



PROCEEDINGS OF THE INTERNATIONAL SCIENTIFIC CONFERENCE

POLICY ON DIGITAL SOCIETY DEVELOPMENT AND GOVERNANCE: THEORY AND INTERNATIONAL PRACTICE



LABOUR PUBLISHING HOUSE
Ha Noi - 2026





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BAN CHỈ ĐẠO

(Ban hành theo Kế hoạch số 2138/KH-ĐHKTQD ngày 17 tháng 9 năm 2025 và Quyết định số 1441/QĐ-ĐHKTQD ngày 16 tháng 09 năm 2025 về việc thành lập BTC Hội thảo khoa học quốc tế năm 2025)

TT	Họ và tên	Đơn vị/Chức vụ	Nhiệm vụ
1	GS.TS. Nguyễn Thành Hiếu	Phó Giám đốc	Trưởng ban
2	GS.TS Tô Trung Thành	Trưởng phòng QLKH	Phó Trưởng Ban
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ĐHKTQD mời:			
4	PGS. TS. Đỗ Hương Lan	Viện trưởng, Viện Chính sách, Đổi mới và Khoa học Liên ngành, Trường Đại học Khoa học Xã hội và Nhân văn	Ủy viên

(Danh sách gồm 04 người)

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(Ban hành theo Ban hành theo Kế hoạch số 2138/KH-ĐHKTQD ngày 17 tháng 9 năm 2025 và Quyết định số 1441/QĐ-ĐHKTQD ngày 16 tháng 09 năm 2025 về việc thành lập BTC Hội thảo khoa học quốc tế năm 2025)

TT	Họ và tên	Đơn vị/Chức vụ	Nhiệm vụ
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4	TS. Phạm Sỹ Long	Phó Trưởng phòng HTQT	Ủy viên
5	TS. Bùi Đức Dũng	Trưởng phòng Tổng hợp	Ủy viên
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ĐHKTQD mời:			
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11	PGS.TS. Marlina Khramova	Viện nghiên cứu nhân khẩu học, LB Nga	Ủy viên

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14	TS. Vũ Văn Chất	Viện trưởng Viện Kinh tế, Văn hóa và Xã hội sô	Ủy viên

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1	GS.TS. Trần Thọ Đạt	Chủ tịch Hội đồng khoa học và đào tạo, ĐH Kinh tế Quốc dân	Trưởng ban
2	GS.TS Tô Trung Thành	Trưởng phòng QLKH	Phó Trưởng ban
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5	TS. Nguyễn Bích Ngọc	Phó Viện trưởng Viện thương mại và Kinh tế quốc tế, ĐH KTQD	Ủy viên
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9	TS. Mai Thế Cường	Trường Kinh doanh, Đại học Kinh tế Quốc dân	Ủy viên
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TT	Họ và tên	Đơn vị/Chức vụ	Nhiệm vụ
1	ThS. Đỗ Minh Long	Phòng QLKH&TTTTL, Trường Đại học Công đoàn	Tổ trưởng
2	ThS. Nguyễn Ngọc Linh	Phòng QLKH&TTTTL, Trường Đại học Công đoàn	Thành viên
3	CN. Đặng Hoàng Mỹ Linh	Phòng QLKH&TTTTL, Trường Đại học Công đoàn	Thành viên
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5	Nguyễn Kim Thảo	Trường Đại học Ngoại thương	Thành viên

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INNOVATION AND CREATIVITY GOVERNANCE IN THE PUBLIC SECTOR: INTERNATIONAL EXPERIENCES AND DEVELOPMENT DIRECTIONS FOR VIETNAM

Nguyen Tran Ba

The People's Committee of Huong Tra Ward, Hue City

Nguyen Thi Phuong Thao

School of Hospitality and Tourism, Hue University

Abstract

Information technology is developing at an unprecedented pace, becoming a core driver of innovation across all sectors of society, particularly within the public administration sector, where complex interactions occur among the state, citizens, and social actors. To respond to the rapid changes in the development environment, ensure sustainable economic growth, and enhance national governance capacity, e-government is regarded as a key pillar in the modernization of public administration. However, the implementation of e-government is not merely a technological transition; it also represents a transformation in mindset and governance approaches. In this context, creative governance plays a crucial role, enabling the public sector to adapt flexibly, fully leverage the potential of digital transformation, and promote new public values. Using methods of information collection and analysis, this paper focuses on examining and systematizing fundamental theoretical issues of creative governance in the public sector, highlighting selected international experiences in building creative governance models, and drawing lessons applicable to Vietnam.

Keywords: creative governance, e-government, public sector, innovation.

1.Introduction

The public sector plays a central role in ensuring socio-economic development, maintaining institutional stability, and enhancing the quality of services provided to citizens. However, due to variations in scale, structure, and operational scope across different levels of government, identifying a unified model for the public sector remains a complex challenge. Nonetheless, a common characteristic is that the public sector fundamentally aims to serve the public interest by delivering goods and services across domains such as administrative

management, security and public order, economic regulation, health, education, culture, environmental protection, and social welfare.

The diversity and complexity of public service provision create an urgent need for innovation and creativity in public governance to enhance administrative effectiveness, efficiency, and transparency. In this context, the application of information and communication technologies (ICT), the development of e-government, and the adoption of New Public Management (NPM) principles have provided a critical foundation for transforming public sector governance toward a modern, flexible, and citizen-centered model. Emphasizing innovation in the public sector introduces a new approach to policy formulation and implementation, positioning innovation not merely as a tool for improving operational performance but also as a strategic resource for restructuring governance thinking and practices in the era of globalization and digital transformation.

Vietnam has undertaken substantial efforts to foster innovation in the public sector, aiming to promote economic growth and enhance state management. In recent years, the country's national innovation index has steadily improved in both score and ranking, placing Vietnam among the leading developing countries. Recognizing the central role of administrative reform in driving socio-economic development based on science, technology, and innovation, the Communist Party of Vietnam has identified administrative reform as a key breakthrough. On September 22, 2021, the Politburo issued Conclusion No. 14, which aims to protect dynamic and creative public officials acting in the public interest. Concurrently, the government promulgated Decree 73/2023 to encourage and safeguard officials who demonstrate initiative, creativity, and accountability in serving the public good.

In addition, Vietnam has developed and implemented a series of national strategies to advance innovation and digital transformation. These include the National Strategy on the Fourth Industrial Revolution until 2030; the National Strategy for Science, Technology, and Innovation Development until 2030; the National Strategy on Digital Economy and Digital Society Development until 2025, with orientation toward 2030; and the National Digital Transformation Program until 2025, with orientation toward 2030. Collectively, these strategies provide a legal, policy, and administrative framework to support innovation in the public sector. Innovation particularly within public administration and service delivery is recognized as an integral component of administrative reform and represents a continuous, strategic process.

Nevertheless, Vietnam continues to face significant challenges, including limited institutional capacity, fragmented coordination among government agencies, and insufficient mechanisms to engage stakeholders and facilitate knowledge sharing. Moreover, the implementation of digital technologies and innovation initiatives is often constrained by legal

barriers, resource limitations, and a shortage of skilled personnel. These challenges underscore the need for a coherent framework for innovation governance that fosters experimentation, learning, and cross-sector collaboration.

Based on the identification of current limitations in public sector innovation governance, this study analyzes international experiences in designing, implementing, and promoting mechanisms for innovation governance, particularly in countries with advanced administrative systems. Through comparative analysis, synthesis, and evaluation of international best practices, the study derives lessons and proposes policy recommendations to strengthen Vietnam's capacity for public sector innovation. The overarching goal is to develop a modern, flexible, and effective public governance system that promotes creativity in policy development, public service delivery, and administrative reform, while ensuring that innovative solutions remain citizen-centered and contextually appropriate for the Vietnamese setting.

2. Theoretical background

Creative governance within organizational contexts is conceptualized as both an emerging scholarly field and a practical managerial approach concerned with designing, coordinating, and optimizing processes that enable the generation, evaluation, and implementation of ideas that are both feasible and valuable for the organization. In this regard, creativity is commonly defined as the development of ideas or solutions that are simultaneously novel and actionable (Amabile, 1997, 2005; McLean, 2005; Unsworth, 2001). Importantly, "novelty" in organizational settings does not necessarily imply global originality; it may instead be relative to the organization itself, particularly when existing ideas, practices, or technologies are adapted or localized to address context-specific challenges such as risk mitigation, process enhancement, or improved performance.

Innovation, as a related but distinct concept, has been examined across a wide range of disciplinary and organizational contexts (Freeman, 1982a; Moingeon & Lehmann-Ortega, 2006; Öberg & Grundström, 2009; Zheng, Khoury, & Grobmeier, 2010). Schumpeter's (1934) seminal work conceptualized innovation as the introduction of new products or services, processes, raw materials, markets, and organizational forms. Within the public sector, innovation is framed as a deliberate yet inherently uncertain process through which creative and contextually relevant solutions are developed and institutionalized, thereby challenging established routines and governance practices (Torfing, 2016).

In contemporary public governance, creativity serves not only as a catalyst for novel ideas but also as a driver of their transformation into policies, administrative procedures, or public services that generate societal value through dynamic interactions among governmental actors, citizens, and private stakeholders. Creative governance thus represents an advanced model of

public management in which decision-making, policy formulation, and service delivery are organized flexibly to leverage creative thinking, promote inter-organizational collaboration, and support continuous experimentation and learning. Under this perspective, public administration is no longer confined to maintaining stability and exercising hierarchical control; instead, it is required to operate adaptively in rapidly changing environments while engaging diverse stakeholders and fostering collective problem-solving (Jukić et al., 2019).

A central component of creative governance is multi-actor collaboration. Such collaboration enables the integration of knowledge, expertise, and resources from various societal sectors—including government, industry, academia, and civil society—to address increasingly complex public challenges. Existing research demonstrates that collaborative governance arrangements encourage co-creation and co-production, which function as innovative mechanisms for enhancing creativity within public policymaking and service delivery processes (Sørensen & Torfing, 2019).

From a managerial standpoint, creativity management refers to the systematic implementation of mechanisms, policies, and organizational practices that promote the identification, assessment, and realization of creative ideas. Early foundational work in this field can be traced to Cooper and Kleinschmidt (1986), who analyzed innovation management within research and development (R&D) functions. Since then, the literature has expanded considerably, offering multiple typologies of innovation management, including technological innovation (Nambisan, 2008), process innovation (Tidd et al., 1997), and open innovation (Chesbrough et al., 2006).

The overarching objective of creative governance is to transform individual creative potential into sustained organizational value through structured, transparent, and effective processes. Although organizational contexts shape individual and managerial creativity in diverse ways, the establishment of a strategic creativity management system significantly enhances an organization's capacity for innovation, adaptability, and resilience in dynamic environments.

In the era of digital transformation and globalization, creative governance in the public sector increasingly depends on the effective deployment of digital platforms, open data infrastructures, and flexible administrative processes. This evolution requires more than technological adoption; it demands a fundamental shift from traditional, control-oriented governance toward service-oriented, citizen-centric perspectives that emphasize participation, co-creation, and data-driven decision-making (Ciancarini et al., 2023). Such a transformation underscores the strategic importance of creative governance as a foundational capability for modern public institutions navigating complex, fast-changing policy environments.

3. Research methodology

In this study, the authors employed two main methodological approaches. First, secondary materials including books, scholarly articles, and official information published by governmental agencies were reviewed to establish the theoretical framework of the research. This review served solely to provide an overview and to reinforce the conceptual foundation; therefore, no systematic screening procedures such as PRISMA were applied. The materials were selected based on their relevance to key themes in public sector innovation management.

Second, the case study method was used as the primary analytical approach. Thailand and Singapore were selected as case studies according to two criteria: (1) their contextual similarities to Vietnam in terms of regional setting, socio-cultural characteristics, and administrative traditions; and (2) documented evidence in academic studies and international policy reports demonstrating their positive outcomes in developing and implementing public sector innovation management models. Such outcomes are reflected in initiatives including GovTech agencies, digital government programs, and innovation laboratories. This selection ensures both the analytical relevance and the applicability of lessons drawn for the Vietnamese context.

4. Results and discussion

4.1. The Thailand Policy Lab Model

Currently, many countries around the world are seeking innovative approaches to enhance the effectiveness of public policy formulation, adoption, and implementation. In line with this trend, in September 2020, Thailand established the Thailand Policy Lab – the country’s first public policy laboratory. This initiative was developed through a collaboration between the United Nations Development Programme (UNDP) and Thailand’s National Economic and Social Development Council (NESDC). The Thailand Policy Lab is designed as a policy innovation space, allowing for experimentation, evaluation, and risk-taking throughout the policy design and implementation process. This model promotes cross-sectoral collaboration among government agencies, the private sector, civil society organizations, and citizens. Notably, the lab emphasizes a human-centered approach to policymaking, ensuring that policies are not only comprehensive but also reflective of and responsive to societal needs. The establishment of the Thailand Policy Lab represents a significant step forward in public governance innovation, particularly in the context of developing countries like Thailand, which face complex, multidimensional, and rapidly evolving challenges driven by technology and globalization. This model contributes to creating a flexible mechanism for experimentation and learning, supporting the Thai government in identifying effective, innovative, and adaptive policy solutions in an ever-changing societal landscape.

Based on four years of collaboration with a wide range of partners, TPLab has formulated

five core principles for designing effective and sustainable policy innovations. These principles provide a conceptual foundation for addressing the complexities of contemporary public challenges and for guiding the formulation and implementation of adaptive, inclusive, and human-centered public policies. (1) Learning-Oriented Approach. Public policy often operates in dynamic and uncertain contexts, where data may be incomplete or outdated by the time decisions are made. Therefore, policy processes must be grounded in continuous learning and adaptability. This entails embracing experimentation, integrating new perspectives, and learning constructively from both successes and failures to enhance policy effectiveness and resilience over time. (2) Systems Thinking. Addressing modern policy challenges requires a holistic understanding of the interconnected elements within a broader ecosystem, including people, institutions, natural resources, and environmental factors. A systemic perspective allows policymakers to examine the scope of problems, underlying mechanisms, stakeholder roles, interdependencies, and dynamic interactions. Such an approach supports the creation of coherent and integrated solutions aligned with shared societal and environmental goals. (3) Inclusive Participation. Effective policy innovation depends on inclusivity and the active engagement of diverse groups, including both stakeholders and non-stakeholders. Encouraging participation from multiple perspectives not only ensures equity in representation but also fosters creativity in identifying problems and developing viable solutions that better reflect the needs and aspirations of all communities involved. (4) Action-Oriented Practice. In an era of rapid change, excessive reliance on complete information may hinder timely decision-making. Policymakers should adopt an action-oriented approach-testing, iterating, and learning from real-world implementation to ensure that policies are both practical and impactful. Nevertheless, careful contextual understanding remains vital, as poorly informed or overly risky actions may lead to unintended and irreversible consequences. (5) Humanistic Approach. At the heart of all policy development lies the recognition of human dignity, equality, and rights. A human-centered approach acknowledges the hopes, emotions, fears, and lived experiences of individuals and communities affected by policy decisions. By prioritizing empathy and inclusion, policies can ensure that no one is left behind and that outcomes genuinely reflect the realities of those they are designed to serve.

Since its inception in 2006, ITAP has provided preliminary technological assessments and consultancy services to more than 28,000 Thai SMEs, helping them address critical business and innovation challenges. The program has evolved into a comprehensive policy experiment in innovation governance, supporting over 19,000 projects across technology development, product and process innovation, and quality enhancement. In 2018 alone, ITAP delivered more than 1,600 technological solutions, generating an estimated 3 billion Baht in economic value and

contributing significantly to Thailand’s socio-economic progress. Cumulatively, the program has enabled SMEs to increase profits and investment value by over 37 billion Baht, including 9.6 billion Baht in additional private-sector investment.

Moreover, through policy experimentation initiatives inspired by the Policy Lab model, Thailand has strengthened its institutional infrastructure for quality assurance and industrial standards. The establishment of the Thai Industrial Standards Institute (TIS) represents a major milestone, providing critical benchmarks such as Safety Standard TIS 1561 and Electromagnetic Compatibility Standard TIS 1956. These standards enhance product certification processes, reduce compliance costs for domestic enterprises, and align Thailand’s industrial production with international norms.

The government has also prioritized knowledge transfer and capacity building among consumers and enterprises to improve technological literacy and risk awareness. By advancing a shared understanding of new technologies and strengthening collaboration among public institutions, private enterprises, and research organizations, Thailand has effectively operationalized the principles of the Policy Lab approach learning through experimentation, fostering inclusivity, and ensuring that policy innovations are context-sensitive and evidence-based.

Table 1. Opportunities and Challenges of the Thailand Policy Lab Model

Criteria	Opportunities	Challenges
Policies and Institutions	The Thai government demonstrates strong commitment toward innovation and policy experimentation. - MHESI and NSTDA have been empowered to actively design, pilot, and adjust public policies through experimental approaches.	- Administrative procedures remain complex and lack flexibility in policy approval and pilot implementation. - A clearer and more coherent legal framework is required to support public policy experimentation.
Scientific and Technological Resources	The innovation ecosystem in Thailand is well-developed, with strong connections between research institutes, universities, and industry. - The government has made significant investments in digital infrastructure and national data	Limited long-term budget allocation constrains the sustainability of experimental programs. - The digital capacity of some SMEs remains weak, hindering the application of innovative models.

	centers.	
Multi-Actor Collaboration	- The Policy Lab model promotes coordination among ministries, universities, businesses, and the private sector. - Increasing participation of experts, researchers, and civil society in policy design and implementation processes.	- Conflicts of interest among participating stakeholders may hinder consensus-building. - The absence of a comprehensive mechanism for data and experimental results sharing among agencies limits cross-sectoral learning and policy coherence.
Application in the Business Sector (SMEs)	- ITAP has supported over 28,000 SMEs and implemented around 19,000 technology and innovation projects (NSTDA, 2024). - Enterprises benefit from technology consulting, training, and knowledge transfer services.	- Some SMEs still lack sufficient digital capacity to sustain and expand results after project completion. - Limited incentives exist to encourage private sector investment in R&D.
Economic and Social Impact	- Generated approximately 37 billion Baht in revenue and attracted substantial private investment, contributing to national economic growth. - Created high-quality employment opportunities and improved labor productivity.	- Spillover effects remain uneven across regions, particularly limited in agricultural areas. - Evaluation and impact measurement mechanisms of policies are still inadequate.
Sustainability and Model Replication	- Experiences from ITAP and the Thai Policy Lab have provided a model for replication in ASEAN countries. - The model has been effectively expanded to other sectors such as education and digital transformation.	- A comprehensive strategy is needed to ensure long-term resource allocation for policy experimentation and scaling. - Institutional coordination and financial sustainability remain challenging.

(Source: Author's compilation, 2025)

Thailand's experience with the Policy Lab approach provides several valuable lessons for Vietnam in fostering innovation within public governance. First, Thailand's success

demonstrates the importance of establishing an institutional environment that supports policy experimentation based on evidence. Through initiatives such as the Innovation and Technology Assistance Programme (ITAP), Thailand has transformed its policy process from a linear “design–implementation–revision” model to a “test–evaluate–scale” model grounded in data and real-world learning. For Vietnam, developing a clear legal and institutional framework that allows controlled policy experimentation or regulatory sandboxes across key sectors—such as digital transformation, education, health, and innovation—is a crucial step toward adaptive governance.

Second, Thailand’s experience highlights the need for a central coordinating body to drive innovation policy. The establishment of the Ministry of Higher Education, Science, Research and Innovation (MHESI) has strengthened cross-sectoral collaboration and ensured alignment between research, technology, and industrial policy. Vietnam can draw from this model by designating a national innovation and policy experimentation agency with the authority to coordinate data sharing, supervise pilot initiatives, and prevent policy fragmentation.

Third, Thailand’s model underscores the significance of integrating small and medium-sized enterprises (SMEs) into the innovation ecosystem. ITAP’s co-creation approach linking government agencies, academic experts, and private enterprises has enabled SMEs to upgrade their technological capabilities and competitiveness. Vietnam should similarly expand public–private partnerships (PPPs) in policy experimentation, coupled with financial incentives, innovation training, and technological consultancy services for SMEs.

Another important lesson concerns standardization and quality assurance. By establishing the Thai Industrial Standards Institute (TIS) and developing standards such as TIS 1561 (Safety) and TIS 1956 (Electromagnetic Compatibility), Thailand has enhanced product credibility, reduced compliance costs, and strengthened its global market position. Vietnam could apply this lesson by developing standardized frameworks for policy testing and evaluation, ensuring transparency, replicability, and measurable outcomes in experimental policy initiatives.

Equally vital is the development of human capital and an innovation-oriented culture within the public sector. Thailand’s success has been supported by a cadre of policy consultants and civil servants trained in design thinking, behavioral insights, and data analytics. Vietnam should invest in capacity-building programs for policymakers to cultivate adaptive mindsets and strengthen analytical competencies. Establishing a national network of policy innovation experts could further promote knowledge exchange and institutional learning across ministries and local governments.

Finally, Thailand’s experience highlights the role of international collaboration in strengthening national policy innovation systems. By engaging with ASEAN networks and

global partners such as Japan, South Korea, and the OECD, Thailand has benefited from shared expertise and methodological advances in policy design and evaluation. For Vietnam, international cooperation can provide access to best practices, peer learning platforms, and technical assistance necessary to embed evidence-based and human-centered innovation in the policymaking process.

In sum, Thailand's Policy Lab model demonstrates that institutionalized policy experimentation, cross-sector collaboration, and learning-oriented governance can serve as catalysts for sustainable public innovation. For Vietnam, adopting these lessons could facilitate a transition from traditional bureaucratic policymaking to a more adaptive, inclusive, and innovation-driven governance paradigm, aligning with the broader objectives of digital transformation and sustainable development.

4.2. The GovTech Model of Singapore

Singapore is widely regarded as a pioneer in the implementation of a digital government model through its dedicated agency, the Government Technology Agency (GovTech), established in 2016 under the Smart Nation and Digital Government Office (SNDGO). GovTech's mandate is to design and deploy the technological solutions necessary for the implementation of the Smart Nation Initiative, positioning it at the center of Singapore's public sector digital transformation. The agency plays a pivotal role in developing national digital infrastructure and supporting government agencies in adopting innovative technologies to enhance operational efficiency and the quality of public services. GovTech's strategic development is guided by three core principles: (1) user-centric design, (2) data-driven and AI-enabled governance, and (3) cybersecurity and robust data governance.

GovTech facilitates rapid experimentation with technological platforms and the development of digital tools and services to operationalize innovative ideas. For example, the Parking.sg application allows citizens to pay for parking via mobile devices without using traditional paper vouchers. Remarkably, this application was developed in just six months by a team of three, exemplifying GovTech's application of agile project management to continuously develop and enhance digital services. In addition, GovTech oversees the development of critical national digital platforms such as SingPass (digital citizen identification), MyInfo, and LifeSG, enabling seamless citizen access to online public services. This flexible, user-centered approach has significantly reduced costs compared to large-scale tendering models and shortened implementation timelines from years to mere months.

GovTech also plays a crucial role in enabling Singaporean government agencies to monitor and evaluate public sector performance in real time across multiple domains, including transportation, urban management, environmental protection, and public health. The integration

of digital data platforms allows continuous tracking of urban performance indicators, enhancing the government's predictive and responsive policy-making capacity. In the financial sector, the digital systems of the Inland Revenue Authority of Singapore (IRAS) have reduced corporate audit times by approximately 70% and improved tax collection accuracy by 15% compared to pre-digitalization periods. Moreover, the application of big data analytics has significantly improved public policy planning, particularly during emergencies such as the COVID-19 pandemic, where financial and healthcare support packages were rapidly designed and deployed through integrated digital platforms, optimizing efficiency and transparency in resource allocation.

The effectiveness of the GovTech model is further reflected in international rankings. According to the United Nations E-Government Survey 2022, Singapore ranks first in ASEAN and third globally in e-government development. Additionally, the Edelman Trust Barometer 2023 identifies Singapore as the highest-ranking country in Asia for trust in government, indicating strong public confidence. Reports from the OECD and the World Economic Forum (WEF) also place Singapore among the top five countries globally for digital public service quality. These results demonstrate that GovTech's impact extends beyond technical innovation, contributing substantially to governance capacity, transparency, and social trust key pillars of an effective and modern digital government.

Table 2. Opportunities and Challenges of Singapore's GovTech Model

Criteria	Opportunities	Challenges
Governance Efficiency	- Enhance data-driven governance through improved monitoring, evaluation, and decision-making based on data analytics. -Improve operational efficiency and reduce administrative costs across governmental institutions.	-High dependency on digital infrastructure and centralized information systems. -Potential service disruptions caused by cyberattacks or technical failures in digital networks.
Public Services	-Foster the development of digital public service ecosystems that are accessible, transparent, and citizen-centered. - Streamline administrative procedures, reducing bureaucratic complexity and	-The digital divide among regions and population groups may hinder equal access to e-services. - Ensuring inclusivity and user trust in digital service delivery remains a major challenge

	processing time.	
Technological Innovation and Development	-Strengthen collaboration among regions, sectors, and stakeholders to accelerate digital transformation. -Promote innovation through the adoption of emerging technologies such as artificial intelligence, big data, and the Internet of Things (IoT).	-The uneven pace of technological adoption across sectors and localities limits the effectiveness of digital transformation. -Encouraging long-term investment and sustainable innovation in science and technology remains a key concern.
Data Management and Cybersecurity	Enhance data governance capacity, including the collection, storage, and strategic use of data for policy development.	-The increasing sophistication of cyber threats poses significant risks to data protection and privacy. -The establishment of comprehensive legal frameworks and national cybersecurity standards is essential to ensure resilience and safety in the digital environment.
Trust and Transparency	Strengthen public trust through transparent governance and the effective delivery of public services.	The potential erosion of trust in cases of data misuse, privacy violations, or insufficient transparency in information disclosure.

(Source: Author's compilation, 2025)

The GovTech Singapore model exemplifies a strategic, holistic, and user-oriented approach to digital government development. Singapore's success stems from the integration of advanced technological infrastructure, effective data governance, and a culture of innovation within the public sector, accompanied by strong institutional capacity, information security, and data management requirements. This model provides valuable insights for countries in the process of modernizing public administration, particularly Vietnam, in designing and implementing a digital government framework that promotes sustainable development.

Singapore's experience with the GovTech model offers valuable lessons for Vietnam in advancing digital government and public sector innovation. First, Singapore successfully established the Government Technology Agency (GovTech) as a central body responsible for leading, coordinating, and supervising the entire digital transformation agenda of the public

sector. This model demonstrates the importance of having a dedicated central agency with clear authority to facilitate inter-ministerial coordination, ensure data interoperability, and maintain policy coherence across government levels. Second, GovTech Singapore emphasizes data-driven governance and citizen-centric innovation, which are reflected in the development of integrated platforms such as SingPass and LifeSG, enabling citizens to access public services efficiently, transparently, and conveniently. Furthermore, Singapore prioritizes cybersecurity, data protection, and digital trust, recognizing them as essential pillars for the sustainability of digital governance.

For Vietnam, these experiences highlight the necessity of establishing a national coordinating body for innovation and digital governance with sufficient mandate to drive data sharing, oversee digital initiatives, and align sectoral policies. Vietnam should also invest in robust data infrastructure, develop centralized digital service platforms, and strengthen the legal framework on data privacy, cybersecurity, and interoperability. Finally, fostering collaboration between the state, private sector, and academia is crucial to building a dynamic GovTech ecosystem that enhances administrative efficiency, strengthens public trust, and promotes a transparent, innovative, and citizen-oriented digital government.

4.3. Some Recommendations for Managing Innovation in Vietnam's Public Sector

First, Vietnam should establish independent policy analysis and design units within the government or key ministries. These units would function as “policy laboratories,” responsible for experimenting with, analyzing, and proposing new policy models based on empirical evidence and practical data. Operating with professional independence enhances objectivity, creativity, and flexibility, reducing reliance on traditional administrative procedures that are often rigid and slow to adapt to the rapidly changing digital and social context.

Second, it is essential to conduct regular and continuous evaluations of public policy implementation. Such evaluations should be institutionalized within the policy cycle and utilize both quantitative and qualitative assessment tools, including impact assessments and ex-post evaluations. Routine evaluation not only identifies weaknesses in policy design and execution but also provides practical evidence for adjusting, scaling, or discontinuing ineffective initiatives, thereby strengthening the state's institutional learning capacity.

Third, policy-making processes should be diversified in terms of ideas and implementation tools, while also enhancing the participation of citizens, businesses, and civil society organizations. Engaging stakeholders ensures policies are practical, inclusive, and responsive, promoting a collaborative governance model where innovation is the result of multi-dimensional cooperation rather than solely top-down initiatives.

Fourth, Vietnam needs to develop systematic mechanisms to analyze and evaluate the

effectiveness, impact, and appropriateness of public policies. These mechanisms should rely on clear evaluation criteria, including goal attainment, socio-economic impacts, implementation feasibility, and citizen acceptance. Furthermore, integrating data analytics tools and policy simulation models can support evidence-based decision-making, contributing to a data-driven innovative governance system. This approach enhances the efficiency, adaptability, and responsiveness of public policies in Vietnam's ongoing digital transformation.

Fifth, it is essential to enhance salaries and welfare policies for civil servants to ensure competitiveness with the private sector. Currently, the remuneration for public officials in Vietnam remains insufficiently attractive to retain talented individuals. Without careful management, workforce reduction policies may lead to a significant loss of expertise within government institutions. Therefore, the Government should adjust salary schemes based on competency and performance outcomes, while introducing additional welfare measures such as comprehensive health insurance, educational support for civil servants' children, and performance-based bonuses. These measures would not only improve the living standards of civil servants but also contribute to enhancing the overall quality of public service delivery.

Finally, fostering a professional working environment and promoting innovation are crucial. Beyond economic incentives, developing a transparent, professional, and creativity-oriented organizational culture is a key determinant of effective governance. Public institutions should adopt efficient management models and organize leadership and management training programs for senior officials to strengthen administrative capacity and promote continuous improvement in the public sector.

5. Conclusion

Innovation governance in the public sector in Vietnam presents significant opportunities to enhance administrative efficiency, improve the quality of public services, and strengthen transparency in governance. However, this process faces numerous challenges related to institutional frameworks, coordination mechanisms, resource allocation, and the capacities of public officials. To implement innovation management comprehensively and sustainably, a coherent strategy is required, integrating policy development, human capacity building, and the creation of organizational environments that foster creative thinking. Public officials play a central role in this process; when equipped with adequate knowledge, skills, and an innovative mindset, they become key drivers of improvements in management, decision-making, and service delivery. Consequently, effective innovation management can contribute to building a modern, efficient, and citizen-centered public administration.

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