



IMPROVING THE QUALITY OF POLITICAL THEORY TRAINING AND FOSTERING FOR COMMUNE-LEVEL CADRES AND CIVIL SERVANTS IN THE CONTEXT OF DIGITAL TRANSFORMATION IN HAI PHONG CITY TODAY

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Abstract

The article "Improving the quality of training and fostering political theory for commune-level cadres and civil servants in the context of digital transformation in Hai Phong City today" deeply analyzes the requirements for innovating teaching content and methods and improving the capacity of lecturers to meet the requirements of building a modern administration. Through practical surveys and quantitative analysis, research shows that the majority of commune-level cadres and civil servants are aware of the importance of improving the quality of political theory training, but there are still disparities in the level of access and application of digital technology. Some localities have difficulties in using online learning platforms, simulation training, and evaluating learning outcomes. In particular, areas far from the center still have limited digital infrastructure, affecting the quality of access to training. In addition, the connection of national data on cadres and cooperation with high-tech educational institutions has not been synchronized, leading to limitations in management and capacity assessment according to the new standards. Facing these challenges, the article proposes strategic solutions such as innovating training content in the direction of flexibility and practicality; strengthen the application of digital technology in teaching and assessment; fostering digital skills for lecturers; building synchronous digital infrastructure and developing tools to support online learning. These solutions aim to modernize political theory training, contributing to building a contingent of competent commune-level cadres who are adaptable to digital transformation.

Keywords: Quality of training, fostering, political theory, commune-level cadres and civil servants, digital transformation, Hai Phong City

INTRODUCTION

Ask the problem

In the context that the Fourth Industrial Revolution is having a profound impact on all areas of social life, digital transformation is not only an inevitable trend but also an urgent requirement for state administration. In particular, for commune-level cadres and civil servants - who directly implement policies and solve problems of people and businesses - improving the level of political theory associated with digital capacity is a prerequisite to ensure effective state management and sustainable development of the locality. President Ho Chi Minh once emphasized: "If the Party wants to be stable, it must have a core principle, everyone in the Party must understand, everyone must follow that principle. The Party without socialism is like a person without wisdom, and the ship has no guiding table" [8]. This teaching affirms the importance of learning and mastering political theory in leadership and management. Fully aware of that importance, in 2024, Hai Phong city has organized 45 political and professional theory training classes, with the participation of more than 3,200 cadres. The rate of commune-level officials completing the digital transformation skills training course reached over 90% [15]. However, practice shows that the quality of training still has many limitations: the content of the program is still heavy on theory, lacking practicality; teaching methods are slow to innovate, mainly in the traditional way; the application of information technology in the teaching and learning process is still limited, leading to low efficiency in

acquiring knowledge, not promoting the initiative and creativity of students. In that context, an urgent requirement for Hai Phong is to strongly innovate the training and fostering of political theory in the direction of modernity, flexibility and suitability for digital transformation conditions. The application of digital platforms such as LMS learning management systems, organizing online classes combined with face-to-face, building multimedia electronic learning material warehouses, or using artificial intelligence in testing and assessment... are feasible solutions that need to be considered and implemented synchronously. Along with that, the political theory lecturers also need to be fostered, improve their skills in using digital technology, and innovate communication methods to maximize the capacity of learners. To do that, it is necessary to have close coordination between the City Party Committee, the City People's Committee, political theory training institutions and the cadres and civil servants themselves. Each Party committee and grassroots government must consider improving the quality of political theory fostering as a key task, associated with the requirements of human resource development in the digital era. Training institutions need to develop programs in accordance with the practical needs of the establishments, integrating theoretical content with technological skills and local practical situations. Commune-level cadres and civil servants must actively self-study, self-train, promote the spirit of market demand and innovation to meet the requirements of tasks. In short, improving the quality of training and fostering political theory for commune-level cadres and civil servants in the context of digital transformation is not only an inevitable requirement of the times but also a key driving force for Hai Phong to strengthen the effectiveness and efficiency of state management at the grassroots level. building a contingent of

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cadres with sufficient vision, capacity and political bravery to accompany the rapid and sustainable development of the city in the digital era.

THEORETICAL PERSPECTIVE

Looking back at the views of previous authors

The training and fostering of cadres and civil servants plays an important role in improving management and leadership capacity, helping this team effectively perform political and administrative tasks, meeting the country's development requirements. According to Truong Quoc Chinh, Nguyen Van Son (2022) in the article *"Training, fostering and developing theoretical thinking capacity for cadres and civil servants"* [2], the theoretical thinking capacity of cadres and civil servants is the ability to think scientifically, helping them complete their tasks in leadership roles, administer. Therefore, training and fostering theoretical thinking is not only an urgent task but also has long-term strategic significance. Many studies have focused on the quality of training and fostering political theory at local political schools. Tran Trung Thanh (2024) in his thesis *"The quality of training and fostering political theory of the current Dien Bien Provincial School of Politics"* [13] analyzed the current situation and proposed solutions to improve the quality of training at the school. This point of view is also mentioned by Bui Thanh Thao (2019) in the thesis *"Theoretical training and fostering of the current Thai Nguyen Provincial School of Politics"* [14], in which the author assesses the current situation, causes and proposes solutions to improve. Similarly, Hoang Thi Thuy Duong (2017) in the thesis *"The quality of political theory fostering of political training centers in Ninh Binh province today"* [3] also affirmed that improving the quality of political theory fostering is necessary to ensure training effectiveness. Some studies emphasize the importance of innovating training methods, updating textbooks and creating practical learning conditions for cadres and civil servants. Dinh Van Nhan (2022) in the thesis *"Training and fostering cadres at the current Gia Lai Provincial School of Politics"* [9] proposes solutions to improve the effectiveness of training and fostering cadres. From the same point of view, Mac Thi Kieu Thanh (2018) in the thesis *"Management of training and retraining activities of Pham Hung School of Politics, Vinh Long province in the current period"* [12] also emphasized the role of effective training management, thereby proposing methods to strengthen the management of training, foster.

In addition, many studies also mention that the training and fostering of cadres and civil servants should be associated with development practices and requirements, especially in local development programs and international integration. Nguyen Minh Phuong (2022) in the article *"Improving the quality of fostering commune cadres and civil servants to meet the requirements of building a new countryside"* [10] analyzed the role of commune cadres and civil servants in implementing the National Target Program on building a new countryside, and emphasized the need to improve the quality of fostering in the period 2021-2025. Hoang Dang Quang (2022) in the article *"Strengthening the training and fostering of cadres capable of working in the international environment"* [11] emphasized the importance of improving the responsibility of Party committees, party organizations and the political system in building a contingent of cadres to meet the requirements of integration. This point of view was also mentioned by Le Minh

Huong (2024) in the article *"Renewing the fostering of commune-level leaders and managers in provincial-level political schools today"* [6], emphasizing the innovation in the direction of a competency approach, focusing on fostering skills, working attitudes and public service ethics for commune-level cadres. In addition to studies on training methods, state management of the training and fostering of cadres and civil servants is also an important content. To Thi Hong (2015) in the thesis *"Training and fostering commune-level civil servants in Thanh Hoa province today"* [4] proposed solutions to continue to innovate and improve the quality of training and fostering commune-level civil servants. Phan Van Hung (2006) in the topic *"Evaluation of the training and fostering of cadres in ethnic minority affairs"* [5] presented theoretical and practical issues, assessed the current situation of training cadres in ethnic minority affairs and proposed solutions for improvement. Tran Le Huong (2022) in the article *"State management of training and fostering commune-level cadres and civil servants in the context of the Fourth Industrial Revolution in Vietnam"* [7] also mentioned solutions such as correctly determining training objectives, renewing textbooks, etc increase capital investment and supervise training effectiveness. In general, studies have affirmed the important role of training and fostering cadres and civil servants in improving the quality of the contingent serving state management. Many authors emphasize that the training process does not only stop at providing knowledge but must also be associated with practice, focusing on work skills, public service ethics and political responsibility. Innovating training methods, increasing investment and effective management are necessary solutions to improve the quality of fostering and meet the increasing requirements in the period of national integration and development.

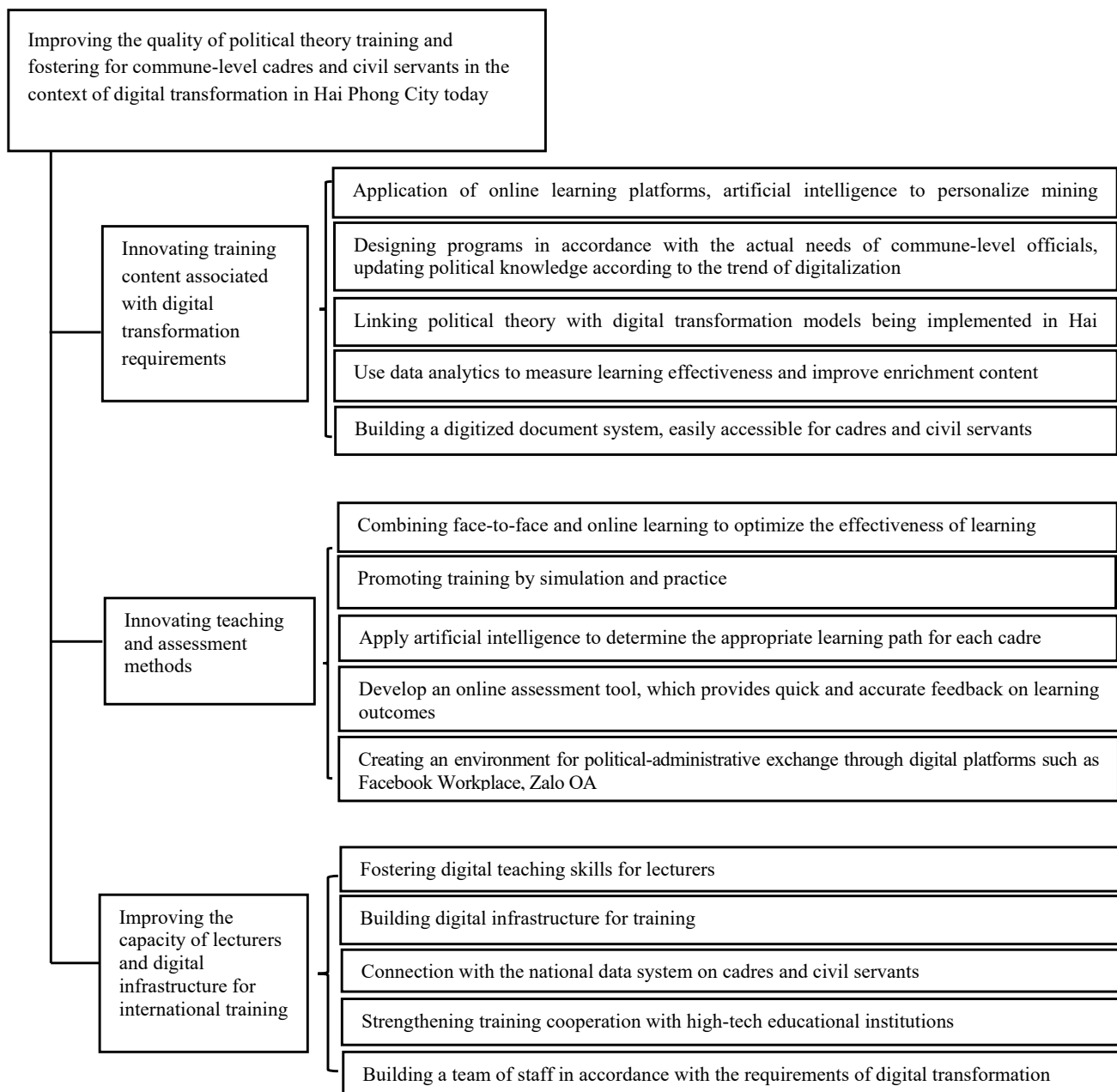
Conceptual manipulation

In the article *"Improving the quality of political theory training and fostering for commune-level cadres and civil servants in the context of digital transformation in Hai Phong City today"*, the basic concepts that need to be clarified include: 1) The quality of training and retraining; 2) Political theory; 3) Commune-level cadres and civil servants, 4) Digital transformation and 5) Improving the quality of political theory training and fostering for commune-level cadres and civil servants in the context of digital transformation.

Regarding the quality of training and fostering, it is the level of meeting educational goals, helping learners improve their knowledge, skills and practical capacity. In the field of administration, the quality of training is also evaluated by its ability to apply to work, meeting the requirements of socio-economic development.

Regarding political theory, it is a system of views, principles and guiding ideologies on politics, economy and society, helping cadres and civil servants to have a correct awareness and effectively apply it in management and administration. Political theory plays an important role in building a leadership team with strategic thinking and strong political courage.

Regarding commune-level cadres and civil servants, they are those who are appointed or recruited to work in grassroots-level administrative units, responsible for organizing and performing state management tasks in their localities. They play an important role in implementing policies, serving the people and promoting local socio-economic development.



Regarding digital transformation, it is the process of applying information technology and digital data to economic and social activities, especially in state management, in order to improve efficiency, transparency and service quality. For the administrative sector, digital transformation helps optimize working processes, provide public services faster and more conveniently for people and businesses. From the above concepts, the central concept can be formed as “Improving the quality of training and fostering political theory for commune-level cadres and civil servants in the context of digital transformation in Hai Phong City today”. In the context that the nation is changing strongly with the new requirements of the integration and development period, improving the quality of training and fostering political theory for commune-level cadres and civil servants not only contributes to improving the state management capacity at the grassroots level but also creates an important premise for the effective implementation of policies in the the context of digital transformation. This helps to build a contingent of cadres with strong political courage, sensitivity to technology, meeting the requirements of industrialization, modernization and sustainable development in the locality.

Research methods

The author used the method of surveying questionnaires. The research on the implementation of the questionnaire survey method is described as follows:

1. Regarding the sample selection process: the author selects a non-probability sample of 400 cadres and civil servants working in Hai Phong City
2. Regarding the design, the questionnaire consists of 2 parts, *part one*: Respondents' characteristic information; *Part two*: The current situation of improving the quality of training and fostering political theory for commune-level cadres and civil servants in the context of digital transformation in Hai Phong City today
3. Regarding the respondents to the questionnaire: In order to ensure the accuracy of the information, this number of respondents is the subject of cadres and civil servants in Hai Phong City
4. Regarding the processing of survey results: After the investigation, the questionnaires are checked, encrypted,

cleaned and entered, processed according to the requirements of the topic on SPSS software version 20.0.

Research questions and research hypotheses

(1) Research Questions

How is the training and fostering of political theory for commune-level cadres and civil servants in Hai Phong City in the context of digital transformation taking place? What factors affect the level of awareness of the importance of political theory training and fostering for commune-level cadres and civil servants? What solutions should be implemented to improve the quality of training and fostering political theory for commune-level cadres and civil servants, meeting the requirements of digital transformation?

(2) Research hypothesis

In the context of digital transformation, the training and fostering of political theory for commune-level cadres and civil servants in Hai Phong City has made important progress, contributing to improving political awareness and capacity to perform official duties. However, the effectiveness of fostering is still affected by many factors, including limitations in teaching methods, the level of technology application, as well as the lack of adaptation to innovation requirements. Improving the role of the training system, modernizing teaching content and methods, along with investing in digital infrastructure and strengthening digital skills for officials, will be an important solution to improve the quality of training and meet the development requirements of modern administration.

RESULTS AND DISCUSSION

Research results

Awareness of commune-level cadres and civil servants about renewing training content in association with digital transformation requirements: Innovating training content associated with digital transformation helps commune-level cadres and civil servants improve their skills and adapt to the digital working environment. Updating knowledge according to the trend of digitalization ensures effective management and serving citizens. At the same time, the application of technology in training helps personalize the learning path and improve the quality of human resources. When considering the group of theoretical levels, with $P = 0.001$, it has been shown that there is a difference in the perception of commune-level cadres and civil servants about innovating training content in association with digital transformation requirements, specifically in indicator 2/ Designing programs in accordance with the actual needs of commune-level cadres, updating political knowledge according to the trend of digitalization, the primary group accounted for 76.6%, the intermediate group accounted for 74.0% and the senior group accounted for the highest rate of 87.5%. The reason for the difference is that the higher the theoretical level, the better the access to innovative thinking and digital transformation. Highly qualified cadres are often more sensitive to the requirement to update political knowledge in the direction of digitalization. Especially in Hai Phong City - a locality promoting digital transformation - the need for training with practice is more clear. This contributes to raising awareness of the need to innovate training content. Hai Phong has implemented many innovative solutions, such

as the application of online learning platforms and artificial intelligence to personalize training, update knowledge according to the trend of digitalization and associated with Plan No. 61/KH-UBND. The city has also completed the electronic administrative procedure system with 1,990 online public services, creating conditions for officials to practice the digitization model [16]. The analysis of learning data of more than 562,452 civil servants and public employees [1] helps to improve the training program, while the digitized document system creates more flexible learning conditions. In general, although there have been many steps, Hai Phong needs to continue to adjust the training content according to each level, promote personalization and invest in technological infrastructure to improve the quality of fostering commune-level cadres and civil servants in the coming time.

Awareness of commune-level cadres and civil servants on the renewal of teaching and assessment methods: Innovating teaching and assessment methods is an important factor in improving the quality of training commune-level cadres and civil servants. The application of technology helps optimize knowledge acquisition and increase flexibility. At the same time, the online assessment system contributes to improving learning and management efficiency.

In Table 2 with $P = 0.000$, there is a difference in the perception of commune-level officials and civil servants about innovating teaching methods and assessment when considering the theoretical level group. In indicator 2/ Promoting training by simulation and practice, the primary group accounted for 84.7%, the intermediate group accounted for 81.8% and the senior group accounted for 90.6%. In Hai Phong city, the difference in perception in innovating teaching methods in the direction of simulation and practice between theoretical level groups clearly reflects the uneven training situation. The group of high-level cadres, with access to technology and better practical management experience, showed sensitivity and appreciated this method. This poses an urgent requirement for Hai Phong to standardize and modernize the political training program at all levels. The awareness of commune-level cadres and civil servants about innovating teaching and assessment methods has been enhanced thanks to digital transformation. According to Decision 163/QĐ-TTg, the combination of face-to-face and online learning, simulation and practical training has been promoted. The rate of online applications increased from 18% (2021) to over 90% (2023), along with information systems in 217 communes, wards and townships, contributing to improving the efficiency of training and administrative management [1]. In general, the innovation of teaching and assessment methods in the training of commune-level cadres has made significant strides thanks to digital transformation. The application of technology helps improve learning efficiency and improve the quality of administrative management. To continue to promote, it is necessary to synchronously invest in digital infrastructure and improve digital skills for officials.

Awareness of commune-level cadres and civil servants on improving the capacity of lecturers and digital infrastructure for international training: Improving the capacity of lecturers and developing digital infrastructure are key factors to meet training requirements in the context of international integration. The fostering of digital teaching skills and building a modern training system help improve the quality of human resources.

Table 1. Perceptions of commune-level cadres and civil servants on the renewal of training content associated with digital transformation requirements according to theoretical level groups

Awareness of commune-level cadres and civil servants about innovating training content in association with digital transformation requirements	Theoretical level							
	Primary		Intermediate		High		Sum	
	N	%	N	%	N	%	N	%
1. Apply online learning platforms and artificial intelligence to personalize mining content	105	76,6%	183	79,2%	26	81,2%	314	78,5%
2. Design programs in accordance with the actual needs of commune-level officials, update political knowledge according to the trend of digitalization	105	76,6%	171	74,0%	28	87,5%	304	76,0%
3. Linking political theory with digital transformation models being implemented in Hai Phong	104	75,9%	147	63,6%	30	93,8%	281	70,2%
4. Use data analytics to measure learning effectiveness and improve enrichment content	98	71,5%	176	76,2%	22	68,8%	296	74,0%
5. Building a system of digitized documents, easily accessible for cadres and civil servants	65	47,4%	121	52,4%	25	78,1%	211	52,8%
Sum	137	100,0%	231	100,0%	32	100,0%	400	100,0%
P = 0.001								

(Source: Author's survey)

Table 2. Perceptions of commune-level cadres and civil servants on the innovation of teaching methods and assessment by theoretical level groups

Awareness of commune-level cadres and civil servants on innovating teaching and assessment methods	Theoretical level							
	Primary		Intermediate		High		Sum	
	N	%	N	%	N	%	N	%
1. Combining face-to-face and online learning to optimize the effectiveness of acquisition	97	70,8%	189	81,8%	30	93,8%	316	79,0%
2. Promote training by simulation and practice	116	84,7%	189	81,8%	29	90,6%	334	83,5%
3. Apply artificial intelligence to determine the appropriate learning path for each cadre	105	76,6%	169	73,2%	31	96,9%	305	76,2%
4. Develop an online assessment tool, which provides quick and accurate feedback on learning outcomes.	94	68,6%	151	65,4%	30	93,8%	275	68,8%
5. Creating an environment for political-administrative exchange through digital platforms such as Facebook Workplace, Zalo OA	79	57,7%	144	62,3%	26	81,2%	249	62,2%
Sum	137	100,0%	231	100,0%	32	100,0%	400	100,0%
P = 0.000								

(Source: Author's survey)

Table 3. Perceptions of commune-level cadres and civil servants on improving the capacity of lecturers and digital infrastructure for international training according to theoretical level groups

Awareness of commune-level cadres and civil servants on improving the capacity of lecturers and digital infrastructure for international training	Theoretical level							
	Primary		Intermediate		High		Sum	
	N	%	N	%	N	%	N	%
1. Fostering digital teaching skills for lecturers	91	66,4%	185	80,1%	25	78,1%	301	75,2%
2. Building digital infrastructure for training	90	65,7%	158	68,4%	22	68,8%	270	67,5%
3. Connection to the national data system on cadres and civil servants	101	73,7%	180	77,9%	24	75,0%	305	76,2%
4. Strengthen training cooperation with high-tech educational institutions	81	59,1%	159	68,8%	19	59,4%	259	64,8%
5. Building a contingent of cadres in accordance with the requirements of digital transformation	100	73,0%	161	69,7%	28	87,5%	289	72,2%
Sum	137	100,0%	231	100,0%	32	100,0%	400	100,0%
P = 0.048								

(Source: Author's survey)

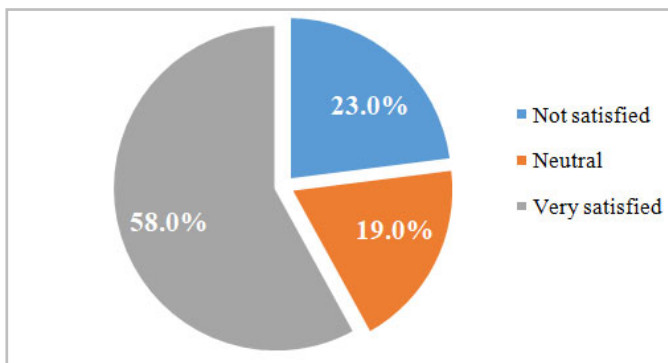
At the same time, connecting to national data and cooperating with high-tech educational institutions will create a solid foundation for the digital transformation process in training cadres and civil servants. When considering the group of theoretical levels, with $P = 0.048$, there is a difference in the perception of commune-level cadres and civil servants about improving the capacity of lecturers and digital infrastructure for international training. In indicator 1/ Fostering digital teaching skills for lecturers, the primary group accounted for 66.4%, the intermediate group accounted for 80.1% and the senior group accounted for 78.1%. In Hai Phong, the difference in perception stems from the difference in access to technology and training environment between level groups. The middle and advanced groups often have access to modern digital training programs, while the junior group is limited. This reflects inadequacies in resource allocation and training opportunities. Hai Phong needs to promote investment in digital infrastructure and improve digital skills evenly for commune-level officials.

In order to improve the capacity of lecturers and digital infrastructure for training, the Ministry of Home Affairs has implemented training courses to transfer 05 sets of training programs and materials, with 562,452 civil servants and public employees participating in 2023. The digital infrastructure system is focused on completing data connection in 100% of ministries, sectors and localities, synchronizing nearly 2.5 million records of cadres, civil servants and public employees [16]. At the same time, the government strengthens cooperation with high-tech educational institutions to update training programs to meet the requirements of digital transformation. These efforts contribute to building a contingent of cadres with appropriate capacity, ready to adapt to modern administration. In general, the improvement of lecturer capacity and the development of digital infrastructure have achieved positive results, creating a solid foundation for training in the context of digital transformation. The synchronization in awareness and implementation of programs helps cadres and civil servants easily access and apply

technology to work. However, it is necessary to continue to invest in digital infrastructure and expand training cooperation to improve the quality of human resources. This is an important factor to meet the requirements of modernizing public administration.

Discuss the level of satisfaction with the quality of training and fostering political theory in the context of digital transformation

The quality of training and fostering political theory plays an important role in improving the awareness and management capacity of cadres and civil servants in the context of digital transformation. The application of technology to teaching not only helps to update knowledge in a timely manner but also creates a flexible and effective learning environment. Assessing the level of satisfaction with training quality is an important basis for continuing to improve the program, meet practical requirements and improve the quality of human resources.



(Source: Author's survey)

Chart 1. Assessment of satisfaction with the quality of political theory training and fostering in the context of digital transformation in Hai Phong City

Chart 1 shows the level of satisfaction of cadres and civil servants with the quality of political theory training and fostering in the context of digital transformation in Hai Phong City. The survey results showed that yes (58.0%) felt very satisfied, (19.0%) rated it at a normal level, while (23.0%) were dissatisfied. This reflects a positive change in training, but there are still limitations that need to be improved. The fact that up to 58.0% of cadres and civil servants are very satisfied shows that the digital transformation process in training has brought significant efficiency. Thanks to the combination of face-to-face and online learning under Decision No. 163/QĐ-TTg, access to knowledge has been improved. In addition, Hai Phong City has actively implemented online learning platforms, helping to personalize training content and create conditions for officials to update knowledge flexibly.

However, the rate of 23.0% of dissatisfied cadres and civil servants raises issues that need to be considered in terms of teaching quality, technological infrastructure and access to digital documents. Although the training system has undergone many innovations, there are still challenges such as disparities in access to technology between officials at different levels. Some lecturers have not been fully trained in digital teaching methods, leading to low communication efficiency. In addition, the connection to the national data system on cadres and civil servants is still in the process of being completed, making it difficult to monitor and evaluate training results. Hai

Phong city has made many efforts in building digital infrastructure for training, with data synchronization in 100% of departments, departments and branches and strengthening cooperation with high-tech educational institutions. The development of online assessment tools also contributes to improving the quality of feedback, helping to improve the training program in accordance with actual needs. In general, despite many positive results, improving the quality of political theory training still needs more synchronous investment in digital infrastructure, fostering lecturers and personalizing learning content. Only by overcoming these limitations can the training program better meet the needs of improving the capacity of cadres and civil servants in the context of digital transformation.

Conclusion

In the context of digital transformation, the training and fostering of political theory for commune-level cadres and civil servants in Hai Phong City has made important progress, contributing to improving political awareness and capacity to perform official duties. The renewal of training content associated with the requirements of digital transformation has created conditions for officials to access modern teaching methods, combining face-to-face and online forms. However, the effectiveness of fostering is still affected by many factors, including limitations in traditional teaching methods, unsynchronized technology application, as well as incomplete adaptation to innovation requirements. In order to meet the development requirements of modern administration, it is necessary to improve the role of the training system, which emphasizes the modernization of teaching and assessment methods, strengthening the capacity of lecturers and investing in digital infrastructure for training. The connection with the national data system on cadres and civil servants, as well as cooperation with high-tech educational institutions, will create an important premise to standardize and improve the quality of training. At the same time, building a contingent of cadres with digital capabilities, ready to adapt to the digital working environment, will be a key factor to promote the effectiveness of fostering in the new period. These changes not only help improve the quality of training and fostering political theory for commune-level cadres and civil servants, but also create a solid foundation to improve the efficiency of administrative management, towards a professional, modern and transparent civil service in the digital age.

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