS
OF THE AUTHOR RELATED TO THE THESIS**

1. Nguyen Thi Thu (2018), 'Improving the capacity of cadres and civil servants to meet currently administrative reform requirements', *Asia-Pacific Economic Review*, No. 531 December 2018, pages 52-54.
2. Nguyen Thi Thu (2018), 'Ho Chi Minh Management Culture', *Asia-Pacific Economic Review*, No. 531 December 2018, pages 58-60.
3. Nguyen Thi Thu (2016), 'Improving the quality of local administrative officials and civil servants in Hanoi City, *Proceedings of the National Scientific Workshop: Ensuring social services in Vietnam in the context of International integration*, Labor - Social Publishing House, pages 171-178.

FOREWORD

1. The need of the research thesis

Studying the impact of the policy on the ability of local administrative officials in Hanoi in particular and Vietnam in general is an urgent issue because good policies will help improve the capacity of local civil servants. In order to for local civil servants to carry out their duties effectively, it is necessary to improve their quality as well as performance to meet the demand for the development of society in both Hanoi capital in particular and in Vietnam in general, therefore, the research thesis "Studying the impact of policies on the capacity of local administrative officials in Hanoi City." is necessary with scientific and practical significance.

In the world, During the period from 2010 to 2017, there have been many studies on improving the capacity of administrative officials in order to strengthen the capacity of administrative officials. However, there has been no research on the impact of policies on the capacity of administrative officials on each specifically specialized field. Meanwhile, policies always require conformity as well as impacts on specific fields, in which they show both commonalities and particular points, therefore, special policies must reveal both general and specific factors and suitable with reality for local administrative officials in the case of Hanoi City in particular and in Vietnam in general.

2. Research objectives

General objective

It aims at systematizing and clarifying the theoretical issues in order to build an analytical research framework on the impact of policies on the capacity of local administrative officials.

Assessing of the real capacity of local administrative officials, in this case, it is Hanoi City and the impact of policies on administrative officials of local governmental administrations in Hanoi city in the period of 2011 -2017.

Proposing guidance and a number of solutions for policies to improve the capacity of local administrative officials of Hanoi government to meet the development by 2020, and vision by 2030 as well as the following years.

Specific goal

Clarify the theoretical basis for administrative officials; local administrative officials in all over the country; local administrative officials in Hanoi; the ability of local administrative officials in Hanoi City.

Clarify the essential factors that constitute ability of performance; the ability of local administrative officials at local level; local administrative capacity in Hanoi City.

Clarify the factors to form the criteria that build up the capacity of local administrative officials in Hanoi, the relationship between the capacity and performance of local administrative officials in Hanoi Capital.

Clarify the content of policies which affect on the capacity of local administrative officials in Hanoi city with components from foundations (issued policies), the subject issued the policies by both the central and local governments. The objectives, regulations, components of policies for planning, recruitment, training, retraining, evaluation and remuneration for local administrative officials at regional level and clarify the contents, relationships of those policies with between policies and capacity of administrative officials in Hanoi.

Take an overview of the experience from localities and some other countries in the world on policies affecting the administrative capacity of local civil servants. Identify the set of criteria to assess the impact of the policy on the performance of civil servants locally in Hanoi City.

Evaluate the performance ability that reflects the capacity of local administrative officials in Hanoi.

Assess the reality of policies via the impact on civil servant capacity of administrations in Hanoi in recent years.

Identify 4 groups of affected factors and give the solutions for administrative capacity of local civil servants in Hanoi.

Proposing guidance and solutions to improve policies for local administrative officials in order to strengthen their capacity and performance at regional level in Hanoi in particular and in the whole country in general.

3. Research subject and scope

a) Subjects of research: Policies and impacts of policies on the performance of local administrative officials, in this case the study concentrates on the local administrative officials of Hanoi City.

b) Scope of research: doing the research all over Hanoi city, reviewing the experience in Vietnam and some typical countries in the world, focusing on policies of civil servants especially the groups of administrative officials at local government in Hanoi city. The study period is from 2010 to 2017. Propose the solutions for the roadmap to 2025, and vision 2030.

4. Research Methodology

Create the research framework. On the basis of primary data and secondary data, the research thesis uses qualitative research methods which combines with quantitative methods, analysis and aggregation of selective information as well as, objective, facultative manners. Using SPSS software to process the information. Interview with experts to check the suitability of the criteria; PhD students conduct an assessment of the current performance of administrative civil servants based on 4 groups of criteria on knowledge, skills, ethics, attitudes and assess the results of policy implementation, the current performance of policies affects on the capacity of local administrative officials; The study will focus on 6 groups of policy issued on planning, recruiting, using, evaluating, training and retraining, including both contents and results of policy implementation; evaluate the impact of policies and find out the root causes that affect on the policies for local administrative officials in Hanoi City.

5. New contributions of the thesis

About the theoretical aspects

The thesis systematizes the theoretical basis of civil servants, the capacity of administrative officials at the regional level, forms the capacity frameworks, theoretical frameworks to study the impact of policies on the capacity of administrative officials at the local level in Hanoi city. Assess the real performance of local civil servants in Hanoi.

Create as well as form a system with specific criteria to assess the impact of the policy on local administrative civil servants in Hanoi capital.

Predict the positive and negative impacts of each proposed policy on those who are affected by the policy, compare the benefits and costs of the policy options, in order to provide a basis for choice. Optimal policy options.

Forecast the progress, improve the capacity of civil servants at local level in general and in Hanoi city in particular.

The study's findings will show the scientific arguments on the impact of policies on the performance of local administrative officials in Hanoi.

The thesis's results will be used as references in researching and teaching for related fields (public management, public policy, state management of economy, state administration, etc.) in colleges, universities and research institutes nationwide.

About practical applications

The thesis has evaluated the real situation of the impact on 6 types of policies about: planning; recruitment; use; evaluate; treatment; training and retraining to the capacity of local administrative officials in Hanoi in the period of 2010 - 2017 based on the requirements of cadres and civil servants' policy on administrative officials on performance ability, knowledge, skills, ethics, attitude. The thesis will provide policy makers, managers, researchers with a comprehensive picture of the results of policy implementation for civil servants at local level in Hanoi in recent years; provide additional information from research practices to provide the scientists with clear guidance for the Communist Party and the State Government to issue the appropriate policies that improve administrative capacity of local civil servants in Hanoi to 2025, orientation to 2030.

Study both international and regional experiences on policy models that affect on civil servants' capacity and draw the valuable lessons for Hanoi

Proposing opinions, directions and solutions to improve policies to improve the capacity of local administrative officials in Hanoi City.

Chapter 1

OVERVIEW OF THE RESEARCH

Both national and international studies, During the period from 2010 to 2017, have been conducted on civil servants' capacity of state administrative agencies and strengthen the capacity of public administrative officials. However, there has been no single research on the impact of the policy on the capacity of local administrative officials in Hanoi City.

In the above-mentioned studies, the criteria for evaluating the impact of policies on specific fields have not been set up in a comprehensive manner. Meanwhile, policies always require conformity as well as impacts on specific sectors and fields, in which they show both commonalities and specific points, so special policies must be inclusive, in addition, it should be specific and suitable with reality for local administrative officials in the case of Hanoi City in particular and in Vietnam in general.

1.3. Research gaps

Firstly, both national and international studies have not studied the effective performance of local administrative officials. Therefore, the effectiveness and implications of the factors affecting the effectiveness of local administrative officials are not yet quantified.

Secondly, the researches on administrative officials' capacity, policies but in a small scope, they have not been exploited from the perspective of politics and state management, capacity system based on clarifying the impact of policies, Factors affect on improving the capacity of local administrative officials.

Thirdly, there have been no topics or researches that comprehensively assess the real performance of local civil servants, theoretical issues about the impact of policies as well as appropriate solutions to complete the policies for improving the capacity of administrative officials at local level in Hanoi in both the current period and the next one.

Chapter 2

THEORETICAL BASIS AND PRACTICE EXPERIENCES ON THE IMPACT OF POLICY ON THE CAPACITY OF LOCAL ADMINISTRATIVE OFFICIALS

2.1. Some related concepts

2.1.1 Definition of local government

Local government is the lowest level of management in the political system in our country. The local government has a very important position, which supplies a direct link between the state government and the local people, performing the state management activities in the fields of economy, culture, society, security, social order and safety in localities according to their decentralized authority, which directly implements the Party and State's guidelines, guidelines and policies and is subject to be controlled and supervised by the higher levels of authorities.

2.1.2. The concept of local civil servants

Local administrative officials are defined in Clause 3, Article 4 of the regulations on administrative officials in 2008; Local government law 2015, Decree No. 92/2009 / ND-CP dated October 22, 2009 of the Government refers: *"local administrative officials are Vietnamese citizens who are recruited to hold one professional skill of the local People's Committee, in the payroll and salaries from the state budget "*.

Point 3, Article 61 of the 2008 Law on administrative officials and Public civil servants stipulates that local civil servants have the following titles: Chief of Police; Military commander; Office - statistics; Cadastral - construction - urban and environment (for wards and townships) or Cadastral - agriculture - construction and environment (for communes); Accounting - finance; Justice - civil status; Society - Culture.

2.1.3. Concept of civil servant capacity

A civil servant's ability is the ability of a person to fulfill a specific function or task, or to handle a situation in a defined environment or the ability of a civil servant uses his/her assets or potentials, the force of self-combined from knowledge, skills, attitudes and other qualities to achieve specific goals and strategies set by the state government in a specific condition of the whole country or each region.

Civil servant's performance is the ability to manipulate the combined relationships among his/her knowledge, skills and attitudes to complete public duties. Factors of qualifications, skills, experience in their work, spirit, attitude of performance, ability to work well, achieve results and effectiveness for assigned tasks, meeting requirements set by the state government.

2.2. Characteristics, roles, functions and duties of local administrative officials

2.2.1. Characteristics of local administrative officials

Firstly, local administrative officials are people who work directly with local people. All guidelines and policies of the Communist Party, policies and laws of the state government are disseminated and implemented by local officials and civil servants so that people can understand and implement them.

Secondly, local administrative officials often meet different roles that they have to perform such as: Citizens; compatriots, relatives, representatives of the community; represent the state government ... solve problems related to the relationship between personal interests - community – state government.

Thirdly, the performance of local civil servants is diverse and complex. They have to deal with all the work in the local social life on a regular basis to ensure the legitimate rights and interests of the people.

Fourthly, there are many shortcomings in terms of education, awareness, capacity to perform official duties of civil servants, especially public servants in remote and isolated communes and ethnic minority areas.

2.2.2. The role of local administrative officials

Local administrative officials take the responsibilities for implementing and propagating... To ensure the Party's guidelines and policies, the state's laws are implemented in normal people's life as well as perform as a direct bridge to connect between the government systems and the local people, performing the state management activities in the fields of economy, culture - society, political security, social order and safety in the localities according to their decentralized competence; Strengthening the great unity of the entire people, promoting the people's ownership, organizing the life of the community and mobilizing all socio-economic development possibilities; understand

the state's policies and laws, advise and govern and can enhance or limit the leadership role and prestige of leaders, Presidents or Vice Presidents of local People's Committees; have to deal with the downsides of situations that arise when performing work; Being a person who checks the correctness and appropriateness in decisions made by superiors and detects and makes recommendations to solve such problems.

2.2.3. Functions and duties of local public servants

Local civil servants have functions as professional staff members of the local People's Committee, and are responsible for directly advising the leaders of local People's Committees in administering and monitoring the tasks of local People's Committees, the Party's undertakings, policies and laws of the state; perform the state management in the specific field and organize and perform other tasks and powers in each assigned field according to the provisions of law and perform other duties assigned by the local People's Committee president.

2.3. Capacity of local administrative officials

2.3.1. The concept of capacity of local civil servants

The capacity of local civil servants is a collection of knowledge, skills, attitudes, qualities, behaviors and professional ethics that reflect in the operation of the local government and in official performance through solving, performing specific tasks, handling situations related to their work, showing the effective working methods associated with science and technology as well as work handling skills. At the specific time or particular environment, civil servants are flexible to use their capacity effectively in various situations at different times and different situations.

2.3.2. Concept of the performance ability of local civil servants

General competencies are the general requirements for all titles of local civil servants such as: awareness, thinking, planning, writing and editing documents for state administrative management, ability to coordinate to perform tasks, ability to handle and solve situations; communication skills, behavior, professional requirements.

Specific competencies include qualifications required for each title. When these competencies of local civil servants are expressed in reality and brought the desired

results and effects, then it is considered as the capacity of civil servants to perform public duties at local level.

Capacity to perform official duties is the ability to combine other correlations among knowledge, skills and attitudes, experience in work to complete tasks, meet the job requirements as specific laws which are regulated by the state regulations for civil servants.

2.4. Components and impact on the capacity of local public servants

2.4.1. Factors which constitute the capacity of local public servants

Knowledge, skills, attitude (behavior, relationship). These groups of three factors are combined together to create a whole that is called the capacity of each civil servant.

2.4.2. Factors affect on the capacity of local civil servants

2.4.2.1. Components belong to local administrative agencies

Recruitment of local civil servants; The use of local administrative officials; Organizational structure of local public servants; Working environment of civil servants; Evaluate the performance of local public servants; Mechanisms and policies for civil servants.

2.4.2.2. Factors which require a local civil servant have to get themselves: Self-taught, self-discipline of civil servants; the process of learning and practicing patiently and long; Motivation is the internal factor that stimulates civil servants to work in permitted conditions, in order to create productivity and efficiency.

2.4.2.3. External factors of the local administrative agents

The influence of centralized, backward ideas; Attention of Communist Party and other state agencies; The assessment of officials and civil servants; socio-economic development and international integration.

2.5. Criteria for evaluating the capacity of local administrative officials

2.5.1. Group of criteria for evaluating the level of local civil servants

Criteria for evaluating the level of local civil servants include: Criteria for education; Criteria on professional qualifications; Criteria for occupational skills; Criteria for work experience; and criteria for health.

2.5.2 Group of criteria to assess cognitive ability and readiness to respond to job changes.

Group of evaluation criteria of cognitive ability and readiness to respond to job changes; awareness of job changes at the present and future; required acts that are ready to respond to change.

2.5.3. Criteria for evaluating occupational skills

Group of criteria for evaluating occupational skills aims at properly assessing the capacity of civil servants that requires determining the right competent framework according to job positions in agencies and organizations because it is an important foundation for management methods for human resources. In addition, civil servants have to be able to plan their work, they will also require to have professional skills and the ability to recognize, analyze problems, deal with variously specific situations in the work, the ability to apply their knowledge in the performance of official duties and meet the development needs of agencies and organizations.

2.5.4. Group of criteria for evaluating political and ethical qualities

Group of criteria for assessing political, ethics qualities for assessing political quality, expressed in the following aspects: always improving revolutionary ideals, consistently pursuing the goal of national independence and socialism, carrying out the will to fight, to protect truth and right, properly implementing (between say and do) the Program, the Article, the Decree, and the Party's organizational principles; uncompromising struggle with wrong perceptions and misleading views, vague manifestations, wrong guidelines, guidelines of the Party's policies and laws of the state and acts of infringement of legitimate rights of the people; Professional ethics are governed by personal ethics, expressed from the smallest gestures and behaviors of civil servants, so in reality, civil servants always require professional ethics.

2.5.5. Criteria group for assessing the level of work completion

Criteria for assessing the level of performance of a task are a group of criteria for evaluating the performance ability of a task, reflecting the level of task fulfillment and the level of undertaking duties and duties of a civil servant who is assessed on the basis of performance ability of civil servants assessing performance results of work via the

capacity of civil servants to perform their tasks, is a systematic, formal and public measurement of the results of work performance which are established according to target standards, and can be quantified by scores, listing events, or comparing the performance of other individuals.

2.6. Rationale for assessing the impact of policies on cadres and civil servants on the capacity of local civil servants

2.6.1. Theoretical basic system of policy, public policy, Concept of Policy; Public policy; The role of public policy;

Assessing the impact of the results of implementing policies on cadres and civil servants, including: Policies for planning cadres and civil servants; Recruitment policy for civil servants; Policies for training and retraining cadres and civil servants; Policy for employing cadres and civil servants; Policy for assessing cadres and civil servants; Policies for material and spiritual remuneration for officials and public employees. This is an important part of staff work, a tool to build and improve the capacity of local administrative officials. The correct staff policy system will support and promote the civil servants' work, an important basis for the development of local administrative cadres. On the contrary, poor staff policies will cause difficulties for officials, hinder the development of local administrative officials, causing unintended negative consequences.

2.6.2. Analyze the impact of cadre and civil servant policy on local administrative civil servant capacity

Analyze the impact of cadre and civil servant policy on local civil servants' capacity. Analysis and forecast of positive and negative impacts of each policy option on the subjects affected by the policy, comparing benefits and costs of policy options, providing a basis for the selection of optimal policy options.

2.6.3. Analyze the impact of cadre and civil servant policy on local civil servants' capacity.

Analyze the impact of public policy by three methods: qualitative method, quantitative method and combination method that provide scientific and practical basis for policy makers in order to base on that criteria to choose the optimal policy solution; Helping the process of making policy decisions more transparent; Help improve the

quality of policies, thereby contributing to improving the effectiveness and efficiency of policy implementation, contributing to solving policy issues; contribute to improving accountability of state agencies and civil servants in the policy proposal stage, drafting policies and approving policies.

2.7. Experiences of some localities in the country and internationally on the impact of cadre and civil servant policies on the capacity of local public servants

2.7.1. Experience of some localities in the country

Experience of some localities in the country such as Da Nang City; Ho Chi Minh City

2.7.2. Experience of some other countries

Experience of some countries about improving and retaining civil servants such as Singapore, Taiwan, Japan, USA, France; Experience from evaluating civil servants of the United States, Britain, France, Japan, Singapore; Material and spiritual remuneration policies.

2.7.3. Reference values for Hanoi City

Firstly, local administrative officials need basic training in schools and post-employment training based on job title criteria built specifically for each job position; Recruiting civil servants through a public, transparent, serious and fair recruitment contest, creating favorable conditions for everyone to have competitive opportunities; Arranging and rationally using local administrative officials; Maintaining closely the regime of management, supervision, reward and strict punishment for civil servants; paying attention to developing the contingent of civil servants, rejuvenating, intellectualizing and specialized.

Secondly, well performing the staff assessment is the basis for cutting down the staff, improving the quality of the civil servants and implementing the regimes and policies on rewards and remuneration for civil servants who contribute to renovating the civil servant management mechanism for Hanoi now and to improve work efficiency, help the heads of agencies and units monitor and manage the progress and quality of task performance in offices and units, positively impacting on the consciousness and responsibilities of public staff in performing their assigned tasks.

Thirdly, Building and improving the working environment to motivate working and striving for the rise of civil servants. Improve the quality of civil servant assessment and management; Strengthen inspection and supervision; Improve the mechanism and policies for officials. Need to communicate documents publicly and work with people, need to focus and care about creating mechanisms for local civil servants more.

Continue to concretize and institutionalize the roles, powers and responsibilities of the heads in staff work; Complete the election system, mechanism for selecting civil servants; Procedure of appointment, dismissal and resignation of officials; The mechanism of screening and replacement of people with low quality and capacity, failing to complete their tasks; Mechanism of Communist Party members and people participates in supervising civil servants and cadre work. Expand the right to nominate, self-nominate and introduce many personnel options to choose from. Reforming the salary regime, monetizing wages, ensuring the fairness and reason, being the basic source of income, ensuring that officials have a stable life, dedicated to work, and limiting negative factors; Motivate, stimulate striving to be promoted in order to attract people with merit and talent into the leadership and management system of local government.

Fourthly, considering solutions to improve the quality of training and retraining civil servants in accordance with their titles and job positions which is important to implement the strategy of developing cadres and civil servants in the new period. Mobilizing resources and increasing state budget investment in training and retraining the cadres and civil servants. Expanding international cooperation on training and retraining the cadres and civil servants. Studying and developing a national program on training and retraining the cadres and civil servants to meet the requirements of renovation, industrialization and modernization of the country and international integration.

Standardize training centers for cadres and civil servants, improve the quality of training facilities such as the system of academies (Ho Chi Minh Political Academy, National Administration Academy, Le Hong Phong Cadre Training School ...), Universities, Politics - Administration Center. Improving the quality of teaching staff at all national training centers.

Through international cooperation programs, invite talented foreign lecturers to Vietnam to teach at training centers to create favorable conditions for the majority of civil servants trained in domestic training right in the country.

Chapter 3

CURRENT SITUATION OF CAPACITY OF LOCAL ADMINISTRATIVE OFFICIALS IN HANOI CITY

3.1. Overview of Hanoi City

Hanoi City is the capital of the Socialist Republic of Vietnam and is the political and administrative center of the country where the Party, State and political organizations' offices are located including international representative organizations; It is a major center of culture, education, science and technology, economics and international transactions of the whole country. The geographical, political, cultural and social characteristics have a great influence on the planning and promulgation of policies for the Capital and for local administrative officials in Hanoi.

3.2. Local administrative structure of Hanoi City

The local government structure in Hanoi is a unified regime, made up by local authorities, organized and managed by administrative territories to unify with the provincial organization level.

The assisting staff system of the local People's Committee consists of civil servants: Justice - Civil Status, Land Administration - Construction, Finance - Accounting, Office - Statistics, Culture - Society, Military Chief, Police chief. Government organizations at all levels in Hanoi today still have some limitations and shortcomings in terms of assigning tasks, powers, organizational structure, modes of operation, operating mechanisms, decentralized management policies in some areas are not suitable for the subjects, management characteristics in urban areas and urbanization process in rural areas are changing rapidly. With the tendency of strong urbanization in the world and in Vietnam, the implementation of the electronic government model, the 4.0 revolution and the formation of smart cities today are leading to drastic changes the awareness, management

mode, affecting on state agencies, cadres and civil servants and the people, businesses and society in Hanoi City in general and local levels in particular.

3.3. Characteristics of local administrative officials in Hanoi City

Hanoi city is the capital city, a special type of city in the whole country. During the formation and development of Hanoi capital, Hanoi city has repeatedly merged and separated administrative boundaries and the most recent change, it was merged in 2008; Therefore, the average level of age, awareness, culture and capacity of local administrative officials is not equal but it has long shown a civilized and disciplined tradition of work-responsibility - whole-heartedness – goodness - capacity as well as the process of developing and stabilizing local civil servants in Hanoi depend heavily on the planning, management, staff work and policies from the central to local levels. It plays a very important role in building and perfecting the local government structure in the performance of official duties. The effectiveness and efficiency of the local government structure in particular and the political system in general are determined by the quality, capacity and effectiveness of local cadres.

3.4. The actual capacity of local administrative officials in Hanoi City

3.4.1. Regarding political and ethical qualities: Consciousness to abide by the Party's guidelines and policies, the state's policies and laws, working attitudes, the sense of observing agency regulations, and the sense of support co-workers.

3.4.2. The reality of professional knowledge

Professional qualifications of local administrative cadres of Hanoi City in 2011, Hanoi City still has 335 untrained civil servants and 85 officials just obtained elementary administrative qualification, in 2017 this number is no longer available, the proportion of administrative officials at local level who have intermediate level or higher, has gone up to nearly 70% of undergraduate. 6.63% of postgraduate.

3.4.3. The reality of political theoretical level

The level of political reasoning of local administrative officials has changed positively, reaching over 60% of administrative servants who have been trained in political theory and reduced the proportion of local administrative officials with

elementary qualifications. granted and not yet trained in political theory. Many communes have high-qualified political theoretical staff.

3.4.4. Current status of occupational skills

Through the results of the questionnaire skills about collection, analysis and evaluation of information, carrying out the management decisions, coordinating, public opinion evaluation, assessing teamwork performance, listening, persuading ... shows that there are still many limitations, the average rate is quite higher than the good assessment rate, and many local administrative officials self-assess their weak skills.

3.4.5. Degree of completion of local public servants' work

4 levels of assessment and classification of local administrative cadres and civil servants of the authorities of Hanoi City include: Successfully completing tasks, well completing tasks, completing tasks but still limited and not completing the task... The result of successfully completing the assigned task accounts for a high rate of about 60%; 16% well completed the task, 80% completed the task, 2% completed a part of the assigned task, 2% did not complete the task, 52% did not perform well on the quality of the job.

3.5. General assessment of capacity of local administrative officials in Hanoi City

3.5.1. Advantages

Firstly, Hanoi's local administrative cadres have a stable and firm political background; Absolutely loyal to Marxism-Leninism, Ho Chi Minh's idea and the Party's guidance; steadfast opinion of working class, always carrying out economical - integrity - righteous - even impartial justice; no corruption, no waste; maintaining their consciousness and stand for the fight to protect the Party's guidance and policies, the State's policies and laws; at the same time exemplary practice morality of a healthy lifestyle; mobilize the family to abide by the undertakings and guidelines of the Party and laws of the State. Have qualified working capacity; Responsible for their work, consciously learning to improve professional qualifications and political theory ... Strictly following the regulations on things that cadres and civil servants are not allowed to do. Always training and preserving the moral qualities of civil servants, the working capacity

is increasingly raised and this is the most important factor for fulfilling the mission of the local political system.

Secondly, actively learning, gradually being upgraded in terms of qualifications, knowledge, working skills, showing a sense of responsibility, exemplary and dedicated efforts to successfully complete the assigned tasks. The management efficiency of this group of civil servants is quite clear, there have been many advances, overcoming the irresponsible expression and avoiding when dealing with hot social issues, showing consciousness of organizing discipline, always keep close – knit relationships with the people. The attitude of civil servants when carry out their duties with organizations and citizens have to show properly, responsibly, wholeheartedly and thoughtfully, with a fairly rapid growth step, strengthening people's belief, contributing to improving efficiency and effectiveness of administrations at all levels.

Thirdly, having appropriate professional qualifications, at least to obtain the standard upward. The percentage of young civil servants with university degrees has increased significantly in recent years. Many civil servants in communes, wards and towns have a sense of responsibility, an attitude of demand, overcome difficulties, positively and voluntarily learn to improve their professional qualifications.

Three contents of advantages are most appreciated for local civil servants are: (1) Dynamic, enthusiastic in work (attitude) reaches at 21.0%; (2) High responsibility in work (attitude) reaches at 17.6% and (3) apply well knowledge and skills to 17.4%.

3.5.2. Drawbacks

The professional qualifications of local cadres and civil servants in Hanoi are still low; many local officials have not been properly and systematically trained so they cannot meet the assigned work requirements; There is still a large proportion of local administrative officials who have not been trained and fostered in political theory, if any, the ability to apply and deploy their knowledge in practice in the locality is limited, not yet timely handled the situations arose in the locality; inadequate skills needed in the performance of public duties such as teamwork skills, presentation skills, skills to implement policies, make the decisions on management...

Regarding the attitude to perform the staff duties: Local cadres and civil servants have a spirit, right attitude when meeting citizens is not good (lacking in politeness and enthusiasm), they still show a bossy, authoritarian attitude and cause troubles and difficulties for the people, they also reveal a low sense of responsibility, and cause the loss of people's belief in the Party and State and local governments. The small number of local cadres and civil servants also manifests themselves to be afraid of collision, avoiding complicated and difficult cases; There is still a respectable phenomenon in solving jobs that makes the low work efficiency.

Responsibility and attitude towards citizens: There are still a small number of local civil servants who show a deterioration in quality, morality, lifestyle, responsibility, attitude to the organization and citizen; Particularly, some officials at the local level also show bureaucracy, arrogance and authoritarianism when dealing with jobs, making it difficult for organizations and citizens.

Professional qualifications, practical experience in the performance of official duties: The number of local civil servants is still insufficient with the assigned norms, especially the cadres work in Land Administration - Construction and Public Works in one-stop procedure office. The source of adjacent cadres for officials at the local level is limited, the quality of officials is not high, the number of cadres with primary or untrained qualifications is still high (accounting for 36.57%).

Some local civil servants are not fully aware of their rights and responsibilities; Not firmly understand the provisions of the law in some areas of economic management, construction order, land management; The skills of processing documents of local civil servants are still subjective, arbitrary, emotional, not in accordance with the law, leading to mistakes and annoying organizations and citizens.

Civil servants working in the receiving and returning result section, Cadastral - Construction officials, Justice - Civil status in some communes, wards and townships are still lacking and weak in professional skills.

The three biggest constraints of local administrative cadres in Hanoi City are (1) lack of practical experience (skills), (2) professional management and advisory skills (knowledge - skills) and (3) lack of creative, dynamic and behavioral attitudes.

3.5.3. The cause of the limitations

3.3.3.1. Subjective reasons from the local administrative officials.

Due to the capacity and qualifications of local administrative officials; Due to the awareness of local administrative officials; Due to the regimes and policies towards local administrative public employees.

3.5.3.2. Objective reasons

Due to historical results; The planning and creation of quality sources to complement local cadres and civil servants has not been given adequate attention and lacked the initiative; The task of training cadres and civil servants at local level has been renewed, but the content and methods of training and retraining have not met the professional requirements.

3.5.3.3. Causes from the policy for local public servants

The policy of planning and creating quality administrative officials to supply and replace the local cadres and civil servants has not been given adequate attention and lacked the initiative; The policy of using administrative civil servants is not effective; Policies on training and retraining are still limited; The policy of evaluating local cadres is not implemented on a regular, coherent, democratic basis, the system of evaluation criteria is not clear; Remuneration policy for cadres and civil servants is still inadequate, it does not have the effect of encouraging and attracting good workers to become public officials in the commune, Hanoi has no policy to attract good cadres at local level, does not assign the clear position, arrange work appropriately, do not create conditions for them to develop their abilities.

Chapter 4

EVALUATION OF THE REAL IMPACT OF POLICIES ON THE CAPACITY OF LOCAL ADMINISTRATIVE OFFICIALS IN HANOI CITY

4.1. Reality of central and local policies has been implemented, Content of implemented policies; These achievements; Limitations and shortcomings of the capacity of local administrative officials in Hanoi City.

4.1.1. Situation of cadre and civil servant planning policies affects the capacity of local administrative officials in Hanoi City

4.1.2. Actual situation of civil servant recruitment policies affects the capacity of local administrative officials in Hanoi City

4.1.3. Situation of training and fostering policies affects the capacity of administrative public servants of local level of Hanoi City

4.1.4. Actual situation of using civil servant policies affects the capacity of local administrative officials in Hanoi City

4.1.5. Situation of staff assessment policies affects the capacity of local administrative officials in Hanoi City

4.1.6. Actual remuneration policy affects the capacity of local administrative officials in Hanoi City

4.2. Assess the impact of cadre policies on local administrative officials in Hanoi City, achievements and limitations as well as causes of limitations and inadequacies

4.2.1. Assessing the impact of cadre planning policy on the capacity of local administrative officials in Hanoi City

The development and implementation of staff planning in some localities, have not been based on the results of staff assessment, do not start from practical task requirements and capacity of officials, has not yet linked planning with training, assigning, arranging and employing cadres, and this leads to many formal planning schemes which are lack of feasibility. The quality of staff planning is not high, uneven and most planning projects have no foresight and do not guarantee the 3-year-old groups of structure. The staff structure in the planning is not balanced, few young and female

officials; The qualifications and training disciplines of officials in many places are not appropriate and do not meet the requirements of the tasks. In general, cadre planning in the past time has not been connected between subordinates and superior levels, between localities with the central government, between branches and fields of work ...

4.2.2. Assess the impact of civil servant recruitment policies on the capacity of local civil servants in Hanoi City

The implementation of the recruitment policy for civil servants shows that the recruitment policy is the one that has the least impact on administrative officials' capacity at local level with an average score of 2.68 points. In particular, the criteria for the clear components have the highest score of 2.80 points and the lowest impact factor is the criteria for the public and transparent recruitment process, the average score is 1.99 points / 5 points. In which the determination of clear criteria has the most impact, followed by real competitive criteria in recruitment, derived from demand, and finally the openly transparent recruitment process.

The results of the survey on the impact of the recruitment policy on local administrative officials' capacity show that: 39% of respondents think that recruitment policy is very good; 35% impact well and 26% impact moderately.

4.2.3. Assessment for the impact of policies on training and retraining civil servants on the capacity of local civil servants in Hanoi City

The policy on training and retraining for cadres and civil servants is the most influential policy which is an important factor affecting the administrative capacity of local administrative officials who have an average score of 3,4200 / 5 points. The impact of this policy is evaluated via the needs of assessment for the training and retraining for local civil servants, the organization of administrative officials, the content of the training and retraining program and the method of practice. The 8% policy rate has tremendous impact; 37.33% has a lot of opportunities for training and retraining; 21.33% of the policy has a little impact and 9.33% shows low impact.

4.2.4. Assessment for the impact of civil servant policy on the performance of local public servants in Hanoi City

The impact of civil servant policy has a significant impact on the administrative officials' capacity at the average score (3.0467 points). The impact of the civil servant policy is evaluated via: Reasonable rotation the position; Arrange stable work; Use and training; Use the right people for the right jobs; High job stability; The assigned work is challenging. In which the reasonable rotation position and using the right people for right jobs have the most impact on civil servants' capacity at local level with an average 3.16 and 3.1 points / 5 points; The lowest impact belongs to the criteria of high job stability and challenging assigned jobs with an average score of 2.57 and 2.63 / 5 points.

This shows that the policy on using civil servants greatly affects local administrative officials' capacity. By evaluating one by one and considering each specific aspect of the policy such as: Reasonable rotation position; Arrange stable work; Use in conjunction with training; Use the right people for the right jobs; High job stability; The assigned work is challenging. The arrangement of stable jobs has a significant impact on local administrative officials' performance with an average score of 3.03 / 5 points. This result shows the consistent with the survey on the level of satisfaction of administrative servants for job allocation: 12% were very satisfied with the stable job assigned, 10% were satisfied, 35.3% were moderate; 30.7% were not satisfied; 12% were very dissatisfied. However, the current arrangement and use policy has not really created a motivation to encourage local administrative officials to work hard, promote well-trained professional skills as well as forte capabilities of their performance.

4.2.5. Assessment for the impact of civil servant evaluation policy on local administrative servants in Hanoi City

The policy of civil servant assessment is an important policy affecting local administrative officials' capacity when they think the impact of this policy is quite high (average score of 3.25 / 5 points). In which the inspection and supervision tightly, assessing the potential development of civil servants has much impact on the capacity of local administrative officials.

4.2.6. Assessing the impact of salary and remuneration policies on the capacity of local administrative officials in Hanoi City.

Salary and remuneration policies are implemented via: salary and bonus; promotion opportunities; commendation and encouragement; working environment; training and development opportunities. Remuneration policies directly affect on civil servants at the local level which are assessed to be quite high at around 3,149 / 5 points. In which good working environment is the criteria that has most impact on civil servants' capacity at local level with (3.47 points), followed by reasonable salary and bonus with 3.25 / 5 points and reasonable salary, bonus are the lowest criterion, meanwhile, having the opportunities for training and development accounts for with 2.56 / 5 points.

Relationship between salary and bonus policy to local administrative officials' capacity: 4% shows the tremendous impact; 22% is much impacted; moderate impact rate holds 36%; 21.3% has little impact and 16.7% is believed little impact;

Regarding promotion opportunities, 2% shows the highest impact; 34% is much impacted; 35.3% is moderate; 22.7% has low impact; 6% is minimal.

In reality of practice, Hanoi's remuneration policy has not created many development opportunities for local administrative officials.

4.2.7. General assessment of the impact of the policy on the capacity of local administrative officials in Hanoi City, including: Achievements, inadequacies, causes of drawbacks

Chapter 5

OBJECTIVES, ORIENTATION AND SOME FEASIBLE SOLUTIONS TO PERFECT THE POLICIES TO IMPROVE THE CAPACITY OF PUBLIC CIVIL SERVANTS IN HANOI CITY

5.1. Objectives and orientations to improve the capacity of local administrative officials in Hanoi City

5.1.1. The objective of improving the performance of local administrative officials in Hanoi City

It is required to ensure the standard criteria prescribed by the competent state agencies, reasonable structure, constantly improving the qualification and capacity in all aspects, by 2020, 100% of local administrative officials will be standardized; 80% of civil servants should have university degrees or higher with politic theory of intermediate or higher.

5.1.2. Orientations to improve the capacity of local administrative officials in Hanoi City.

Continue to synchronously renew the stages of the cadre procedure; further specify the criteria for local civil servants' title in Hanoi Capital; concentrate on innovating and creating a fundamental change in the planning stages with a focus on improving the quality, realizing civil servants for the contingent of civil servants, creating favor conditions for cadres to train and strive for sufficient necessary requirements for inclusion in the planning, use, management and evaluation of administrative officials; speeding up innovating and improving the quality, content of the training and retraining program for cadres and civil servants, not only create favorable conditions for civil servants to study at university level specialized for cadres who have not yet graduated from university but also training and retraining all subjects according to requirements of job positions, titles, providing knowledge and professional skills for cadres and civil servants.

Focus on improving the leadership and management capacity of local administrative officials in the capital via operating and effectively solving socio-economic issues that

arise in practice, especially for young officials, who do not have much leadership experience, management experience; innovating the assessment methods for local administrative officials on the basis of transparency and objectivity, taking results of implementing assigned tasks and tasks as the basis and key measures; to create a fundamental change in the rotation work positions by transferring the cadres and civil servants of the city government to local government and vice versa, promoting the role of the Fatherland Front, building the Fatherland Front and other organizations in building local administrative officials in the Capital; seriously carrying out the preliminary and final review of improving the local administrative officials in Hanoi capital in each given period of time, pointing out the advantages, especially the shortcomings and identifying the causes by showing clearly the responsibilities of individuals and collectives for each specific issue.

5.2. Requirements that must be met for the policy making and implementation

5.2.1. Requirements need to be satisfied for the policy-making process

Planning and developing new policies, adjusting and modifying existing policies. Accordingly, it is necessary to identify policy issues on planning, recruitment, use, training and retraining, evaluation and remuneration for local administrative cadres to plan, develop and promptly issue policies. Prioritizing the need to improve the capacity of local public servants is an urgent requirement.

5.2.2. Requirements need to be achieved by carrying out the policy

Overcoming difficulties and challenges in implementing policies; Overcoming difficulties in building institution; Overcoming difficulties in implementing the policy objectives; Overcoming difficulties in mobilizing resources for policy implementation; Overcoming obstacles in identifying impact factors; Objective factors; Subjective factors.

5.2.3. Overcoming difficulties in setting criteria for policy analysis

Specifying the outputs of specific policies; The goals are not in conflict with each other; Ethical criteria are no longer overwhelmed by other criteria.

5.2.4. Overcoming difficulties in evaluating the policies

Diversifying of forms and methods of policy evaluation; it is also difficult to determine the level of achievement of the goals; Complexity of the evaluated content; There are many different factors involved in policy reviews.

5.3. Completed solutions of policies will help improve the capacity of local administrative officials in Hanoi City to 2025 and a vision to 2030

5.3.1. Group of solutions for completing the staff planning policies

Firstly, it requires a strategic vision of cadre work; it also overcomes the shortcomings of cadres and civil servants as leaders, managers, ensures the continual development and the firm transition among generations of officials, maintains the internal solidarity and political stability;

Secondly, carefully preparing the sources of civil servants head of time from local civil servants as a basis for training and retraining. Planning the civil servants for undertaking strong leadership, local managerial positions politically, ethically, and professionally, who are qualified and competent, especially professional capacity and good practice, sufficient in number, synchronizing in structure, meeting the requirements of industrialization and modernization of the country.

Staff planning must meet the following requirements: 1) ensure "opening" and "active" norms, democratic and public; 2) go together with civil servant assessment; 3) must come from the requirements, political duties and reality of civil servants and meet other stages in the work of cadres, ensure the planning alignment of all civil servants in the political system. ; 4) staff planning for early detection of talented, competent and promising young civil servants for the training and retraining plan as initial resource; 5) avoiding planning the civil servants in particular local clans, ethnicities and regions, ensuring the variety of age structure, balance between male and female civil servants and ethnic minority civil servants.

In order for the staff planning to be effective, to meet the goals of creating a source of talented staff in the coming period, it is necessary to synchronously implement the following solutions:

Raise awareness of the role of planning and staff rotation positions; Create carefully staff planning, rotating cadres' positions; Cadre planning must comply with the regulations included in choosing civil servants for the planning and taking civil servants out of the planning. Therefore, officials and public servants are required to make their best efforts in the performance of the tasks, and persistently striving to meet the task requirements.

5.3.2. Group of policy solutions for civil servant recruitment

Firstly, the State body must develop and improve the system of policies and laws on the recruitment of civil servants, the irrationalities in recruiting civil servants need to be studied and amended, the issues that have not been specified in the Law on Cadres and Civil servants need to be quickly concretized by laws.

Secondly, the implementation of human resource planning for civil servants must be built up a complete system related to all activities of cadre and civil servant management.

Thirdly, standardize in forming the conditions and criteria for recruiting civil servants based on the job analysis, identify the duties and responsibilities of civil servants in accordance with the standards of professional qualifications that the job required to do. how to practice. What basic knowledge is needed? What administrative skills? ...; working environment of public servants, relationship and position of civil servants in the government mechanism.

Fourthly, building the criteria for recruiting civil servants by job position to create the recruitment exam with content actually related to the job position with opening questions, allowing examinees to use the documents with view of testing the ability of thinking, creativity, presentation skills, reasoning ability and practical problem solving, it does not require good memory and learn by heart as before.

Fifthly, the policies must attract high-quality human resources to recruit civil servants that needs to have incentives both physically and mentally for civil servants. Besides salaries and benefits as regulated, civil servants will receive additional allowances. In addition, it is necessary to create opportunities for young people who have excellent achievements in their work to be sent to study in training institutions to improve

their qualifications and create conditions for competent people to be fair in development for their career path.

Sixthly, developing the policies to stipulate the standards of cadres and civil servants for recruiting civil servants who should have the qualifications, competence, skills, experience and responsibilities of recruitment, fulfilling an important role of public officials in civil servant recruitment.

Seventhly, there must be an effective inspection, examination and monitoring mechanism in the process of recruiting civil servants. Currently, the provisions of the laws on recruiting civil servants are increasingly decentralized to the head of the State Administration at all levels, so it is inevitable that cases of taking advantage of the loopholes of the laws for personal purposes, falsifying the results of civil servant recruitment examinations.

Recruiting public servants should associate with the inspection, examination and supervision to prevent personal interests, falsifying examination results of civil servants. Detect and prevent law violations in time in civil servant recruitment activities, ensure the objective and honest recruitment.

5.3.3. Group of solutions to complete the policies of using civil servants

Firstly, use in combination with reasonable civil servant rotation positions. Paying attention to strengthen civil servants in necessary fields and geographical areas; overcome the local situation of cadre work, specializing in each branch, each locality and each unit.

In order to perform well the task of cadre rotation positions, it is necessary to select the right officials, arrange the right people for the right jobs, and at the same time have reasonable regimes and policies. Rotation positions of civil servants must have a high consensus and agreement between the place where the officer leaves and the place where the officer comes to create a favorable environment and conditions for the moving staff to fulfill their assigned tasks.

Secondly, the use of civil servants must be associated with training and retraining civil servants to change the thinking and vision from leaders to subordinate civil servants. Training and retraining can contribute directly or indirectly to build the capacity of each

civil servant and improve the effectiveness and efficiency of the organization. In training and fostering between civil servants and training with external partners is equally important as a learning environment between public officials, leaders and among leaders in the same organization and system. Therefore, it is necessary to formulate appropriate policies and plans on training and fostering, combining training and retraining between the use of civil servants and civil servants.

Thirdly, using the right people for the right jobs, arranging jobs in accordance with the capacity and forte, avoiding the shortcomings of each civil servant, in accordance with the trained profession, the position, and the equal distribution of public benefits based on their ability of their performance and clear criteria or their specific results, contribute to creating a work harmony that helps civil servants feel collectively, leaders trust and create the positive attitude environment for civil servants, create favorable conditions for civil servants to best perform their assigned tasks, contribute to promoting the capacity of civil servants, otherwise, it will restrain the contributions of members for the purpose of joint development.

Fourthly, ensure the relative stability and rationality in using civil servants, retain several experienced civil servants in an agency to create favorable conditions for them to think and organize the implementation of long-term management and leadership tasks which can lead to fundamental changes in this agency. They are often considered as the key civil servants and "strategic reach" cadres of the agencies and units and also they are the officials with high professional, scientific and technical qualifications.

Fifthly, apply the principle of psychological compatibility (group consolidation), combine the qualities, competencies and qualifications of the members in the best way to achieve the highest performance and get the relaxing and comfortable atmosphere. Officials must be selected so that one person's strengths are compensated with the other's weak sides.

Sixthly, there are policies to encourage, motivate and stimulate the potential of each civil servant.

Leaders and managers need to evoke the creative consciousness of all members of the organization, regardless of age, level, rank or they remind their staff to focus on their

work that everyone does with the most capable, not self-deprecating, selective listening skills, criticizing the opinions and experiences of others.

5.3.4. Group of solutions to perfect the policies on training and retraining cadres and civil servants

Firstly, renovating the training and retraining policies for cadres and civil servants in the direction of shifting from knowledge provision to capacity development, not merely a change in the method of training and retraining for cadres and civil servants, moreover, it should have a change in the way of approaching, thinking about training and retraining for cadres and civil servants, it should let public officials actively participate in the process of training and fostering, actively acquire knowledge, share experiences and effectively apply knowledge and experience to their performance.

Secondly, innovating and developing the content of the training and fostering programs for cadres and civil servants based on the various theories of results, that means, it should be derived from the standards of knowledge, skills, attitudes, and ethics of public officials to identify and determine the contents, ways of training and retraining. It is necessary to implement the short-term training programs and focus on practical and essential contents, suitable to the characteristics of public officials' work and to flexibly prepare and implement the programs.

Thirdly, improve the quality of lecturers who do the job of training and fostering for cadres and civil servants.

It is necessary to combine the visiting lecturers and the lecturers at the training centers for cadres and civil servants. Visiting lecturers should include experts, managers who are able to provide more in-depth knowledge and management experience for public officials. The team of lecturers in the training center is those who have in-depth knowledge and have a long-term in training and retraining experience. The combination of these two kinds of lecturers will provide cadres and civil servants with richer and more theoretical and practical knowledge, which is a key element for developing their capacity

Fourthly, innovating teaching and learning methods in training and fostering for cadres and civil servants. Moving from "teaching" to "instruction"; from listening and absorbing passively to self-study; mainly supply guidance, exchange information, work

experience, discuss together to find out the optimal solution to a problem that is being posed. This requires "lecturers" and "learners" to be equipped with positive teaching and learning methods, as well as be capable of applying and using modern technologies for both purposes. Most public officials who participate in the training programs are those who have met the standards at a certain level, experienced in reality, had a lot of working experience, and been capable of self-study, self-research, analysis and evaluation for problem.

Fifthly, applying of the modern technology in training and retraining for cadres and civil servants. Providing online training and fostering programs via "virtual classes", simulating and digitizing lectures should become a trend of teaching and educating for cadres and civil servants in the near future. Currently, the task of training and fostering for cadres and civil servants is increasingly required to focus on more depth to improve knowledge, developing skills, training appropriately public servant attitudes; The content of training for cadres and civil servants is constantly increasing in the amount of knowledge and skills, while the training programs for these subjects have certain drawbacks in both space and time which cause difficulties for bot lecturers and learners. Therefore, providing online training and fostering programs for cadres and civil servants is an important key to resolve that conflict.

Sixthly, issuing the policies to promote international cooperation in training and fostering for cadres and civil servants.

It is necessary to combine both training and fostering for officials and civil servants in the country and those ones in abroad. Inviting experts and managers in developed countries with advanced administration to directly teach cadres and civil servants. Organizing public officials to conduct field research in overseas after being educated in their own country, so that they can have a full picture of the application of their knowledge into the practice of State administration.

Seventhly, renovating the evaluation methods for the results of training and retraining program for cadres and civil servants. Assessing the quality and effectiveness of training and retraining programs in terms of the performance of cadres and civil servants, especially the final result of training and retraining activities. Assessing

"output" of training activities is to evaluate learners immediately after the end of the course, based on indicators of competency, knowledge, practical skills. This evaluation can be done via checklists before and after the survey conducted.

5.3.5. Group of solutions to perfect policies for evaluating officials and civil servants

Firstly, developing a system with different criteria for assessing the different groups of administrative officials; *Secondly*, applying different evaluation methods to different administrative officials; *Thirdly*, fully carrying out the all steps to evaluate administrative officials; *Fourthly*, evaluating the process of both mobilization and development; *Fifthly*, fostering and developing the "mind" and the "vision" of participants in public officials assessment, first of all the heads of the organizations; *Sixthly*, developing sanctions to specify responsibilities for those who falsify the administrative officials; *Seventhly*, using correctly and objectively the results of the performance evaluation of officials' tasks.

5.3.6. Group of solutions to perfect the incentive policy in order to create motivation to work

Reforming the salary policies and improving the total income of local public servants; Completing the reward policies; Implementing appropriate allowance regimes as well as other benefits.

5.4. Petition

Currently, there have been policies of the Central and local authorities to deal with policy issues on planning, recruitment, use, training and fostering, evaluation and remuneration for local administrative officials in Ha City. The existing policies of the laws on public officials and administrative servants are closely linked to promote mutual assistance and support for each other to motivate the capacity of local administrative officials. Therefore, planning and selecting solutions as well as promulgation of policies on planning, recruitment, using, training, evaluation and remuneration are extremely necessary for planning, recruiting, using, training, evaluating and treating for local administrative officials in Hanoi City.

Amending and supplementing of the regulations should separate between cadres, civil servants, public employees and subjects who are applied the legislation on

administrative officials and public employees; Revising the regulations on civil servant recruitment; Supplementing the regulations on discipline for cadres and civil servants; revising the timeframe for solving the disciplines and other regulations related to disciplined administrative officials and public employees; Amendments and supplements to regulations for communal administrative officials and civil servants.

CONCLUDE

The impact of the policies on civil servant's capacity in Hanoi Capital is especially important for the successful implementation of socio-economic development tasks of Hanoi Capital. The capacity of civil servants in Hanoi City is a sum of characteristics of civil servants in order to fulfill their assigned duties and tasks in the assigned field to contribute to the development of all aspects in the locality, where civil servants work.

In order to improve the capacity of administrative public servants in the state local administrative system, the thesis "*The impact of policies on the capacity of local administrative officials in Hanoi city*" clarified the scientific basis of the policy affecting on the capacity of local administrative officials; deeply analyzed the reality of the impact of policies on the capacity of local administrative officials, specifically:

Firstly, the thesis clarifies the theory of local administrative officials at local government, local administrative capacity, builds the framework of local administrative capacity based on four groups of criteria: Knowledge; job skills; attitude, professional ethics and adaptability and willingness. Identify 4 groups of factors that affect civil servants' capacity at local level: Factors which belong to the state policy mechanism; factors that belong to state administrative agencies, factors belonging to civil servants themselves and objective factors which belong to outside of local administrative agencies.

Secondly, the thesis analyzes and assesses the real status of local administrative officials' capacity and the impact of policies on local administrative servants' performance in Hanoi and points out the limitations and causes of these issues, which lead to the capacity of local administrative officials in Hanoi City not to meet current job requirements.

Thirdly, getting conclusions from the analysis of the current policies that affect the capacity of local administrative officials, the thesis has identified the goals for total solutions of the policy to improve the capacity of local administrative officials in Hanoi City based on the objectives of socio-economic development and the strategy to develop the local administrative cadres and civil servants in Hanoi City to 2025 and vision to 2030. The thesis proposes the views and orientations for completing policies to improve the capacity of local administrative officials in Hanoi City. As a result, it proposes 6 groups of policy solutions and 6 key policy recommendations in order to improve the capacity of local administrative officials in Hanoi City.

Within the framework of a scientific thesis, the postgraduate student has applied the theoretical knowledge acquired from documents, schools, as well as practical surveys, initially proposed the solutions to form and improve the capacity of local public servants in Hanoi City. However, this is a big and complicated issue, so the construction of solution system needs to be better improved during implementation.