

POLICIES AND LEADERSHIP OF THE COMMUNIST PARTY OF VIETNAM ON DIGITAL TRANSFORMATION DURING THE PERIOD 2016–2025

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ABSTRACT

Digital transformation has increasingly become an important component of Vietnam's efforts to reform its growth model, enhance national governance capacity and promote socio-economic development. The period 2016–2025 witnessed the evolution of the Communist Party of Vietnam's awareness, policies and leadership approaches toward the application and development of digital technologies, from promoting information technology adoption and proactively participating in the Fourth Industrial Revolution to establishing national digital transformation orientations and accelerating the development of science, technology and innovation. Using qualitative research methods, document analysis and secondary data synthesis, this paper examines key milestones in the formulation and development of the Party's policies, analyzes how these policies have been translated into government programs, strategies and policies and identifies major achievements, limitations and challenges in implementation. The findings indicate that the Party's policies on digital transformation have progressively evolved toward a more comprehensive approach, linking digital transformation with the development of the digital economy, digital society, digital government and innovations in governance. However, implementation effectiveness continues to depend on institutional coherence, data infrastructure, human resources, implementation capacity and information security. On this basis, the paper proposes several orientations to improve the effectiveness of policy concretization and implementation of the Party's digital transformation policies in the coming years.

Keyword: Communist Party of Vietnam, digital transformation, policies, leadership, digital economy, digital government.

1. INTRODUCTION

The rapid development of digital technologies, big data, artificial intelligence, cloud computing and digital platforms is transforming the organization of production, service delivery, social management and the operation of state agencies. In this context, digital transformation involves not only the application of information technology to existing activities but also the innovation of processes, governance approaches, business models and methods of delivering services to citizens and businesses. For Vietnam, promoting digital transformation is important for improving labor productivity, enhancing the quality of public services, expanding access to information and creating new drivers of socio-economic development. Recognizing the development requirements arising from the Fourth Industrial Revolution, the Communist Party of Vietnam has progressively refined its policies on the

application and development of science, technology, information technology, the digital economy and digital transformation. During the 2016–2025 period, this process can be traced through several important milestones, from orientations for reforming the growth model and proactively participating in the Fourth Industrial Revolution to the identification of national digital transformation as a strategic task associated with the development of the digital economy, digital society and innovations in national governance.

Resolution No. 52-NQ/TW, dated September 27, 2019, issued by the Politburo on several guidelines and policies for proactively participating in the Fourth Industrial Revolution, marked an important milestone in orienting the development and application of emerging technologies. Subsequently, the Resolution of the 13th National Congress of the Communist Party of Vietnam emphasized the need to implement

national digital transformation and develop the digital economy on the basis of science, technology and innovation. At the implementation level, Decision No. 749/QĐ-TTg, dated June 3, 2020, issued by the Prime Minister and approving the National Digital Transformation Program through 2025, with orientations toward 2030, established a nationwide action program. By the end of 2024, Resolution No. 57-NQ/TW, dated December 22, 2024, issued by the Politburo, further positioned the development of science, technology, innovation and national digital transformation as a breakthrough priority for national development. These milestones indicate the need to examine the evolution of the Party's policies in relation to their translation into policies and their implementation in practice. However, it is essential to distinguish clearly between the Party's policy-orienting documents and the State's administrative and executive instruments, while avoiding the reduction of digital transformation to the mere issuance of programs or investment in technology. Against this background, this paper focuses on three issues: (i) the formation and development of the Communist Party of Vietnam's policies and leadership on digital transformation during the 2016–2025 period; (ii) the translation of the Party's policies into the State's strategies, programs and policies; and (iii) the achievements, limitations and orientations for improving the effectiveness of implementing digital transformation policies in the coming years.

2. RESEARCH METHODOLOGY

This paper adopts a qualitative research approach, focusing primarily on document analysis and the synthesis of secondary sources. The materials are selected from the system of documents issued by the Communist Party of Vietnam, legal documents and directives issued by the Government and the Prime Minister, as well as relevant official reports on digital transformation. First, document analysis is employed to identify the policy content, objectives and strategic orientations of the Party across different periods. The key documents include Resolution No. 52-NQ/TW (2019), the Resolution of the 13th National Congress of the Communist Party of Vietnam and Resolution No. 57-NQ/TW (2024). The analysis focuses on changes in the scope of policy issues, the emphasis placed on particular priorities and the relationship between digital transformation and science, technology, innovation, socio-economic

development and national governance. Second, policy analysis is used to clarify how the Party's policies have been translated into programs, strategies and implementation tasks. The documents examined include Resolution No. 17/NQ-CP (2019) on e-Government development; Decision No. 749/QĐ-TTg (2020) on the National Digital Transformation Program; Decision No. 942/QĐ-TTg (2021) on the strategy for e-Government development toward digital government; Decision No. 411/QĐ-TTg (2022) on the National Strategy for the Development of the Digital Economy and Digital Society; and documents issued in 2025 to implement Resolution No. 57-NQ/TW. Third, synthesis and comparative analysis are applied to divide the evolution of the Party's policies into distinct phases, identify continuity and development in policy orientations and compare policy objectives with issues arising in practical implementation.

3. THE FORMATION AND DEVELOPMENT OF THE COMMUNIST PARTY OF VIETNAM'S POLICIES ON DIGITAL TRANSFORMATION DURING THE 2016–2025 PERIOD

3.1. The 2016–2018 Period: Establishing the Foundations for Awareness and Orientations Toward the Application of Technology in Development

The 2016–2018 period should be examined in the context of Vietnam's efforts to accelerate industrialization and modernization, deepen international integration and continue reforming its growth model. The development of information technology, the internet and emerging technologies created a need to strengthen technological capabilities in production, business operations, service delivery and state management. Against this backdrop orientations concerning science, technology, information technology and the modernization of management provided a foundation for subsequent developments in the Party's policies on digital transformation.

It should be noted that, during this initial period, policies on information technology or management modernization should not be interpreted as if the Party had already introduced a comprehensive national digital transformation program comparable to those developed after 2020. From a research perspective, the 2016–2018 period is more appropriately regarded as a

stage in which the foundations and preliminary orientations for digital transformation were established, with technology increasingly recognized as a factor capable of influencing development approaches and governance.

Deeper integration into the global economy also increased the need to enhance business competitiveness, improve human resource quality and strengthen management effectiveness. Traditional production, transaction and service delivery processes faced growing pressure to change as data and online platforms became more widely used. In the public sector, the requirements for administrative reform, greater transparency and expanded online public services laid the groundwork for a transition from computerizing individual tasks to transforming management approaches through technology.

From the perspective of policy development, the key feature of this period was the establishment of an awareness base and the conditions for implementation, rather than the emergence of a fully developed digital transformation policy framework. Issues relating to telecommunications infrastructure, technological capabilities, human resources and implementation arrangements gradually became important priorities to be addressed in preparation for proactive participation in the Fourth Industrial Revolution.

However, because this paper focuses on digital transformation, the assessment of the 2016–2018 period should be conducted cautiously, based on specific Party documents and without assuming that all orientations toward technological application before 2019 already encompassed the full meaning of digital transformation as understood today.

3.2. The 2019–2020 Period: Proactive Participation in the Fourth Industrial Revolution and the Establishment of National Digital Transformation Orientations

The year 2019 marked an important development in the Party's policies on the application and development of emerging technologies. On September 27, 2019, the Politburo issued Resolution No. 52-NQ/TW on several guidelines and policies for proactively participating in the Fourth Industrial Revolution. The Resolution emphasized the need to seize opportunities proactively, strengthen capabilities to access and develop technologies, renew thinking, improve

institutions and prepare the necessary conditions to capitalize on advances in emerging technologies.

The significance of Resolution No. 52-NQ/TW for the development of digital transformation policies lies in its placement of technological application within a broader development orientation associated with growth model reform, productivity improvement and enhanced competitiveness. Technology was no longer considered merely a means of supporting existing activities but was also linked to the need to transform production, business operations and governance approaches.

Building on this orientation, on March 7, 2019, the Government issued Resolution No. 17/NQ-CP on key tasks and solutions for developing e-Government during 2019–2020, with orientations toward 2025. The Resolution focused on e-Government development, improving operational efficiency, delivering public services and strengthening the application of technology in state agencies. It represented an important link in the transition from general orientations toward technological application to specific implementation tasks in the public sector.

On April 17, 2020, the Government issued Resolution No. 50/NQ-CP on the action program for implementing Resolution No. 52-NQ/TW. The issuance of this action program helped translate the Politburo's orientations into tasks for implementation by the Government and relevant agencies.

Notably, on June 3, 2020, the Prime Minister issued Decision No. 749/QĐ-TTg approving the National Digital Transformation Program through 2025, with orientations toward 2030. This was an important policy milestone because the Program established a nationwide framework for digital transformation linked to the development of digital government, the digital economy and digital society.

The establishment of the National Digital Transformation Program marked a further step in translating policy orientations into action. Digital transformation was placed within an implementation framework with defined objectives, tasks and cross-sectoral scope, rather than being limited to introducing information technology into individual activities. The Program provided a basis for ministries, sectors and local

authorities to develop plans, identify tasks and organize implementation in accordance with their functions and actual conditions.

Overall, the 2019–2020 period reflected a shift from emphasizing proactive participation in the Fourth Industrial Revolution to establishing national digital transformation as a concrete action program. In this process, Resolution No. 52-NQ/TW expressed the Party's policy orientation, while the Government's resolutions and Decision No. 749/QĐ-TTg represented the State's efforts to translate that orientation into specific measures and organize implementation. Distinguishing between these two levels is essential for accurately assessing the development of the Party's policies and leadership.

3.3. The 2021–2023 Period: Broadening Digital Transformation Orientations in Connection with National Development and Governance Innovation

The 2021–2023 period marked a stage in which digital transformation was more explicitly incorporated into the country's development orientations and linked to growth model reform, digital economy development and improvements in the performance of the state apparatus.

The Resolution of the 13th National Congress of the Communist Party of Vietnam identified the need to accelerate national digital transformation and develop the digital economy on the basis of science, technology and innovation. It also emphasized the development of information and telecommunications infrastructure as a foundation for national digital transformation. This demonstrated that digital transformation was not treated as a separate issue but was linked to socio-economic development and the need to improve the productivity, quality, efficiency and competitiveness of the economy.

An important aspect of this orientation was the close connection between digital transformation, human resource development, institutional improvement and infrastructure development. This approach is necessary because the effectiveness of digital transformation depends not only on the level of technological adoption but also on the ability to reorganize processes, ensure data quality, develop digital skills and strengthen coordination among agencies and organizations.

At the implementation level, on June 15, 2021, the Prime Minister issued Decision No. 942/QĐ-TTg approving the Strategy for E-Government Development Toward Digital Government for 2021–2025, with orientations toward 2030. The Strategy further advanced the development of digital government, aiming to improve management, administration and public service delivery through digital platforms. The use of the term “toward digital government” indicates that the policy focus extended beyond the electronic conversion of documents or procedures to include changes in how state agencies operate and deliver services.

On March 31, 2022, the Prime Minister issued Decision No. 411/QĐ-TTg approving the National Strategy for the Development of the Digital Economy and Digital Society through 2025, with orientations toward 2030. This Strategy helped translate the orientations for digital economy and digital society development into more specific measures, extending the scope of digital transformation from the public sector to production, business activities and social life.

While digital government focuses on transforming the operations of state agencies and improving public service quality, the digital economy concerns the application of technology, data and digital platforms in economic activities. Digital society relates to people's ability to access and use digital services and utilities. These three areas are closely interconnected but are not identical, as each has its own target groups, tasks and implementation requirements.

From the perspective of policy leadership, developments during 2021–2023 were reflected in the integration of digital transformation into national development orientations and its translation into specialized strategies. This provided a basis for assigning responsibilities, developing implementation plans and establishing sector-specific targets. At the same time, it created a need for coordination among management agencies, between central and local authorities and among the State, businesses and citizens.

Nevertheless, the issuance of strategies and programs merely establishes an overarching policy framework. Actual effectiveness depends on implementation quality, compatibility among information systems, the extent of data sharing and utilization, personnel capabilities and

citizens' ability to access digital services. Therefore, an assessment of this period should not be based solely on the number of documents issued but should also examine the extent to which policy objectives have translated into substantive changes in management, production, business operations and social life.

3.4. The 2024–2025 Period: Linking Digital Transformation with Breakthrough Development in Science, Technology and Innovation

Late 2024 and 2025 marked a new stage in the Party's policies, as digital transformation was more closely linked to the goal of achieving breakthroughs in science, technology and innovation.

On December 22, 2024, the Politburo issued Resolution No. 57-NQ/TW on breakthrough development in science, technology, innovation and national digital transformation. The Resolution identified these areas as critically important to national development under the new circumstances. A notable feature was the placement of digital transformation within a comprehensive orientation encompassing science, technology and innovation, rather than treating it solely as a standalone technological application program.

Resolution No. 57-NQ/TW emphasized the need to bring about substantial changes in awareness and action, strengthen capabilities in science, technology, innovation and digital transformation and address existing constraints in institutions, resources and implementation arrangements. This approach highlighted the role of digital transformation in creating new development capabilities, improving governance effectiveness and promoting innovation across socio-economic sectors.

In 2025, the implementation of Resolution No. 57-NQ/TW continued to be translated into specific directives and action programs. On April 1, 2025, the Government issued Resolution No. 71/NQ-CP, amending, supplementing and updating the action program for implementing Resolution No. 57-NQ/TW. On June 2, 2025, the Central Steering Committee for the Development of Science, Technology, Innovation and Digital Transformation issued Plan No. 01-KH/BCĐTW to guide the strategic implementation of Resolution No. 57-NQ/TW.

These documents demonstrate the continued translation of the Party's orientations into implementation tasks and organizational mechanisms. However, Resolution No. 57-NQ/TW issued by the Politburo must be distinguished from the resolutions and plans issued by the Government and the Central Steering Committee. Although these documents are interconnected in the implementation process, they differ in their issuing authorities, nature and functions.

Another notable development was the more explicit specification of digital transformation requirements within Party agencies. The Secretariat's Decision No. 185-QĐ/TW, dated October 1, 2024, establishing a Steering Committee for Digital Transformation in Party Agencies and Decision No. 204-QĐ/TW, dated November 29, 2024, approving the Digital Transformation Project for Party Agencies, demonstrated a commitment to transforming operational methods, information management and work processes within the Party's organizational system.

In summary, during 2024–2025, digital transformation was incorporated into a broader orientation for developing scientific and technological capabilities and promoting innovation, while also being linked to the transformation of operations across the political system. This represented an important step in the continued refinement of the Party's policies. However, implementation effectiveness should be assessed on the basis of actual outcomes, the degree to which assigned tasks have been completed and verifiable changes, rather than solely on the content of policy and directive documents.

4. TRANSLATING THE PARTY'S ORIENTATIONS INTO DIGITAL TRANSFORMATION POLICIES AND PRACTICES

4.1. Translating the Party's Orientations into National Programs and Strategies

One notable feature of digital transformation implementation during the 2016–2025 period was the increasingly well-defined system of national programs and strategies. While the Party's documents established perspectives, strategic orientations and development requirements, documents issued by the Government and the Prime Minister translated these orientations into specific objectives, tasks,

priority areas and implementation responsibilities.

First, Resolution No. 17/NQ-CP, issued in 2019, established a framework for implementing key tasks related to e-government. Subsequently, Decision No. 749/QĐ-TTg, issued in 2020, approved the National Digital Transformation Program through 2025, with orientations toward 2030. Decision No. 942/QĐ-TTg, issued in 2021, further developed the orientation toward transitioning from e-government to digital government, while Decision No. 411/QĐ-TTg, issued in 2022, focused on developing the digital economy and digital society.

Although these documents differ in scope and objectives, they complement one another in the implementation process. The National Digital Transformation Program provides an overall orientation; the Digital Government Strategy focuses on the public sector; and the Digital Economy and Digital Society Strategy targets economic activities and citizens' participation in the digital environment.

Dividing digital transformation into specialized programs and strategies helps clarify the tasks assigned to individual sectors. However, given the cross-sectoral nature of digital transformation, effective implementation requires these strategies to be interconnected through infrastructure, data, technical standards, coordination mechanisms and resource allocation. If each agency focuses exclusively on its own tasks without adequate coordination, digital transformation may result in fragmented systems and duplicated investments.

4.2. Digital Transformation in Government Operations and Public Service Delivery

Government operations represent one of the areas in which the translation of digital transformation orientations into practice is relatively evident. As policy has shifted from developing e-government toward building digital government, the focus has gradually moved from applying technology to administrative tasks toward reforming management approaches and public service delivery.

Tasks involving document digitization, electronic document processing, online public service provision and data connectivity and sharing are important for reducing dependence on paper-based records, supporting administrative

processes and enabling citizens and businesses to access public services. However, it is necessary to distinguish between placing an administrative procedure online and comprehensively transforming the service delivery process. A service becomes genuinely convenient only when users can complete the necessary steps in the digital environment, information is processed consistently and users are not required to repeatedly provide data that government agencies are legally authorized to access.

From a governance perspective, digital transformation in the public sector requires coordination among administrative procedure reform, business process improvement, data governance and civil servant capacity development. Technology can deliver its intended benefits only when processes are appropriately designed, processing responsibilities are clearly assigned and data are updated and used for legitimate purposes.

Furthermore, online public service delivery must take into account differences in access to technology across population groups. Older people, residents of disadvantaged areas and individuals with limited digital skills may encounter difficulties when shifting from face-to-face transactions to online services. Therefore, the development of digital public services should be accompanied by user support, accessibility measures and appropriate assistance for those who need it.

4.3. Digital Transformation in the Development of the Digital Economy and Business Operations

The orientation toward developing the digital economy has been more clearly translated into practice through the National Digital Transformation Program and the National Strategy for the Development of the Digital Economy and Digital Society. In the economic sphere, digital transformation enables businesses to incorporate online platforms, e-commerce, digital payments, data management and emerging technologies into their production and business activities.

For businesses, the potential benefits of digital transformation include broader market access, improved customer relationship management, automation of selected processes and data-driven decision-making. Digital tools can also enable

small and medium-sized enterprises (SMEs) to participate more deeply in supply chains, develop online sales channels and enhance their ability to adapt to market fluctuations.

However, technology adoption does not automatically generate business benefits. Businesses need to assess whether a particular technology is appropriate for their size, industry and financial capacity. They must also pay attention to data quality, information security, employee skills and compatibility with existing systems. Technology investments that lack proper planning or are not accompanied by process innovation may increase costs without delivering commensurate productivity improvements.

Therefore, implementing digital transformation orientations in the business sector requires combining support for technology adoption with stronger management capabilities, workforce training and the development of a digital business environment. For SMEs, solutions should be flexible and tailored to their available resources and respective levels of digital readiness.

4.4. Digital Transformation in Social Development and Improving Access to Services

Digital transformation is not limited to government operations and business activities; it also concerns citizens' ability to access and use technology. The orientation toward developing a digital society requires broader access to digital services and utilities, improved digital skills and greater opportunities for citizens to participate in socioeconomic activities in the digital environment.

In education, digital technologies can support administration, teaching and learning, the development of electronic learning materials and broader access to knowledge. In healthcare, information systems, electronic records and remote consultation services can facilitate information management and improve access to services under appropriate conditions. In other sectors, digital platforms can help expand channels for information access, transactions and service delivery.

Nevertheless, the mere presence of technology should not automatically be regarded as sufficient evidence of effective digital transformation. Assessing outcomes in each sector requires examining actual usage, service quality,

accessibility for different population groups and impacts on users. For example, the availability of online learning materials does not mean that all students have equal access to them. Similarly, the implementation of digital healthcare applications must ensure accuracy, data security and compliance with professional regulations.

Accordingly, the development of a digital society should be accompanied by improved digital skills, personal data protection, information security and measures to narrow the digital divide among population groups. These conditions are essential for ensuring that digital transformation generates broad-based benefits rather than primarily benefiting groups with better access to technology.

4.5. Reforming Implementation Arrangements and Coordination within the Political System

Translating the Party's digital transformation orientations into practice also requires reforming implementation arrangements. Digital transformation is an intersectoral and multi-level undertaking involving various agencies and stakeholders. Therefore, clearly designating responsible coordinating bodies, allocating tasks, developing implementation plans and monitoring results are essential to effective implementation.

During 2024–2025, the establishment of the Central Steering Committee for the Development of Science, Technology, Innovation and Digital Transformation, together with activities to implement Resolution No. 57-NQ/TW, demonstrated increased attention to coordination mechanisms and the implementation of strategic tasks. The establishment of digital transformation steering committees within Party agencies and the approval of digital transformation projects for these agencies also reflected the expectation that the Party's own organizational operations would undergo corresponding reforms. However, leadership and coordination mechanisms can be effective only when accompanied by clearly defined responsibilities, adequate resources, verifiable monitoring and evaluation systems and appropriate accountability arrangements. If tasks are not clearly assigned, reporting data are inconsistent or performance assessments focus primarily on the number of activities undertaken, implementation outcomes may fail to reflect the extent of substantive change. Therefore, improving implementation effectiveness requires

greater interoperability among systems, data sharing in accordance with applicable regulations, effective coordination across administrative levels and accountability on the part of lead agencies. At the same time, an outcome-monitoring system should be developed using clearly defined indicators that allow comparisons over time. This would help prevent performance reporting from presenting an incomplete picture of the actual experiences of citizens and businesses.

5. OVERALL ASSESSMENT OF THE PARTY'S ORIENTATIONS AND THE IMPLEMENTATION PROCESS

5.1. Key Achievements and Major Developments

First, the orientations on digital transformation have become increasingly explicit in the country's development agenda. While the initial period focused largely on technology adoption and establishing the foundations for modernization, the orientation toward proactively participating in the Fourth Industrial Revolution, introduced in 2019, provided an important basis for broadening this approach. During 2020–2023, national digital transformation, digital government, the digital economy and digital society were translated into separate programs and strategies. In late 2024 and throughout 2025, digital transformation continued to be incorporated into the strategic orientation toward breakthroughs in science and technology development and innovation.

Second, the implementation framework has gradually taken shape, covering an increasingly broad range of sectors. Documents such as Decision No. 749/QĐ-TTg, Decision No. 942/QĐ-TTg and Decision No. 411/QĐ-TTg demonstrate how the translation of policy orientations has progressed from an overall strategic direction toward programs and strategies with distinct scopes and objectives. This has provided a foundation for management agencies to develop plans, define tasks and organize implementation in their respective fields.

Third, digital transformation has been linked to the need to reform governance approaches and promote socioeconomic development. This approach extends digital transformation beyond technology deployment toward process improvement, service quality enhancement, data utilization and innovation in the operations of agencies and organizations. It provides an

important basis for evaluating digital transformation in terms of outcomes and value creation rather than relying solely on the number of systems or devices deployed.

Fourth, toward the end of the research period, greater emphasis was placed on implementation arrangements and coordination among digital transformation tasks. Resolution No. 57-NQ/TW, together with the action programs and implementation plans introduced in 2025, established a new framework for strengthening coordination among science and technology development, innovation and digital transformation. Nevertheless, the effectiveness of this framework requires further assessment based on actual implementation outcomes in subsequent years.

5.2. Limitations and Outstanding Issues

Despite these developments in policy orientations and implementation frameworks, the digital transformation process presents several issues that require further attention.

First, a gap may emerge between policy objectives and implementation capacity because government agencies, local authorities and businesses differ in their financial resources, human resources, infrastructure and management capabilities. The adoption of a unified national strategy does not mean that all stakeholders can implement it at the same pace or achieve the same level of quality.

Second, data interoperability and quality are essential but complex requirements. When data are developed according to different standards, are not regularly updated or lack appropriate sharing mechanisms, information systems may operate in isolation, limiting the effective use of information. This can undermine management efficiency, service delivery and data-driven decision-making.

Third, the digital capabilities of cadres, civil servants, public employees, workers and citizens directly affect the extent to which technology is used. Digital skills training should go beyond instructions on how to use specific software and instead develop the ability to perform tasks in digital environments, evaluate information, protect data and adapt to new processes.

Fourth, financial resources and the selection of appropriate technologies require careful

consideration. Digital transformation entails initial investment, operating and maintenance costs, system upgrades and information security expenditures. Without a comprehensive assessment of costs and benefits, investments may become fragmented or duplicated or fail to generate commensurate returns.

Fifth, information security, cybersecurity and personal data protection are becoming increasingly important as management, transactions and service delivery depend more heavily on digital systems. Organizations need to establish appropriate data management procedures, access controls, risk monitoring mechanisms and incident response plans that reflect applicable legal requirements and the risk levels of individual systems.

Sixth, monitoring and evaluation mechanisms require further improvement. The number of online public services, software systems or databases developed reflects only part of the digital transformation process. A more comprehensive assessment should consider actual usage, processing time, user costs, service quality, interoperability and citizen and business satisfaction. For the digital economy, it is necessary to distinguish between transaction value on digital platforms, revenue generated from digital activities and the value added of the digital economy. This distinction helps prevent different indicators from being treated as if they measured the same concept.

Finally, assessments of the evolution of policy orientations must preserve historical context and institutional accuracy. The contemporary concept of digital transformation should not be used to interpret all earlier orientations toward technology adoption before 2019 as if they were identical. Similarly, not all implementation outcomes or shortcomings should be attributed solely to the Party's orientations, since these outcomes are also influenced by government policies, implementation capacity, socioeconomic conditions and the participation of different stakeholders.

6. DIRECTIONS AND SOLUTIONS FOR IMPROVING THE EFFECTIVENESS OF IMPLEMENTING THE PARTY'S ORIENTATIONS ON DIGITAL TRANSFORMATION

6.1. Further Translating Policy Orientations into Clear and Verifiable Tasks

First, the Party's orientations, resolutions and strategic directions should continue to be translated into implementation programs and plans suited to individual sectors and levels of governance. Each task should clearly identify the lead agency, coordinating agencies, required resources, implementation deadlines and evaluation indicators. Planning should begin with practical problems that need to be addressed, rather than selecting technologies before clearly defining operational requirements and expected benefits. For intersectoral tasks, coordination mechanisms and accountability responsibilities should be explicitly established. Evaluation indicators should have consistent definitions, clear measurement methods and verifiable results. These conditions are essential for comparing implementation progress across units, identifying obstacles and making timely policy adjustments.

6.2. Improving the Institutional Framework and Strengthening Data Interoperability

Regulations governing data management, connectivity, sharing and utilization should continue to be reviewed to ensure consistency across systems and compliance with information protection requirements. Database development should be accompanied by data standards, updating procedures, access controls and clearly assigned responsibilities for data quality management. In the public sector, priority should be given to resolving connectivity bottlenecks and facilitating data reuse across agencies, thereby reducing repeated requests for information that public authorities are legally authorized to access. In the business sector organizations should be encouraged to adopt technical standards and data governance procedures appropriate to their size, industry and security requirements.

At the same time, data sharing must comply with applicable laws, with clearly defined purposes of use and appropriate oversight mechanisms. Interoperability does not mean unrestricted access to all data. Effective digital transformation must go hand in hand with protecting the legitimate rights and interests of organizations and individuals.

6.3. Developing Human Resources and Strengthening Implementation Capacity

Human resources are a decisive factor in translating technology into practical outcomes.

Therefore, digital skills training for cadres, civil servants, public employees and workers should be strengthened, alongside the development of change management capabilities within agencies and organizations. Training content should be linked to actual work requirements, including data utilization, digital process management, information protection and problem-solving in technology-enabled environments.

For organizational leaders, capacity should be strengthened in defining digital transformation objectives, prioritizing tasks, allocating resources and monitoring outcomes. Digital transformation should not be assigned exclusively to information technology departments; rather, it requires the participation of operational units, management teams and end users. For local authorities and SMEs, support programs should be tailored to their respective levels of digital readiness. Instead of applying a uniform model, implementation can be organized into stages, progressing from the digitization of records and basic processes to system integration, data governance and the adoption of advanced technologies.

6.4. Placing Citizens and Businesses at the Center of Digital Transformation

The effectiveness of digital transformation should be assessed in terms of its ability to address users' needs and problems. For public services, priority should be given to convenience, accessibility, ease of use, processing time and the costs of completing administrative procedures. For businesses, assessments should examine the effects of technology on productivity, operating costs, product quality and market access.

Agencies and organizations should strengthen user feedback mechanisms, disclose information on service quality and use evaluation results to improve their processes. At the same time, appropriate support should be provided for people with limited digital skills, residents of disadvantaged areas and groups with unequal access to technology. A user-centered approach helps prevent investments in systems that reflect what agencies or organizations can technically deliver without adequately addressing actual user needs.

6.5. Ensuring Information Security, Cybersecurity and Risk Management

As technology adoption expands, information security and cybersecurity capabilities must be strengthened accordingly. Agencies and organizations should establish risk management procedures, access controls, data backup arrangements, system monitoring mechanisms and incident response plans. These measures should be incorporated from the system design stage rather than introduced only after technologies have been deployed.

Beyond technical solutions, users' awareness of data protection, fraud detection and compliance with security procedures should be enhanced. Data utilization and the adoption of new technologies must comply with applicable laws, serve legitimate purposes and minimize the risk of infringing upon the lawful rights and interests of organizations and individuals.

6.6. Improving Monitoring, Evaluation and Accountability Mechanisms

Evaluation should shift its focus from the number of activities undertaken, systems developed and documents issued toward the outcomes achieved and value generated. In the public sector, relevant indicators may include the proportion of administrative cases processed entirely in the digital environment, procedural processing time, the extent of data reuse, service delivery costs and satisfaction among citizens and businesses. For businesses, evaluation may examine technology adoption in core processes, operating costs, labor productivity and revenue generated through digital channels. Indicators must have clearly defined meanings, scopes and calculation methods. When making comparisons over time, their comparability should be maintained or changes in definitions and measurement methods should be explicitly documented. Evaluation reports should also identify incomplete tasks, their underlying causes and the responsibilities of relevant parties, thereby supporting policy adjustments. In addition, independent evaluations should be strengthened for large-scale programs or those involving substantial resource commitments. Combining administrative data, official reports and user feedback can improve the reliability of evaluations and reduce excessive reliance on implementing organizations' self-assessments.

6.7. Strengthening Coordination among the State, Businesses, Educational Institutions and Citizens

Digital transformation is a process involving multiple stakeholders. The State provides strategic direction, improves the institutional framework and creates a favorable environment. Businesses participate in developing, providing and adopting technologies. Educational institutions contribute to human resource development, while citizens are both beneficiaries of digital transformation and active participants who use digital services and provide feedback on their quality. Accordingly, substantive coordination among these stakeholders should be promoted, with greater emphasis on experience sharing, the development of solutions that address actual needs and stronger links between education and practical applications. Cooperation should be supported by clear regulations governing responsibilities, data usage rights, information protection and performance evaluation. In particular, digital transformation support programs should prioritize problems that directly affect citizens and businesses while ensuring that systems can be maintained, updated and expanded after the initial investment phase has ended.

7. CONCLUSION

The 2016–2025 period witnessed the emergence and development of the Communist Party of Vietnam's orientations on digital transformation, which became increasingly explicit and comprehensive over time. From initial directions aimed at laying the foundations for technology adoption and modernization, the Party's digital transformation orientations were developed through Resolution No. 52-NQ/TW in 2019, translated into the National Digital Transformation Program in 2020 and further linked to the development of the digital economy, digital society and digital government during 2021–2023. In 2024, these orientations were incorporated into the strategic direction of achieving breakthroughs in science and technology development, innovation and national digital transformation under Resolution No. 57-NQ/TW. This process reflects an evolution in both the scope and approach to digital transformation, moving from the application of technology in individual activities toward a broader orientation focused on reforming governance organizing

production, delivering services and promoting socioeconomic development. The translation of these orientations into government programs and strategies has established a framework for ministries, sectors, local authorities and relevant stakeholders to implement tasks within their respective areas of responsibility. However, policy orientations and regulatory frameworks provide only strategic direction. Substantive outcomes depend on the quality of implementation, institutional and data coherence, human resource capacity, resource mobilization, coordination among agencies and information security. Therefore, future efforts should continue to translate policy orientations into verifiable tasks, strengthen data interoperability, develop digital skills, place citizens and businesses at the center of digital transformation and improve outcome-based monitoring and evaluation mechanisms.

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