



Digital Government Transformation in Vietnam: A SWOT-Based Assessment of Public Sector Governance

Nguyen Manh¹, Le Duc Anh Tuan², Bui Thi Van Nga^{1*}

¹Academy of Policy and Development, Hanoi, Vietnam

²Southern Bus Station Service and Management Center, Department of Construction of Quang Tri Province, Vietnam

*Correspondence: btvnga03@gmail.com

SUBMITTED: 29 May 2026; REVISED: 21 June 2026; ACCEPTED: 23 June 2026

ABSTRACT: Digital transformation is becoming a key driver for improving public governance efficiency and the quality of public services. This study assesses the current state of digital transformation in Vietnam's public sector using the SWOT framework (strengths, weaknesses, opportunities, and threats). The research methodology is based on secondary data analysis from reports issued by government agencies, international organizations, and relevant studies. The findings indicate that Vietnam has made significant progress in the development of digital government. In 2024, Vietnam achieved an E-Government Development Index (EGDI) score of 0.7709, ranking 71st out of 193 countries, an increase of 15 places compared with the previous period. The National Data Exchange Platform processes approximately 2.8 million transactions per day. The VNeID electronic identification system has become a critical infrastructure for delivering digital public services. However, several limitations remain. The rate of online public service usage is not yet proportional to the level of service provision. Citizens' digital participation remains relatively low. Information security, data interoperability, and disparities in digital infrastructure across localities continue to pose major challenges. SWOT analysis shows that Vietnam has substantial opportunities arising from the national data strategy, artificial intelligence, cloud computing, and digital public infrastructure. At the same time, risks related to cybersecurity, digital exclusion, and technological dependency are increasing. The study recommends shifting the focus from expanding digitization toward a data- and outcomes-driven model of public governance. Key priorities include data standardization, enhanced interoperability, strengthened information security, digital capacity development, and the establishment of a performance evaluation framework based on public value.

KEYWORDS: Digital transformation; digital government; public sector governance; SWOT; Vietnam; public administration.

1. Introduction

In the context of the Fourth Industrial Revolution and the global trend of digital transformation, digital transformation has become a critical driver for enhancing national competitiveness, governance effectiveness, and the quality of public services. In Vietnam, digital transformation

in the public sector, with a particular focus on digital government development, has been identified as one of the three strategic pillars of the National Digital Transformation Program to 2025, with a vision toward 2030 [1]. Moreover, digital transformation has become an urgent requirement for Vietnam to maintain economic competitiveness, improve public governance, and meet the increasing expectations of citizens and businesses. Traditional growth drivers, such as low-cost labor and natural resources, are gradually losing their comparative advantages, while emerging digital technologies—including artificial intelligence, big data, cloud computing, and the Internet of Things—are reshaping economies and governance systems worldwide. In this context, accelerating digital transformation is essential not only for improving administrative efficiency and public service quality but also for enabling Vietnam to avoid the middle-income trap, strengthen national resilience, and integrate more effectively into the global digital economy. The program aims to build a modern, transparent, and efficient public administration system that operates on data and digital technologies, placing citizens and businesses at the center of service delivery. Vietnam aspires to rank among the top 50–70 countries in the E-Government Development Index (EGDI).

After more than five years of implementation, digital transformation in the public sector has achieved notable progress. According to the United Nations report, Vietnam rose 15 positions to rank 71st out of 193 countries, with an EGDI score of 0.7709. Vietnam is classified among countries with a *Very High EGDI* level of e-government development. Within Southeast Asia, Vietnam ranks 5th out of 11 countries [2,3]. Digital infrastructure supporting public governance has also been progressively strengthened. The National Public Service Portal has integrated a wide range of online public services [4]. The National Population Database and the VNeID electronic identification system have become key platforms for data connectivity and information sharing among government agencies [5]. The proportion of administrative procedures processed fully online nationwide reached approximately 39.98–51.7% by the end of 2025, indicating a clear upward trend in the digitalization of public services.

However, the digital transformation process in the public sector continues to face significant challenges. The level of digital infrastructure development varies considerably across localities. The legal and regulatory framework remains insufficiently synchronized. There is still a shortage of high-quality digital human resources. Issues related to cybersecurity and personal data protection are becoming increasingly urgent. In addition, changes in mindset and working culture among some public officials and civil servants have been relatively slow [6].

In this context, an objective assessment of the current state of digital transformation in public sector governance is necessary. SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats) provides a useful framework for identifying internal factors as well as external environmental influences. Based on this analysis, appropriate recommendations can be proposed to promote digital transformation in a more sustainable and effective manner. Although previous studies have examined various aspects of digital transformation in Vietnam, most have focused on specific issues such as digital government performance, infrastructure development, or policy implementation. Comprehensive assessments that simultaneously consider internal capabilities and external environmental factors remain limited. Therefore, this study applies the SWOT framework to provide a systematic evaluation of digital transformation in Vietnam's public sector and to identify strategic directions for future development. This paper focuses on two main objectives: (1) assessing the current

implementation of digital transformation in public sector governance in Vietnam; and (2) conducting a SWOT analysis to propose recommendations for improving the effectiveness of digital government development in the next phase.

2. Current Status of Digital Transformation in Public Administration in Vietnam

Vietnam is gradually strengthening its institutional framework for digital transformation in the public sector. Numerous important policies have been issued (Figure 1). This policy framework provides a critical legal foundation for the development of digital public services through a data-centered approach. These policies are considered milestones because they represent successive stages in Vietnam's digital transformation journey. Specifically, Decision No. 749/QĐ-TTg established the national vision and strategic pillars, Decision No. 942/QĐ-TTg provided the framework for digital government implementation, while Resolution No. 175/NQ-CP and the proposed Law on Data marked a shift from service digitalization toward data-driven governance. Building upon institutional improvements, Vietnam's digital government development has achieved significant progress. The E-Government Architecture Framework Version 3.0 provides the foundation for developing a unified and interoperable digital system across ministries, sectors, and local authorities. According to the United Nations E-Government Survey 2024, Vietnam achieved an EGDI score of 0.7709, ranking 71st out of 193 countries, an increase of 15 positions compared with 2020 and 2022. This marks the first time Vietnam has entered the group of countries with a Very High EGDI, surpassing the global average (0.6382) and ranking 5th out of 11 ASEAN countries [7].

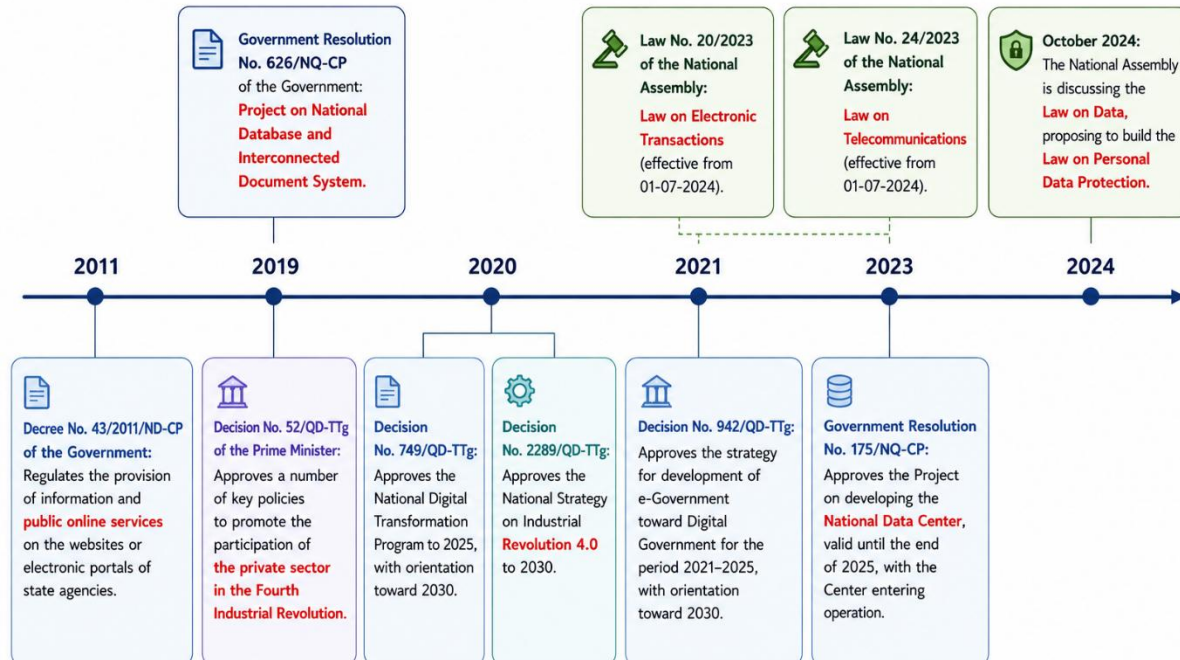


Figure 1. Key Milestones in the Development of Digital Transformation Institutions and Digital Government in Vietnam (2011–2024).

At present, the national data infrastructure continues to expand. The National Data Exchange Platform (NDXP) plays a central role in connecting central and local authorities, facilitating data sharing and reuse in administrative service delivery. In 2023, the NDXP recorded approximately 1.67 billion transactions; seven national databases were in operation;

54 out of 85 ministries, sectors, and localities had issued shared data catalogues; and 42 out of 85 entities had published open data [8]. By 2024, transaction volume had increased to nearly 2.8 million transactions per day, with 388 connection points across 95 agencies and organizations [9]. These figures indicate a clear improvement in data interoperability and information-sharing capacity. Alongside data infrastructure development, electronic identification and digital authentication have also been strongly promoted. Through Project 06, Vietnam has leveraged the National Population Database and the VNeID system to simplify administrative procedures and reduce repeated information submission requirements. Regulations on electronic identification and electronic transactions have established the legal basis for remote authentication, digital signatures, electronic authorization, and integration with public service accounts, thereby contributing to the advancement of the digital one-stop service model.

Telecommunications and information technology infrastructure have continued to develop rapidly. Vietnam's Telecommunications Infrastructure Index (TII) is classified within the *very high* category, exceeding both the Asian and global averages [7]. In 2024, Vietnam had 88.38 million Internet users, accounting for 88.1% of the population, an increase of 5.67 million compared with the previous year [10]. Mobile broadband penetration reached 120.5% in the second quarter of 2024, a substantial increase from 11.5% in 2010. According to GSMA (2024), by 2030, the number of 5G connections in Vietnam is expected to exceed 90 million, with coverage reaching more than 99% of the population [10].

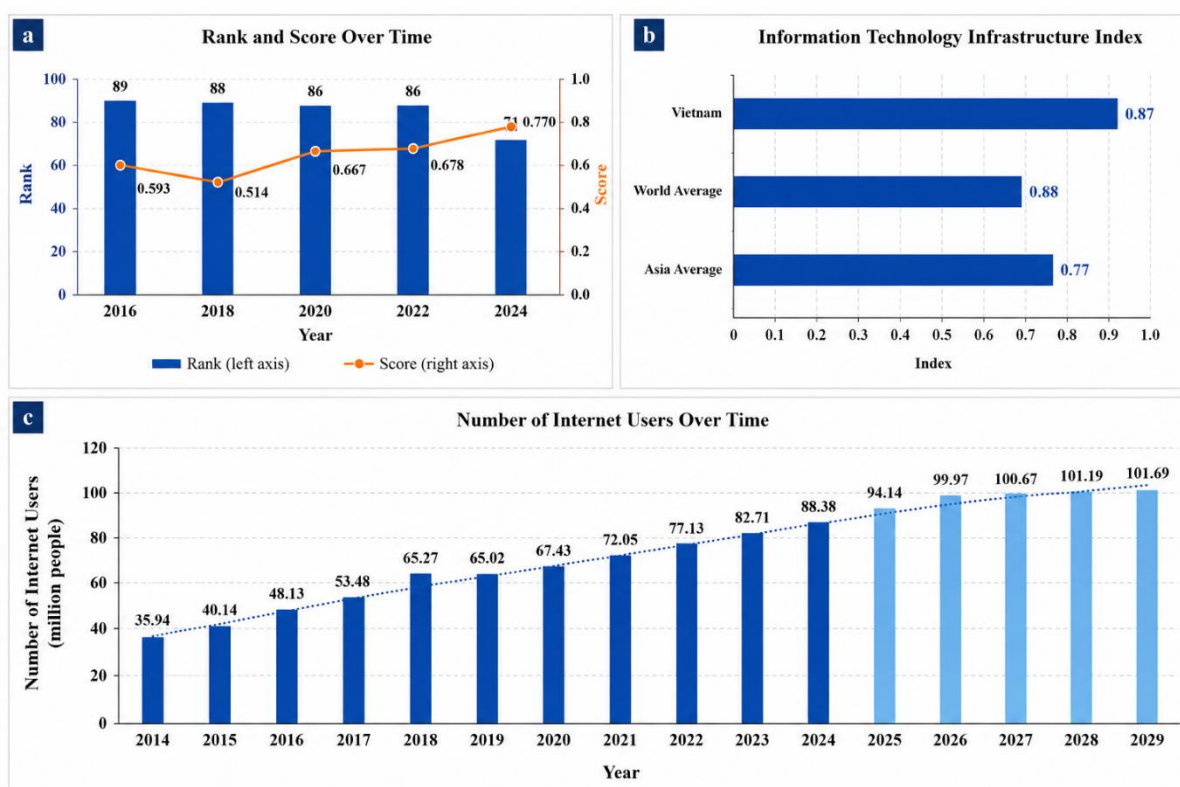


Figure 2. Digital development indicators in Vietnam: (a) ranking and score trends; (b) telecommunications infrastructure index comparison; (c) internet user growth trend

The effectiveness of digital transformation can be assessed through the public value it generates for society. Practical outcomes indicate several positive developments. According to SIPAS 2024, the overall public satisfaction rate reached 83.94%, an increase of 1.28 percentage

points compared with 2023; satisfaction with public administrative services specifically reached 84.09%. The survey was conducted with nearly 90,000 respondents nationwide. However, only 9.53% of respondents expressed willingness to provide policy feedback online, indicating that the level of digital civic participation remains limited [11]. The eCabinet system is estimated to save approximately VND 169 billion annually, while the National Reporting Information System generates estimated annual savings of around VND 460 billion [12]. In terms of transparency and accountability, since early 2025, the Ministry of Information and Communications / National Digital Transformation Agency has periodically published the rate of fully online administrative applications on the dx.gov.vn platform. These figures are also regularly updated by the Government Electronic Newspaper. Public disclosure enables progress monitoring, inter-agency comparison, and improved accountability [13]. Nevertheless, citizen engagement with digital public services remains relatively low. The 2024 assessment by UNDP and IPS found that user experience across 63 provincial public service portals still faces significant limitations, including mobile usability, transparency in application status tracking, and personal data protection. The 2023 PAPI report also showed that only 7.6% of citizens used provincial public service portals [7]. These findings suggest that continued improvements in user-centered service design are necessary. Compared with other ASEAN countries, Vietnam has demonstrated remarkable progress in digital government development, particularly in digital identity, national databases, and online public services. However, Singapore and Malaysia have achieved higher levels of digital participation, data interoperability, and AI adoption, while Thailand has made notable advances in integrated digital government platforms. Similar to countries with comparable EGDI levels, Vietnam continues to face challenges related to cybersecurity, user experience, and digital inclusion. These experiences suggest that strengthening data governance, promoting user-centered service design, and accelerating AI adoption will be essential for the next phase of Vietnam's digital transformation.

3. SWOT Assessment

Strengths: Vietnam has established a relatively comprehensive strategic and legal foundation for digital transformation in the public sector. The policy framework has been developed in a fairly coherent manner, encompassing the National Digital Transformation Program, the Digital Government Development Strategy, regulations on data sharing, online public services, electronic transactions, personal data protection, the national data strategy, and electronic identification. This constitutes a significant advantage, enabling public agencies to move from isolated project implementation toward the development of shared infrastructure and legally grounded digital processes [14]. In addition, both domestic and international indicators show a positive trajectory of improvement. In 2024, Vietnam's EGDI score reached 0.7709, rising 15 positions compared with previous assessments, while the national Digital Transformation Index (DTI) also increased steadily during the 2020–2024 period. This reflects progress from both international benchmarking and domestic performance measurement perspectives, thereby strengthening confidence in the effectiveness of digital transformation policies [15]. Digital data infrastructure has also gradually taken shape at an operational scale. The National Data Exchange Platform (NDXP) has become a critical transaction platform, recording approximately 1.013 billion transactions in 2024, equivalent to around 2.8 million transactions per day; previously, cumulative transactions reached 1.67 billion in 2023. Together with seven

national databases and more than 2,077 sector-specific databases, data is increasingly becoming an essential infrastructure component of public governance [16]. Electronic identification remains another major strength. Since July 1, 2024, citizens have been able to use VNeID to access online public services, with more than 93.7 million visits recorded by the end of November 2024. The integration of multiple utilities-such as electronic health records and judicial record certificates-within a single platform has significantly reduced time and transaction costs for citizens [16]. Furthermore, the emergence of leading implementation models at both ministerial and local levels has created valuable practical references for broader replication. Several digital public services have already demonstrated clear effectiveness. The National Public Service Portal currently provides 4,475 online services and has synchronized more than 382 million administrative records. Project 06 has completed all 25 out of 25 essential public services, with estimated annual savings of nearly VND 3.5 trillion. Vietnam Social Security (VSS) has approximately 35–37 million VssID users. The tax sector processed around 8.803 billion electronic invoices by August 2024 and more than 13.6 billion by the end of April 2025 [16]. These outcomes indicate that digital transformation in Vietnam’s public sector has established a relatively solid foundation in terms of institutional framework, infrastructure, and practical public value generation.

Weaknesses: Digital transformation in Vietnam’s public sector continues to face several structural limitations. First, there remains a considerable gap between the provision of digital services and their actual utilization. In 2023, 100% of eligible fully online public services had been established, yet the proportion of administrative applications completed entirely online reached only approximately 60%, indicating that user acceptance, trust, and experience have not kept pace with the rapid development of digital infrastructure [17]. In addition, governance and coordination mechanisms remain fragmented, with multiple agencies involved in oversight and implementation. This creates risks of overlapping responsibilities, duplicated investments, and difficulties in maintaining consistent standards for data management, cybersecurity, and operational processes [18]. Another limitation lies in uneven data interoperability and the relatively limited availability of open data. By 2023, only around 63% of ministries and provinces had identified their data inventories; 42 out of 85 ministries, sectors, and localities had published open data catalogues; and by 2024, 12 administrative procedures still could not be integrated into the National Public Service Portal due to unresolved inter-agency data connectivity issues [17]. At the same time, the quality of user experience and the level of electronic participation remain disproportionate to the expansion of digital infrastructure. Information security also represents a significant weakness. By the end of June 2023, only 1,949 out of 3,094 information systems of state agencies had received security classification approval (62.9%), while only 285 systems (9.2%) fully met cybersecurity protection requirements. During the same period, the National Cyber Security Center identified 49,994 vulnerabilities and security weaknesses across public systems [19]. Finally, public finance and procurement mechanisms have not yet fully adapted to the requirements of digital transformation. Investment procedures remain largely rooted in conventional infrastructure procurement logic, whereas digital transformation requires more flexible investment models focused on platforms, service delivery, and continuous operational management rather than one-time infrastructure acquisition [18].

Table 1. SWOT analysis of digital transformation in Vietnam’s public sector governance.

Strengths	Weaknesses
Relatively comprehensive strategic and legal framework	Significant gap between service provision and actual usage
Clear improvement in DTI and EGDI indicators	Institutional fragmentation and lack of a sufficiently strong coordinating authority
NDXP, the National Public Service Portal, and VNeID have established core digital infrastructure	Uneven data interoperability and limited open data availability
Leading implementation models have emerged in selected ministries, sectors, and provinces	Limited user experience (UX), digital participation, and public trust
High-frequency public services have begun to generate tangible impacts	Weak information security and insufficient compliance with data protection requirements
A growing digital social ecosystem supports broader access and adoption	Financial, procurement, and investment mechanisms remain slow to adapt
Opportunities	Threats
The National Data Strategy creates opportunities to advance the “once-only” principle	Increasingly sophisticated cyberattacks and ransomware threats
Project 06 and VNeID provide a foundation for interoperable public services	Legal risks related to personal data governance and data sharing
AI, virtual assistants, and data analytics can significantly improve productivity	Risk of digital exclusion among vulnerable populations
Cloud computing and digital public infrastructure (DPI) enable cost optimization and scalability	Lifecycle costs, technical debt, and technology lock-in risks
The DTI mechanism creates competitive pressure and opportunities for inter-provincial learning	Institutional restructuring and administrative boundary changes may disrupt continuity in comparison and governance
Expanding digital social infrastructure and community digital skills	Low public trust or poor UX may result in services being available but underutilized

Opportunities: Digital transformation in Vietnam’s public sector is presented with numerous favorable opportunities for accelerated development. First, the National Data Strategy, together with the expansion of the National Data Exchange Platform (NDXP) and regulations on data sharing, creates conditions for advancing toward the *once-only* model, in which citizens and businesses are not required to repeatedly provide information that has already been submitted. This also supports data-driven governance and evidence-based policymaking [20]. In addition, Project 06 and the VNeID system create opportunities to establish a universal digital public infrastructure. All 25 essential public services under Project 06 have been implemented, while multiple services-such as electronic health records and judicial record certificates-have been integrated into a single platform. This provides a strong foundation for the development of interoperable public services designed around citizens’ needs and life-cycle events. The rapid advancement of artificial intelligence (AI), virtual assistants, and data analytics also creates significant opportunities to improve public governance effectiveness, not only through process automation but also by enhancing analytical capacity, forecasting, and decision-making support [15,21]. AI is expected to become a key driver of the next phase of digital transformation in Vietnam. In the public sector, AI can support intelligent public services through virtual assistants, automate administrative processes, enhance data analytics, and improve evidence-based decision making. The integration of AI with national databases, digital identity systems, and shared digital infrastructure may further increase governance efficiency and service quality. However, challenges related to data quality, algorithm transparency, cybersecurity, and digital skills need to be carefully addressed to ensure the responsible and sustainable adoption of AI technologies. At the same time, cloud computing and shared digital infrastructure offer opportunities to optimize investment costs, reduce duplication of resources, and improve system scalability. Furthermore, the Digital Transformation Index (DTI) assessment mechanism is fostering competition and institutional learning among ministries, sectors, and local governments,

thereby facilitating the replication of successful implementation models. In parallel, the digital social ecosystem and community digital capacity continue to expand. In 2023, Vietnam had 80,698 community digital technology teams with 378,941 members nationwide. Moreover, the 2025 national targets-including 80% household fiber-optic coverage, 80% smartphone adoption among adults, 50% of citizens possessing digital signatures or personal electronic signatures, and 70% of the working-age population receiving basic digital skills training-provide a favorable foundation for expanding access to and adoption of digital public services [17].

Threats: Digital transformation in Vietnam's public sector continues to face several significant challenges. Cybersecurity remains a persistent risk as public systems become increasingly dependent on digital infrastructure. In the first ten months of 2024, Vietnam recorded 4,483 cybersecurity incidents, with threats such as ransomware becoming increasingly sophisticated and dangerous [22]. At the same time, greater levels of data interoperability also increase legal and regulatory risks related to personal data protection, data sharing, and compliance responsibilities among public institutions. Another major challenge is the risk of digital exclusion affecting older adults, residents in areas with weak infrastructure, and groups with limited digital literacy, particularly as public services become increasingly dependent on digital identity systems and online platforms. In addition, the costs associated with maintaining and upgrading digital systems, along with the risk of accumulating technical debt, represent substantial pressures, especially as public technology investment mechanisms remain heavily influenced by traditional procurement models and lack the flexibility required for technology lifecycle management [18]. Organizational restructuring and changes in administrative boundaries may also disrupt the continuity of monitoring, benchmarking, and evaluating digital transformation performance over time [23]. Finally, public trust and the quality of digital user experience remain critical socio-institutional challenges. If digital public services remain overly complex, difficult to use, or insufficiently responsive, user acceptance and behavioral change will remain limited, thereby reducing the overall effectiveness of digital transformation investments [6].

4. Discussion

The analysis indicates that digital transformation in Vietnam's public sector is currently in an acceleration phase, but development remains uneven across its various components. This acceleration is reflected in the expansion of foundational digital infrastructure, the growing number of online public services, and the clear improvement of composite indicators such as the Digital Transformation Index (DTI) and the E-Government Development Index (EGDI). However, the maturity of GovTech, the effectiveness of actual service utilization, and the capacity to ensure system security continue to lag behind. This suggests that Vietnam has been relatively successful in building digital foundations but has yet to fully develop the governance capabilities required to effectively operate on those foundations. This also helps explain why DTI and EGDI have improved rapidly while the GovTech Maturity Index (GTMI) still places Vietnam in Group B [23]. From a public governance perspective, the core issue lies not in the number of digital platforms or services deployed, but in the extent to which data is reused within administrative processes, the capacity for fully digital end-to-end service delivery, and the actual user experience of citizens accessing public services. This implies that digital transformation must shift its focus from an input-based approach toward an outcomes- and

public value-oriented approach, with performance indicators such as end-to-end digital processing rates, processing time, citizen satisfaction, and estimated social cost savings [18]. At the same time, this transformation process faces four major categories of strategic risk: legal risks related to personal data protection and accountability; cybersecurity risks that may disrupt services and undermine public trust; human resource risks arising from shortages of interdisciplinary digital talent; and financial–infrastructure risks associated with fragmented investments, technical debt, and prolonged operational costs (Table 2).

Table 1. SWOT analysis of digital transformation in vietnam’s public sector governance.

Risk Category	Evidence	Main Impact on Public Governance	Data Gaps Requiring Further Evidence	Source
Data governance and legal risk	Expansion of data sharing under Decree No. 13/2023 and Decree No. 69/2024	May slow system integration if compliance procedures and data subject responsibilities remain unclear	Data access logs; number of violations; legal incident resolution time	[24]
Cybersecurity risk	49,994 vulnerabilities identified in government systems in 2023; 4,483 cybersecurity incidents in the first 10 months of 2024	Service disruption, data loss, and erosion of public trust	Post-incident recovery indicators; patching rates; Security Operations Center (SOC) readiness	[19]
Digital workforce capacity risk	Limited civil servant buy-in and coordination capacity; the target of training 70% of the workforce in digital skills by 2025 lacks corresponding quality assessment data	Constrains process reengineering and limits the sustainability of innovation beyond the initial implementation phase	Proportion of civil servants meeting digital competency standards by job position	[18]
Infrastructure and interoperability risk	Uneven open data publication and database inventories; 12 administrative procedures remained non-integrated due to unresolved data connectivity barriers	Creates “digital islands” and prevents the development of interoperable public services	Data reuse rates; number of active APIs; uptime of shared digital platforms	[8]
Cost and procurement risk	Prolonged procurement cycles, dual budgeting burdens, and unclear PPP risk-sharing mechanisms	Higher lifecycle costs, delayed technology upgrades, and vendor lock-in risks	Total cost of ownership (TCO); comparative analysis of procurement, service leasing, and cloud-based models	[18]

In addition, substantial research gaps remain. These include the lack of publicly available data on digital transformation expenditure and the absence of service-level databases for evaluating the effectiveness of individual public services. Administrative restructuring and organizational changes during the 2025–2026 period also present challenges for longitudinal research and comparative analysis over time. These limitations suggest that digital transformation in Vietnam’s public sector must be advanced not only through technological investment, but also through institutional reform, stronger governance capacity, and the development of more transparent, consistent, and integrated data governance mechanisms. Human factors are essential determinants of successful digital transformation. Beyond technological infrastructure, the effectiveness of digital government depends on the digital skills of public servants, leadership commitment, organizational culture, and citizen engagement. A supportive culture that encourages innovation and collaboration, together with continuous digital skills training and active citizen participation, will be crucial for ensuring that digital transformation in Vietnam is sustainable, inclusive, and capable of generating long-term public value.

The core recommendation of this study is to shift the focus from a model centered on expanding digitization toward a model of data- and outcomes-driven public governance. This requires policy measures to be structured not only across short-term and long-term horizons, but also aligned with the key issues identified through the SWOT analysis. In the short term, three priority actions should be emphasized. First, a government-level performance evaluation framework should be established and periodically disclosed, incorporating indicators such as the proportion of fully end-to-end processed applications, median processing time, data reuse rates, platform readiness, estimated cost savings, citizen satisfaction, and the number of major cybersecurity incidents. Second, efforts should focus on standardizing data and APIs for high-frequency public services, rather than continuing the broad expansion of underutilized digital services. Third, ministries, sectors, and local governments should be required to publicly disclose inventories of critical information systems, their information security compliance status, and system upgrade roadmaps according to security classification levels [18].

In the long term, Vietnam should move toward a next-generation digital government model, in which data is governed as a strategic public asset, administrative processes are redesigned around the needs and life-cycle events of citizens and businesses, and digital capability becomes a core competency of the public administration system [23]. Accordingly, the digital transformation evaluation framework should shift from measuring implementation progress to assessing actual effectiveness and societal impact. This approach aligns with the principle of “*doing less, but doing it deeply*”, prioritizing high-demand public services, shared digital infrastructure, and substantive implementation capacity. If implemented effectively, by 2030 digital transformation in Vietnam’s public sector will not only improve the country’s international rankings, but more importantly, reduce administrative transaction costs, enhance transparency, and increase public sector productivity. Future digital transformation in Vietnam is expected to be driven by three major trends. First, emerging technologies such as artificial intelligence, cloud computing, and digital public infrastructure will increasingly support intelligent governance and evidence-based decision making. Second, stronger data governance frameworks are required to ensure data interoperability, security, privacy protection, and responsible data sharing across government agencies. Third, digital public service innovation should focus on user-centered design, integrated platforms, and personalized services to improve accessibility, efficiency, and citizen satisfaction.

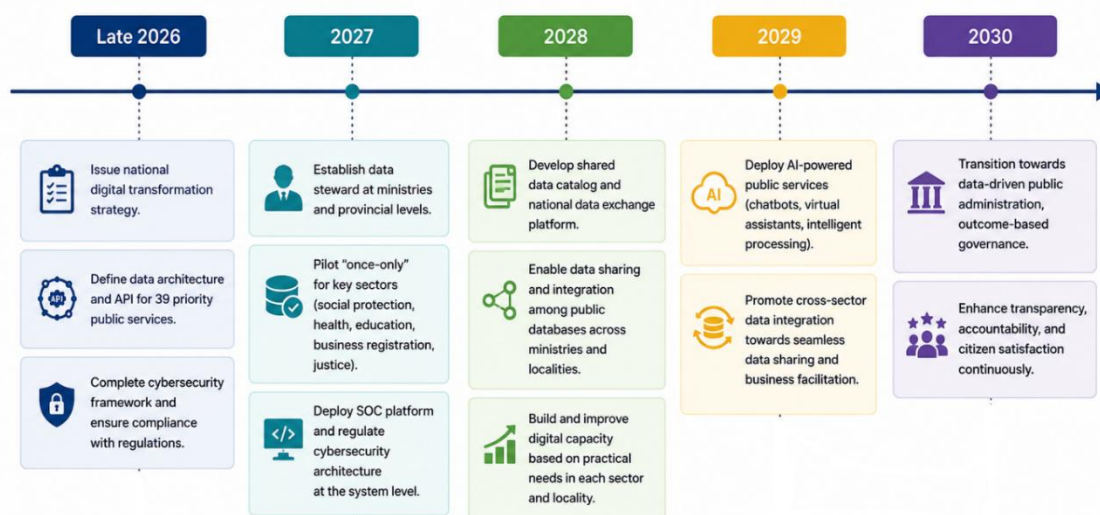


Figure 3. Roadmap for national digital transformation and data-driven public administration (2026–2030).

5. Conclusion

Digital transformation in Vietnam's public sector has achieved notable progress in recent years. The institutional and policy framework has been progressively strengthened. Key digital platforms such as the National Public Service Portal, the NDXP, and VNeID have established an important foundation for digital government development. Vietnam has also recorded positive improvements in international rankings, with the 2024 EGDI reaching 0.7709 and the country ranking 71st out of 193 nations. These achievements indicate that digital transformation is gradually generating tangible value in public governance and public service delivery. However, the process continues to face significant challenges. A substantial gap remains between the provision of digital public services and their actual utilization. Data interoperability across systems is still uneven. Information security, personal data protection, and the digital capacity of civil servants remain areas requiring further improvement. In addition, the risk of digital exclusion among vulnerable groups must be carefully addressed throughout implementation. The SWOT analysis suggests that Vietnam has considerable opportunities to accelerate public sector digital transformation through the National Data Strategy, artificial intelligence, cloud computing, and digital public infrastructure. To capitalize on these opportunities, the focus should shift from expanding digitization toward a model of public governance centered on data, effectiveness, and public value. This transition requires stronger alignment across institutional reform, technological development, human resource capacity, and implementation monitoring mechanisms. If effectively implemented, digital transformation will not only enhance the quality of public governance but also contribute to building a modern, transparent, and citizen-centered public administration in Vietnam.

Acknowledgments

This study was conducted within the framework of project.

Author Contribution

Nguyen Manh: Conceptualization, Validation, Writing; Le Duc Anh Tuan: Data collection; Writing – review & editing; Bui Thi Van Nga: Investigation, Writing, Writing – review & editing.

Competing Interest

The authors declare no competing interests.

References

- [1] Decision No. 749/QĐ-TTg of the Prime Minister approving the “National Digital Transformation Program to 2025, with orientations toward 2030”. (accessed on 28 February 2026) available online: <https://congbao.chinhphu.vn/loi-dung-van-ban-so-749-qd-ttg-31450>.
- [2] Vietnam rises 15 places in UN E-Government Development Rankings. (accessed on 28 February 2026) Available online: <https://english.mst.gov.vn/vietnam-rises-15-places-in-un-e-government-development-rankings-197240919160728002.htm>.
- [3] Viet Nam - Country Information. (accessed on 28 February 2026) available online: <https://publicadministration.un.org/egovkb/en-us/Data/Country-Information/id/189-Viet-Nam>.

- [4] National Public Service Portal: Official information on the national online public service system. (accessed on 21 April 2026) available online: <https://dichvucong.gov.vn>.
- [5] Project on developing applications of population data, electronic identification, and authentication to serve the national digital transformation (Project 06). (accessed on 21 April 2026) available online: <https://bocongan.gov.vn>.
- [6] Thi Thanh Mai, N. (2025). Digital Transformation in Public Administration in Vietnam: Current Status, Challenges, and Policy Implications. *VNU Journal of Science: Policy and Management Studies*, 41. <https://doi.org/10.25073/2588-1116/vnupam.4546>.
- [7] E-Government Development Index (EGDI). (accessed on 28 February 2026) available online: <https://publicadministration.un.org/egovkb/en-us/Data-Center>.
- [8] Digital Government Development Statistics 2023. (accessed on 21 April 2026) available online: <https://mst.gov.vn/so-lieu-phat-trien-chinh-phu-so-nam-2023-197240122085448372.htm>.
- [9] Approximately 2.8 Million Transactions Per Day Are Processed Via the National Data Integration and Sharing Platform (NDXP) (388 Connection Points; 95 Agencies/Units). accessed on 21 April 2026) available online: <https://tcnn.vn/news/detail/64851/Moi-ngay-co-khoang-28-trieu-giao-dich-duoc-thuc-hien-thong-qua-Nen-tang-tich-hop-chia-se-du-lieu-quoc-gia-%28NDXP%29.html>.
- [10] Accelerating 5G in Vietnam: A Spectrum Roadmap for Success. (accessed on 21 April 2026). available online: https://www.gsma.com/connectivity-forgood/spectrum/wp-content/uploads/2024/11/GSMA_Accelerating-5G-in-Vietnam-2024.pdf.
- [11] SIPAS 2024 and the 2024 Public Administration Reform Index Report. (accessed on 21 April 2026) available online: http://caicachanhchinh.gov.vn/co-so-du-lieu/SIPAS/CA_NUOC/0.
- [12] Launch of the National Reporting Information System and the Government and Prime Minister's Information and Command Center. (accessed on 28 February 2025) available online: <https://vpcp.chinhphu.vn/he-thong-thong-tin-bao-cao-quoc-gia-diem-nhan-trong-phat-trien-chinh-phu-dien-tu-11524481.htm>.
- [13] Nationwide Rate of Full-Process Online Dossiers, April 2025. (accessed on 9 September 2025) available online: <https://dx.gov.vn/ty-le-ho-so-truc-tuyen-toan-trinh-tren-ca-nuoc-thang-04-2025-1737127276095.htm>.
- [14] Development of Digital Infrastructure: The Foundation for Digital Economy and Digital Society Development. (accessed on 21 April 2026) available online: <https://dx.gov.vn/phat-trien-ha-tang-so-nen-tang-cua-phat-trien-kinh-te-so-va-xa-hoi-so-1692005502495.htm>.
- [15] Press Release on the United Nations E-Government Survey Report 2024. (accessed on 21 April 2026) available online: <https://mst.gov.vn/thong-cao-bao-chi-bao-cao-khao-sat-chinh-phu-dien-tu-cua-lien-hiep-quoc-nam-2024-197240918214719337.htm>.
- [16] National Digital Transformation Report 2024. (accessed on 21 April 2026) available online: https://dti.gov.vn/Uploads/TaiLieuHoiThao/HoiThao_32/TaiLieu_190/UBQG_BC_full_CDS%20phien%20hop%2010%2020250206_9h26-Final.pdf.
- [17] Digital Government Development Statistics in 2023. (accessed on 21 April 2026) available online: <https://mst.gov.vn/so-lieu-phat-trien-chinh-phu-so-nam-2023-197240122085448372.htm>.
- [18] Digital Government Transformation in Vietnam: Global Lessons and Policy Implications. Washington, DC, USA: World Bank. (accessed on 21 April 2026) available online: <https://documents1.worldbank.org/curated/en/099235103032229053/pdf/P16734904490250bd0b6830f6ee7a77690c.pdf>.
- [19] Detection of Nearly 50,000 Information Security Vulnerabilities in Government Agency Systems. (accessed on 21 April 2026) available online: <https://mst.gov.vn/phat-hien-gan-50000-diem-yeu-lo-hong-an-toan-thong-tin-trong-he-thong-co-quan-nha-nuoc-197159378.htm>.
- [20] Decision No. 142/QĐ-TTg Approving the National Data Strategy to 2030. (accessed on 21 April 2026) available online: <https://chinhphu.vn>.

- [21] Thanh, N.V.; Thuong Giang, P.; Thuy, N.T.T. (2026). Applications of Artificial Intelligence in Environmental Management in Vietnam: A Mini Review. *Sustainable Environmental Insight*, 3. <https://doi.org/10.53623/sein.v3i1.1008>.
- [22] Cyberattacks on Systems in Vietnam Decreased by More Than 57% Compared to the Same Period. (accessed on 21 April 2026) available online: <https://mst.gov.vn/tan-cong-mang-vao-cac-he-thong-tai-viet-nam-giam-hon-57-so-voi-cung-ky-197250106160752253.htm>.
- [23] Announcement of the 2024 Digital Transformation Index Ranking: Vietnam Accelerates Toward Comprehensive Digital Transformation. (accessed on 21 April 2026) available online: <https://mst.gov.vn/cong-bo-ket-qua-xep-hang-muc-do-chuyen-doi-so-nam-2024-viet-nam-tang-toc-huong-toi-chuyen-doi-so-toan-dien-197251021183853514.htm>.
- [24] Decree No. 13/2023/NĐ-CP on Personal Data Protection. (accessed on 21 April 2026) available online: <https://xaydungchinh sach.chinhphu.vn/toan-van-nghi-dinh-13-2023-nd-cp-bao-ve-du-lieu-ca-nhan-119230516104357809.htm>.



© 2026 by the authors. This article is an open access article distributed under the terms and conditions of the Creative Commons Attribution (CC BY) license (<http://creativecommons.org/licenses/by/4.0/>).