

Developing Digital Civil Servants and Digital Citizens to Meet Digital Government Requirements in Vietnam

Nguyen Van Dai¹, Nguyen Thi To Uyen^{2*}, Tang Thi Thu Trang³

¹ Faculty of Law, Vinh University, Vietnam; Email: nvdaik1@gmail.com

² Institute for State and Law, Ho Chi Minh National Academy of Political, Vietnam; Email: nyenhcma@gmail.com

³ Institute for State and Law, Ho Chi Minh National Academy of Political, Vietnam; Email: tranglaw80@gmail.com

*Corresponding Author: uyenhcma@gmail.com

Citation: Dai, N. V., Uyen, N. T. T., Trang, T. T. T. (2025). Developing Digital Civil Servants and Digital Citizens to Meet Digital Government Requirements in Vietnam, *Journal of Cultural Analysis and Social Change*, 10(4), 3155-3162. <https://doi.org/10.64753/jcasc.v10i4.3475>

Published: December 19, 2025

ABSTRACT

Digital government is an operating model of state agencies designed based on digital technology and digital data; the performance of public duties by civil servants and the transactions and participation of citizens in the policy process are carried out in a digital environment. This requires digital capacity for both civil servants and citizens to become digital civil servants and digital citizens - a necessary condition for building and operating a digital government. This study builds a theoretical framework on digital government, digital civil servants, digital citizens and builds a theoretical model to assess the impact of digital civil servants and citizens on the development of digital government. The author surveyed with a sample size of N = 300 local civil servants at the commune level and N = 300 local people of 30 selected communes in 3 provinces of Vietnam, including Thai Nguyen province (North), Ha Tinh province (Central), An Giang province (South). The research results show that people are limited in digital capacity and need to be trained and disseminated with basic digital knowledge and skills necessary to transact and participate in the policy process in the digital environment, becoming digital citizens to operate and develop digital government together with digital civil servants. From there, this research discusses solutions to develop digital citizens to meet the requirements of digital society and digital government in Vietnam.

Keywords: Digital Government; Digital Civil Servants; Digital Citizens; Vietnam

INTRODUCTION

Digital transformation in Vietnam was officially implemented in 2020 (PM, 2020) with the goal of developing a digital government, marking a major change in the thinking and management methods of state agencies. Accordingly, state administration contents are transferred from the real environment to the digital environment, applying digital technology to build a modern, professional, effective administration and serve the people better.

In 2025, digital government will continue to play its role and affirm its great significance when Vietnam carries out administrative reform, streamlining the state apparatus, including strong reform at the local level (CPV, 2025). Accordingly, Vietnam will abolish the district-level locality according to the previous 3-level locality model; establish a two-level locality model, including the provincial and district levels with a structure of 34 provincial-level localities, a reduction of about 48% and 3,321 commune-level localities, a reduction of about 27% (GN, 2025).

This reform has transferred many tasks of the previous district-level localities to the current commune-level localities; put pressure on the commune level in state administration, increased pressure on innovation in management methods, and built digital government to better serve the people. Therefore, research on digital government is

necessary and within the limits of this research, excluding the digital technology factor, the author limits the content to focus on the human factor - the subject of digital government operations, which are digital civil servants and digital citizens.

LITERATURE REVIEW

Digital government is a development trend in state administration in each country, which is the transfer of state agency activities from the real environment to the digital environment, applying digital technology to build a modern, professional, effective administration and better serve the people. The current common understanding emphasized by VN (2023) is that digital government is a state agency model designed to operate safely in the digital environment, make timely decisions and issue policies, provide better quality services, effectively solve major problems in economic and social development management. This is also the approach affirmed and explained by MOST (2022), that digital government uses digital data and digital technology to bring all activities to the digital environment; design, optimize organizational operations, provide better quality services, make more timely decisions, plan better policies, and use resources more optimally.

According to Vuong, L.D. et al. (2024), digital government is formed and developed thanks to the development of digital technology, representing a major change, allowing more participation of people, aiming at the goal of providing 24/7 automated public services to serve people in handling administrative procedures of state agencies. This is also similar to the explanation of MIC (2021), that in digital government, when data is shared between different agencies and throughout the entire life cycle, people only need to provide information once to a state agency, for example, when they are born, they are given a unique identification code, when they reach adulthood, they automatically receive a citizen identification card...

It can be seen that, according to the most common interpretation today, digital government refers to the model and operating mechanism of state agencies in the digital environment. This allows state agencies to make decisions more promptly and effectively, provide better services, and serve the people better. The above studies have clearly defined the content of digital government, and the author inherits and develops the scale "Digital government" (DGO) for this study when applied in local state administration, focusing on a number of contents: The government model is designed and operates safely in the digital environment (DGO1); Digital technology is applied, data is digitized in government administration and management (DGO2); People can easily interact with the government and participate in local policy processes in the digital environment (DGO3).

With the characteristics of digital government designed and operating in a digital environment, to build and develop a digital government, the digital capacity of the subjects participating in the digital government plays a decisive role, which is the digital knowledge and skills of civil servants and citizens. And when civil servants and citizens have the basic digital knowledge and skills necessary to operate a digital government, they become digital civil servants and digital citizens. In other words, the development of digital civil servants and digital citizens are two factors that have a direct impact on the construction and development of a digital government. With that meaning, the hypothesis put forward in this study is: *Digital civil servants (H1) and Digital citizens (H2) are basic requirements that have a direct impact on the development of Digital government.*

Digital Civil Servants

Many recent studies emphasize that digital civil servants play the role of subjects performing public duties in the digital environment to operate digital government; the digital competency framework of civil servants emphasizes knowledge and understanding of information and digital environment data; the ability to exchange information in the digital environment, the ability to work with information analysis systems, manage data, information and digital content, process and store digital information and data... (Van, N.T.T., 2022). The digital competency framework of civil servants requires that they need to be equipped and updated with basic and necessary digital knowledge and skills; in addition, civil servants also need to proactively study, practice, regularly update and supplement digital knowledge and skills to successfully complete assigned tasks in the digital environment. Khanh, T.T.B. (2025) has a similar view and explains the criteria for evaluating digital civil servants with implied content, including the capacity to advise and organize tasks in the digital environment; the ability to interact and guide work to resolve people's administrative records in the digital environment.

Van, N.T.T. (2022) and Khanh, T.T.B. (2025) have clearly defined the digital competency framework of civil servants and criteria for assessing the digital competency of digital civil servants. This study inherits and develops to build the scale "Digital civil servants" (DCS) to show the contents: Civil servants have basic digital knowledge and skills necessary to perform tasks in the digital environment (DCS1); Civil servants interact effectively with people, guide people and resolve people's requests in the digital environment (DCS2); Civil servants deploy work in the digital environment, ensuring progress and quality of assigned work, creating satisfaction for people (DCS3).

Digital Citizens

Digital citizens are subjects participating in the local state governance process in the digital environment. By interacting with the government in the digital environment, citizens have expressed their views and aspirations when giving opinions, criticizing policies or requesting the resolution of administrative records... Therefore, people need to have basic digital knowledge and skills necessary to transact and interact with the government in the digital environment. Explaining this content, MIC (2021) affirmed that building a digital government aims to serve the people, so when each citizen becomes a digital citizen, the building of a digital government will be successful; and besides the policy of training and fostering digital knowledge and skills, the participation of the entire population (proactively learning and fostering digital knowledge and skills) is the factor that ensures the success of the goal of developing a digital government. Huong, D.T.T. (2025) also established a similar viewpoint and emphasized that digital transformation and building a digital government not only requires a team of information technology engineers, but also requires a common workforce of people with basic digital skills to use digital tools in production, services and daily life.

Regarding the most general research perspective, MIC (2021) and Huong, D.T.T. (2025) also mentioned quite detailedly the issue of digital citizenship, expressed in digital knowledge, skills and proactive learning, updating digital knowledge and skills to suit the development trend of digital society. This study inherits and develops the above contents and builds the "Digital citizens" (DCZ) scale to imply a generalization of some contents: People have basic digital knowledge and skills necessary to become local digital human resources (DCZ1); People actively participate in local policy processes in the digital environment (DCZ2); People actively interact and conveniently transact administrative records with the government in the digital environment (DCZ3).

Thus, many studies on digital government have analyzed and clearly explained the operating mechanism of state agencies in the environment, setting out requirements for digital capacity of civil servants and citizens. Through the overview study, the author has built a theoretical framework including three scales "Digital government" (DGO), "Digital civil servants" (DCS), "Digital citizens" (DCZ); the scales include 9 observation variables, designed by the author into 9 questions in the survey form and measured by a 5-level Likert scale: 1 - Strongly disagree; 2 - Disagree; 3 - No opinion; 4 - Agree; 5 - Strongly agree [Table 1]. The theoretical model is built in the direction of assessing the impact of 2 independent scales/variables "Digital civil servants" (DCS), "Digital citizens" (DCZ) on the dependent scale/variable "Digital government" (DGO) [Figure 1].

Table 1. Theoretical framework

| No | Scales | Encode | Rating levels | | | | |
|------------|---|------------|---------------|---|---|---|---|
| | | | 1 | 2 | 3 | 4 | 5 |
| I | Digital civil servants | DCS | | | | | |
| 1 | Civil servants have basic digital knowledge and skills necessary to perform tasks in the digital environment | DCS1 | | | | | |
| 2 | Civil servants interact effectively with people, guide people and resolve people's requests in the digital environment | DCS2 | | | | | |
| 3 | Civil servants deploy work in the digital environment, ensuring progress and quality of assigned work, creating satisfaction for people | DCS3 | | | | | |
| II | Digital citizens | DCZ | | | | | |
| 4 | People have basic digital knowledge and skills necessary to become local digital human resources | DCZ1 | | | | | |
| 5 | People actively participate in local policy processes in the digital environment | DCZ2 | | | | | |
| 6 | People actively interact and conveniently transact administrative records with the government in the digital environment | DCZ3 | | | | | |
| III | Digital government | DGO | | | | | |
| 7 | The government model is designed and operates safely in the digital environment | DGO1 | | | | | |
| 8 | Digital technology is applied, data is digitized in government administration and management | DGO2 | | | | | |
| 9 | People can easily interact with the government and participate in local policy processes in the digital environment | DGO3 | | | | | |

Source: Compiled by the author through the review

Research Model

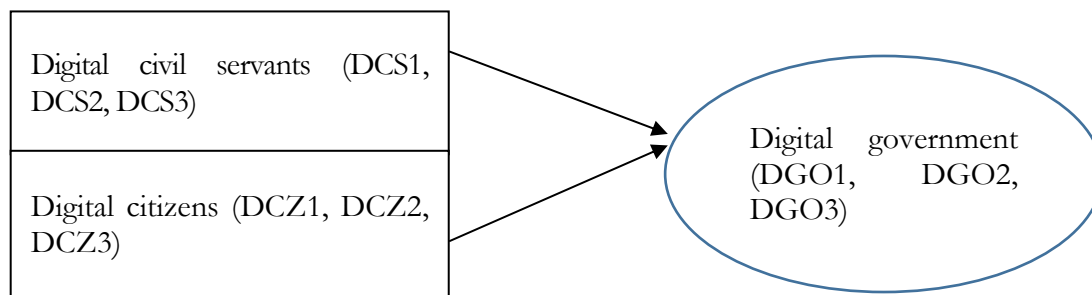


Figure 1. Research model

RESEARCH METHODS

The author uses a combination of qualitative and quantitative research to achieve this research objective. Qualitative research is used when collecting and analyzing secondary documents to build a theoretical model. Quantitative research is used when collecting and analyzing primary data using survey tools to test the theoretical model and test the research hypothesis. The author conducts the survey in two steps, including a preliminary survey and an official survey.

Preliminary Survey: This study analyzes exploratory factors and regression analysis to test the theoretical model and test the research hypothesis. The theoretical model of this study includes 03 scales and 9 observed variables; and according to Hair, J.F. et al. (2009), the minimum sample size required is: $N = 9 \times 5 = 45$. First, the author conducted a preliminary survey in Thai Nguyen province with a sample size of $N = 100$ ($N > 45$) civil servants and $N = 100$ people ($N > 45$). The results of the preliminary survey show that the scales and observed variables are reliable enough to be used in official surveys on a wider scale.

Official Survey: The author conducted an official survey with a sample size of $N = 300$ local civil servants at the commune level and $N = 300$ local people from 30 selected communes in 3 provinces of Vietnam, including Thai Nguyen province (North), Ha Tinh province (Central), An Giang province (South). The survey was conducted selectively to collect information from respondents with higher education levels and in the age group with better ability to acquire digital knowledge and skills: Civil servants under 50 years old; People under 50 years old, with high school education or higher, conducting online transactions with local authorities at least 2 times in the past year.

This sampling method helps to collect information and objective research conclusions on the same content related to digital competence of two research groups. The author distributed the survey on the basis of preliminary interviews and consensus among respondents; the results obtained 300/300 valid responses from each survey group, achieving a response rate of 100%.

RESEARCH RESULTS AND DISCUSSION

From the data collected through a survey with a sample size of $N = 300$ local civil servants at the commune level and $N = 300$ citizens, the author tested the reliability of the scales and observed variables to serve as a basis for conducting exploratory factor analysis and regression analysis. According to Hair, J.F. et al. (2009), the scales are reliable when meeting the standard condition of Cronbach's $\alpha > 0.6$; the observed variables are reliable when meeting the standard condition of Corrected Item-Total Correlation > 0.3 . The test results show that all 3 scales and 9 observed variables in the theoretical model are reliable, including: Model 1 - civil servant survey; and Model 2 - citizen survey (Table 2).

Table 2. Statistical results and testing results of the scale

| Scales | Observed variables | N | Min | Max | Mean | Std. Deviation | Cronbach ' Alpha | Corrected Item-Total Correlation |
|--------------------------------------|--------------------|-----|-----|-----|------|----------------|------------------|----------------------------------|
| Model 1: Civil servant survey | | | | | | | | |
| 1. Digital civil servants (DCS) | DCS1 | 300 | 1 | 5 | 4.12 | .594 | .712 | DCS1 = .581 |
| | DCS2 | 300 | 1 | 5 | 4.09 | .611 | | DCS2 = .502 |
| | DCS3 | 300 | 1 | 5 | 4.11 | .621 | | DCS3 = .547 |

| Scales | Observed variables | N | Min | Max | Mean | Std. Deviation | Cronbach ' Alpha | Corrected Item-Total Correlation |
|---------------------------------|--------------------|-----|-----|-----|------|----------------|------------------|----------------------------------|
| 2. Digital citizens (DCZ) | DCZ1 | 300 | 1 | 5 | 4.06 | .614 | .673 | DCZ1 = .459 |
| | DCZ2 | 300 | 1 | 5 | 3.91 | .598 | | DCZ2 = .398 |
| | DCZ3 | 300 | 1 | 5 | 3.92 | .607 | | DCZ3 = .413 |
| 3. Digital government (DGO) | DGO1 | 300 | 1 | 5 | 4.10 | .610 | .689 | DGO1 = .572 |
| | DGO2 | 300 | 1 | 5 | 4.12 | .595 | | DGO2 = .634 |
| | DGO3 | 300 | 1 | 5 | 4.07 | .619 | | DGO3 = .596 |
| Model 2: Citizen Survey | | | | | | | | |
| 1. Digital civil servants (DCS) | DCS1 | 300 | 1 | 5 | 4.18 | .521 | .691 | DCS1 = .606 |
| | DCS2 | 300 | 1 | 5 | 4.05 | .589 | | DCS2 = .610 |
| | DCS3 | 300 | 1 | 5 | 4.12 | .623 | | DCS3 = .597 |
| 2. Digital citizens (DCZ) | DCZ1 | 300 | 1 | 5 | 3.97 | .599 | .662 | DCZ1 = .514 |
| | DCZ2 | 300 | 1 | 5 | 3.85 | .483 | | DCZ2 = .521 |
| | DCZ3 | 300 | 1 | 5 | 3.81 | .454 | | DCZ3 = .483 |
| 3. Digital government (DGO) | DGO1 | 300 | 1 | 5 | 4.12 | .632 | .664 | DGO1 = .617 |
| | DGO2 | 300 | 1 | 5 | 3.98 | .588 | | DGO2 = .568 |
| | DGO3 | 300 | 1 | 5 | 3.92 | .611 | | DGO3 = .483 |

Source: Author's survey results

The statistical data in Table 2 shows that the observations of the "Digital civil servants" (DCS), "Digital citizens" (DCZ), "Digital government" (DGO) scales are rated at an average of Mean ≥ 3.91 (Model 1) and Mean ≥ 3.81 (Model 2), all of which are statistically significant according to the Likert scale (1-5). This shows that the digital government in Vietnam is formed, expressed through a government model that is designed and operates safely in the digital environment, helping people to easily exploit digital data and transactions, interact with the government, and participate in the local policy process; Civil servants and citizens have digital capacity demonstrated at the level of basic digital knowledge and skills necessary to perform tasks, transactions, interactions, and service requests in the digital environment, which is a condition for building and developing a digital government.

In particular, there is a difference in the observed values of the "Digital civil servants" (DCS) and "Digital citizens" (DCZ) scales. Accordingly, the observed values of the "Digital citizens" (DCZ) scale are assessed at a lower level in both models: Mean (DCZ1) = 4.06, Mean (DCZ2) = 3.91, Mean (DCZ3) = 3.92 (Model 1) and Mean (DCZ1) = 3.97, Mean (DCZ2) = 3.85, Mean (DCZ3) = 3.81 (Model 2). This shows that many people are still not proficient in transacting and interacting with the government in the digital environment to request administrative records or participate in local policy processes. This directly affects the construction of digital government; Because building a digital government aims to serve the people, and the people are the subjects participating in the local state governance process, when each citizen has digital capacity to become a digital citizen, the goal of building a digital government will be successful.

The above empirical research results contribute to reflecting the reality of digital capacity of Vietnamese civil servants and citizens in the context of building a digital government today. This result also shows similarities with the comments and assessments of some recent studies. For example, the study of Huong, D.T.T. (2025) analyzed and commented that building a digital government requires a team of information technology engineers, but also requires a common labor force (people) with basic digital skills to use digital tools in production, services and people's lives. Huong, D.T.T. (2025) also pointed out that the proportion of Vietnamese workers with basic digital skills is still low compared to the regional average; There is a difference in access to technology among population groups in the country, leading to the risk of increasing the digital divide, which not only affects the effectiveness of the social digitalization process but can also deepen social inequality if there are no timely and appropriate intervention policies.

With the test results meeting the standards, the 3 scales and 9 observed variables of the theoretical model can be used to perform the following analysis techniques. The author conducts exploratory factor analysis (integrating both models with a sample size of N = 600, including 300 commune-level civil servants and 300 people) with Varimax rotation to preliminarily assess the unidimensionality, convergent value, and discriminant value of the scales to have more basis for drawing research conclusions on the suitability of the theoretical model.

Table 3. Total Variance Explained

| KMO and Bartlett's Test | | |
|--|--------------------|------|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | | .755 |
| Bartlett's Test of Sphericity | Approx. Chi-Square | 2411 |
| | | .740 |
| | df | 36 |
| | Sig. | .000 |

| Total Variance Explained | | | | | | | | | |
|---------------------------------|---------------------|---------------|--------------|-------------------------------------|---------------|--------------|-----------------------------------|---------------|--------------|
| Component | Initial Eigenvalues | | | Extraction Sums of Squared Loadings | | | Rotation Sums of Squared Loadings | | |
| | Total | % of Variance | Cumulative % | Total | % of Variance | Cumulative % | Total | % of Variance | Cumulative % |
| 1 | 3.246 | 36.069 | 36.069 | 3.246 | 36.069 | 36.069 | 2.776 | 30.849 | 30.849 |
| 2 | 3.138 | 34.872 | 70.941 | 3.138 | 34.872 | 70.941 | 2.740 | 30.441 | 61.291 |
| 3 | 1.285 | 14.280 | 85.221 | 1.285 | 14.280 | 85.221 | 2.154 | 23.930 | 85.221 |
| 4 | .468 | 5.196 | 90.417 | | | | | | |
| 5 | .342 | 3.798 | 94.215 | | | | | | |
| 6 | .186 | 2.067 | 96.281 | | | | | | |
| 7 | .173 | 1.927 | 98.209 | | | | | | |
| 8 | .113 | 1.251 | 99.460 | | | | | | |
| 9 | .049 | .540 | 100.000 | | | | | | |

Extraction Method: Principal Component Analysis.

Source: Author's survey results

Table 4. Rotated Component Matrix

| Rotated Component Matrix^a | | | | |
|---|--------------------|-----------|------|------|
| Scales | Observed variables | Component | | |
| | | 1 | 2 | 3 |
| 1. Digital civil servants (DCS) | DCS1 | .776 | | |
| | DCS2 | .780 | | |
| | DCS3 | .857 | | |
| 2. Digital citizens (DCZ) | DCZ1 | | .730 | |
| | DCZ2 | | .785 | |
| | DCZ3 | | .756 | |
| 3. Digital government (DGO) | DGO1 | | | .767 |
| | DGO2 | | | .807 |
| | DGO3 | | | .740 |

Extraction Method: Principal Component Analysis.
 Rotation Method: Varimax with Kaiser Normalization.
 a. Rotation converged in 4 iterations.

Source: Author's survey results

In terms of theory, exploratory factor analysis was performed in accordance with the data set shown through the values: $0.5 \leq KMO \leq 1$; Bartlett test with observation significance level $Sig. < 0.05$; Eigenvalue ≥ 1 ; Total Variance Explained $\geq 50\%$; Factor Loading ≥ 0.5 (Hair, J.F. et al., 2009). Data in Table 3 and Table 4 show that:

- $KMO = 0.755 > 0.5$, confirming that exploratory factor analysis is appropriate for the data set; Bartlett's test has an observed significance level of $Sig. = 0.000 < 0.05$, showing that the observed variables have a linear correlation with the representative factor. Total variance extracted with Cumulative % = $85.221\% > 50\%$ (Table 3), showing that 85.221% of the variation of the representative factors is explained by the observed variables; all observed variables have Factor Loading > 0.5 (Table 4), showing that the observed variables have good statistical significance. The theoretical research model initially proposed is consistent with the survey research practice.

- The observed variables were extracted into 03 factors corresponding to 03 initial factors with Eigenvalues > 1 (Table 3), continuing to confirm the suitability of the initial research model. And the initial research model was

kept intact, including: 02 independent variables "Digital civil servants" (DCS), "Digital citizens" (DCZ) and 01 dependent variable "Digital government" (DGO) with a total of 9 observed variables with good statistical significance, which can perform multivariate linear regression analysis to examine the relationship of variables in the model.

Next, the author conducted a multivariate regression analysis (integrating both models with a sample size of $N = 600$, including 300 commune-level civil servants and 300 citizens) to test the correlation and draw research conclusions on the level of influence of 02 independent variables "Digital civil servants" (DCS), "Digital citizens" (DCZ) and 01 dependent variable "Digital government" (DGO). The results of the regression analysis are shown in Table 5 below.

Table 5. Multivariate regression results

| Coefficients ^a | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | VIF |
|---------------------------|---------------------------------|-----------------------------|------------|---------------------------|--------|------|------|
| Model | | B | Std. Error | Beta | | | |
| | (Constant) | 1.125 | .232 | | 14.269 | .000 | |
| | 1. Digital civil servants (DCS) | .535 | .386 | .516 | 11.857 | .000 | .838 |
| 1 | 2. Digital citizens (DCZ) | .412 | .311 | .378 | 10.375 | .000 | .841 |

a. Dependent Variable: Digital government (DGO)
 $R^2 = 0.726$; Durbin-Watson = 2.103

Source: Author's survey results

The data in Table 5 shows that:

- $R^2 = 0.762$, confirming that the scales "Digital civil servants" (DCS), "Digital citizens" (DCZ) explain 72.6% of the variation in the scale "Digital government" (DGO); $VIF = 1.838$ and $VIF = 1.841$ ($1 < VIF < 2$), showing that the regression model does not have multicollinearity; Durbin-Watson = 2.103 ($1 < d < 3$), showing that the regression model does not have autocorrelation, confirming that the scales "Digital civil servants" (DCS), "Digital citizens" (DCZ) are independent and have the same impact on the scale "Digital government" (DGO), confirming the suitability of the theoretical research model with the survey data set.
- The regression coefficients of the two independent variables "Digital civil servants" (DCS), "Digital citizens" (DCZ) are both statistically significant ($Sig. < 0.05$) and have positive values: $B(DCS) = 0.535$ and $B(DCZ) = 0.412$, confirming the positive relationship between the two independent variables "Digital civil servants" (DCS), "Digital citizens" (DCZ) and 01 dependent variable "Digital government" (DGO); hypotheses H1, H2 are accepted; the initial research model continues to be confirmed to be appropriate.
- The regression model is determined as: $DGOS = 1.125 + 0.535*DCS + 0.412*DCZ$. The correlation level of the independent variables and the dependent variable in decreasing order is: "Digital civil servants" (DCS), "Digital citizens" (DCZ).

The statistical and testing data in Table 2 and the regression analysis results in Table 5 show similarities with the assessment level of digital competence of civil servants and digital competence of citizens, contributing to further confirmation of empirical research results in Vietnam, that:

- Firstly, digital government in Vietnam is formed, demonstrated through a government model that is designed and operates safely in the digital environment, helping people to easily exploit digital data and transactions, interact with the government, and participate in local policy processes; civil servants and people have digital capacity demonstrated at the level of basic digital knowledge and skills necessary to perform tasks, transactions, interactions, and service requests in the digital environment, which is a condition for building and developing digital government.
- Second, many people are still not proficient in transacting and interacting with the government in the digital environment to request administrative records or participate in local policy processes. This directly affects the construction of digital government; because building digital government aims to serve the people, and people are the subjects participating in the local state governance process, so when each person has digital capacity and becomes a digital citizen, the goal of building digital government will be successful.

From the research conclusion, the author implies some policy contents aiming at the goal of developing digital capacity of people (digital citizens) to maintain and develop digital human resources for the digital transformation strategy and building a digital government in Vietnam.

(1) Localities actively organize communication and support people to learn, update, and supplement basic digital knowledge and skills to adapt to the trend of digital society development. For example, organize digital knowledge training, guide digital skills on topics related to the implementation of basic transactions related to people's lives such as: Instructions for online birth registration; instructions for online death registration; instructions for online citizen identification registration... This is meaningful as a short-term policy measure to promptly equip basic and necessary digital knowledge and skills for each citizen; raise people's awareness of digital government and encourage people to proactively participate in building and developing digital government at the local level.

(2) Localities proactively research and coordinate with the education sector to deploy research on universalizing digital knowledge and skills for students. This is meaningful in the long term, becoming the content of official education and training policies and being implemented at each level of education. This is also a meaningful step in preparing digital human resources for the national strategic goal of developing Vietnamese human resources in the context of a digital society and digital government in the present and future.

The above solutions are meaningful in state administration, because building a digital government aims to serve the people, so when each citizen becomes a digital citizen, the building of a digital government will be successful. However, civil servants and citizens are two subjects participating in the operation of digital government, so in addition to policy solutions to develop people's digital capacity, each civil servant and each citizen needs to proactively learn, update, and supplement digital knowledge and skills to meet the requirements of digital human resources, in line with the trend of developing a digital society, building a digital government of the country.

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