

Training and Fostering, Updating Knowledge to Commune Level Leaders and Managers in Vietnam Today

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Abstract

In Vietnam, commune level cadres, civil servants have a particularly important position and role as a force directly applying the policies, guidelines, laws of the Government into politics, economy, culture and society at grassroots level. For improving the quality of commune level cadres, civil servants, especially the quality of commune level leaders and managers, in addition to recruitment, assessment, employment, close management, fostering and updating knowledge is very important. This article uses qualitative and quantitative research methods to study the achieved results and limitations, shortcomings in training and fostering, updating knowledge to commune level cadres, civil servants, managers in Vietnam today, hereby, proposes some solutions in order to improve the quality of fostering and updating knowledge to commune level cadres and civil servants in Vietnam, contributing to the development of capable and reputable cadres and civil servants, managers in Vietnam to serve the administrative reform and international integration.

Key-words: Training, Fostering, Leader, Manager, Commune Level, Vietnam.

1. Introduction

In Vietnam, commune level cadres, civil servants have a particularly important position and role as a force directly applying the policies, guidelines, laws of the Government into politics, economy, culture and society at grassroots level. The ability and performance of commune level cadres and civil servants directly effects the promotion of people's right to mastery, significantly contributing to the socio-economic development, hunger eradication and poverty reduction, improvement of material and spiritual life of local people, the stability of social order and security in the country. For improving the quality of commune level cadres and civil servants, especially the

quality of commune level leaders and managers, in addition to recruitment, assessment, employment, close management, fostering and updating knowledge is very important.

During his revolutionary life, Ho Chi Minh always affirmed: “cadre are the root of everything”, “Any success or failure is due to good or bad cadre”. He emphasized: “Learn to work, be human, work as an officer, study to serve the unions, class and people, the Fatherland and humanity”. Training and fostering, updating knowledge is to improve the ability and performance, contributing to the successful implementation of administrative reform, public service reform and international integration. Fostering and updating knowledge is to provide knowledge, skills, method of implementing tasks and public affairs for cadres and managers at grassroots level, contributing to the development of professional and qualified leaders and managers at grassroots level to build an advanced and modern administration in conformity with the requirements for development and international integration.

The Government of Vietnam always emphasizes the demand for fostering theory, updating new knowledge for leaders and managers at all levels to be put into practice. Applying the compulsory policy of learning, fostering and updating knowledge for each object, branch and locality contributes to the improvement of management efficiency, step by step meeting the requirements for training leaders and managers having ability to excellently complete duties In “*The scientific argument for improving the quality of cadres and civil servants in the period of accelerating industrialization and modernization of the country*”, authors Nguyen Phu Trong and Tran Xuan Sam study the theoretical issues and methodology to improve the quality of cadres in period of accelerating industrialization and modernization of the country. With assessing the current situation of cadres and cadre training, the article focuses on the study of opinions and directions to improve the quality of cadres and civil servants in the period of accelerating industrialization and modernization of the country. (Nguyen, 2001) In “*Assessment, planning and rotation of leaders and managers in the period of industrialization and modernization of the country*”, Tran Dinh Hoan deeply analyzes the phases in cadre works, especially assessment, planning and rotation of cadres as a phase of personnel works. (Chan, 2008) In the research work *Thoroughly grasping and applying Ho Chi Minh's thought on cadre training and fostering, improvement of the training quality for current cadres*, (Nguyen, 2000) *Training, fostering civil servants to meet the requirements of administrative reform in Vietnam today*, (Pham, 2012) *Attaching great importance to improve the quality of training and fostering cadres in the market economy*, (Pham, 2012) *Ho Chi Minh Ideology on cadres fostering and application in Vietnam today*, (Doan, 2017)... The authors analyze the objective indispensability

of building up the contingent of cadres and civil servants to meet the requirements for development of socialist rule-of-law state, assess the current situation of cadres and management regime of cadres and civil servants at grassroots level, propose the directions and solutions to build commune level cadres and civil servants to meet the requirements for development of socialist rule-of-law state in Vietnam.

This article uses qualitative and quantitative research methods including: document analysis, logical and historical method, depth interview and group discussion, questionnaires to study the achieved results, limitations and shortcomings in the fostering and updating knowledge to commune level leaders and managers in Vietnam today, hereby, proposes some solutions in order to improve the quality of fostering and updating knowledge to commune level cadres and civil servants in Vietnam, contributing to the development of capable and reputable leaders and managers in Vietnam to serve the administrative reform and international integration.

2. Research Results

Fostering and updating knowledge to leaders and managers plays a particularly important role in the performance of public affairs because fostering and updating knowledge to cadres and civil servants contributes to the increased quality of public affairs and policies. Over the past years, the government authorities at all levels in Vietnam always attach great importance to promote the training and fostering, constantly improve the qualifications and knowledge of cadres, civil servants and managers at grassroots level. Standardizing the line-up of commune level cadres and civil servants has been step by step implemented extensively in localities, hereby, the quality of cadres and civil servants have been improved in education, qualification, political theory and practical experience. The political system at grassroots level has had a lot of positive changes in socio-economic development, hunger eradication and poverty reduction and improvement of material and spiritual life of local people, contributing to the stability of social order and security.

3. Demand for Fostering, Updating Knowledge to Commune Level Cadres and Civil Servants

According to the applicable *Law on Cadres and Civil Servants* of Vietnam: “Cadres are Vietnamese citizens who are elected, approved and appointed to hold posts or titles for a given term of office in agencies of the Communist Party of Vietnam, the State, socio-political organizations at the central level, in provinces and centrally run cities (below collectively referred to as provincial level), in districts, towns and provincial cities (below collectively referred to as district level),

included in the payrolls and salaried from the state budget.” (National Assembly, 2008) “Civil servants are Vietnamese citizens who are recruited and appointed to ranks, posts or titles in agencies of the Communist Party of Vietnam, the State, socio-political organizations at the central, provincial and district levels; in People’s Army agencies and units, other than officers, professional military personnel and defense workers; in People’s Police offices and units other than officers and professional non-commissioned officers, police workers included in the payrolls and salaried from the state budget.” (National Assembly, 2019) The cadres and civil servants using the method of leadership are called leading cadres, the cadres and civil servants using the method of management are called managing cadres. During the operation, the cadres who mainly apply the manner of encouragement, arrangement, organization, operating the organization, reviewing, summary, learning from experience to perform tasks, etc. are often called leading cadres. Cadres who mainly use methods of management, such as: using management tools and means to perform their tasks, are often called managing cadres. Therefore, cadres of the Party, socio-political institutions are often called leading cadres; cadres in the executive boards of public non-business units and state-owned enterprises are often called managing cadres (including command cadres of armed forces units). Leading, managing cadres and civil servants are present in all branches and levels, from grassroots level to central levels.

Law on Cadres and Civil Servants of Vietnam states: “Cadres of communes, wards and towns (below collectively referred to as commune level) are Vietnamese citizens who are elected to hold posts for a given term of office in People’s Council standing bodies and People’s Committees, as Party secretaries and deputy secretaries, and as heads of socio-political organizations. Commune level civil servants are Vietnamese citizens who are recruited to hold specialized titles in commune level People’s Committees, included in the payrolls and salaried from the state budget.” (National Assembly, 2008) According to *Law on Organization of Local Administration* of Vietnam (Law no. /2015/QH13 dated June 19th, 2015) stipulates People’s Council standing bodies of communes, wards, towns, including: Chairman, Vice chairman of the People’s Council of communes, wards, towns; People’s Committee standing bodies of communes, wards, towns, including: Chairman, Vice chairman of the People’s Committees of communes, wards, towns. In addition to the job titles, Decree no. 92/2009/NĐ-CP dated October 22nd, 2009 of the Government on “*titles, numbers and regimes and policies applicable to cadres and civil servants of communes, wards and towns; Commune level non-partisans*” stipulates the titles of cadres and civil servants of communes, wards and towns, in which, the titles of commune level leaders and managers are specified as follows: Party

secretaries and deputy secretaries; Chairman, Vice Chairman of People's Council; Chairman, Vice Chairman of People's People; Chairman of Committee of Vietnamese Fatherland Front; Secretary of the Ho Chi Minh Communist Youth Union; Chairman of Vietnam Women's Union (for communes, wards, towns in which the activities of agriculture, forestry, salt production and fishery are available and the Vietnamese Farmers Association is organized); Chairman of Veterans Association Of Vietnam.

Comprehensive renovation of Vietnam is taking place very strongly in both breadth and depth with great achievements. The great achievement has historical significance for the country and the result of such renovation significantly affect on the comprehensive development in each locality. At the commune level, the renovation process is various, diverse and fast, with arising new issues which claim a proper policy and solution to be timely and efficiently handled, avoiding the negative effects on the result of renovation. To do this, commune level leaders and managers have to gain knowledge, ability and skills to meet the requirements of reality. Furthermore, there are many arising problems to be successfully handled during the renovation process, which requires political bravery, comprehensive qualifications, leadership and management skills of cadres, especially local leaders and managers. Commune level leaders and managers who daily, hourly follow up the reality every day, every hour, monitor the people and are present in communes, wards, towns are required to directly supply concrete guidance in the renovation process at grassroots level; well handle arising problems for socio-economic development, maintaining security and order, enhancing national defense potential, improving people's life. To meet the requirements and tasks in the renovation process, the contingent of commune level leaders and managers are required to be trained and fostered in the long term, especially regularly updated knowledge.

Recognizing the importance of building the contingent of qualified commune level cadres and civil servants to meet the new requirements, the Government of Vietnam has issued a lot of necessary policies and policies, such as: Central Resolution 5 (Session IX) on renovating and improving the quality of the political system in communes, wards and towns, focusing on the task "paying attention to training and fostering work, properly solving and synchronizing the policy towards cadres at grassroots level". Over the past years, the local governments have issued a lot of Resolutions, Decisions, schemes, and mechanisms, policies, and measures to supply concrete guidance on building, fostering and updating knowledge for leaders and managers at grassroots level. Cadre training establishments from the province to district level are updated and trained on political theory, professional qualifications to standardize and improve qualifications and ability of cadres and civil

servants, contributing to the improved efficiency of political system from the province level to the grassroots level.

In a modern society, the professionalism of public activities must be appreciated. Training, fostering and updating knowledge helps leaders and managers be provided knowledge, skills and methods to perform tasks in public activities, contributes to building the contingent of professional cadres and civil servants with good moral qualities, political bravery and capacity, meeting the requirements of serving people and development of the country. (Government of Vietnam, 2017) For assessing the importance and role of training, fostering and updating knowledge for commune level leaders and managers in provinces, the majority of cadres at province and district levels affirm that the fostering and updating knowledge to commune level leaders and managers plays an important role. The survey result shows that 87% of leaders and managers at all levels are basically aware of the important role of improving professional qualifications, skills, moral qualities, and political ideology for all-level cadres and civil servants in the locality, especially commune level leaders and managers. (Le, 2019) It is evident that fostering and updating knowledge to leaders and managers is one of the positive measures to enhance the adaptability of state agencies and cadres, civil servants against environmental changes and the advancement in science and technology.

4. Current Situation of Fostering, Updating Knowledge to Commune Level Leaders and Managers

Achieved Results in Fostering, Updating Knowledge

1. For the Construction of Fostering Program and Content

According to the guidance of the Ho Chi Minh National Academy of Politics, localities have actively provide a lot of fostering programs to commune level leaders and managers. Many political institutions have actively prepared and published programs, contents and documents for title training classes, such as: Training program for the People's Council; for titles being chiefs and vice chiefs in grassroots-level socio-political organizations, etc. The contents are diverse and associated with local practices and job title of each cadre, civil servant.

The fostering and knowledge updating programs not only provide systematic knowledge for learners, especially case resolving skills and exercises. Fostering and updating knowledge about the

Party's policies and views, improving work skills and methods; qualifications, leadership capacity, political and ethical qualities to well fulfill the assigned tasks and responsibilities.

The content of training programs includes general theory, leadership skills and practical experience reports. The program's content is updated, deepening the theoretical issues about the way of building socialism in the context of international integration, cooperation and development. In the general theory, the training program updates new issues, topics, research directions and results shown in theories, research projects, scientific themes, practical review in domestics and abroad, etc. on specialized fields related to learners' work field of the; Update new opinions, guidelines and policies of the Communist Party of Vietnam and the State; new situation and duties of localities, etc.

For skills, the program provides and supplements the knowledge about skills, such as: skill formation, development and classification; provides the training for each specific group or skills, such as: leadership, management and situation handling skills, decision-making skills, organizes the implementation of decision and summarize the practical result; Leadership skills for cadre works; skills for resolving political situation, political-social conflicts; Communication, propaganda and mass mobilization skills; Leadership skills in personnel inspection and supervision; Leadership and direction skills for activities of agencies, units, etc.

In the report of experience, the title training program selects some typical localities, units and individuals (good, successful case and not good case which is difficult, complex and failed) in the leadership, management and direction of works; listens to and exchange about managerial experiences (especially new experiences); experience initiatives (purpose, practicality, scientific creativity and ability to apply and expand experience initiatives), ...

The survey result show that the good and very good assessment is 90.1% for the level of updating new knowledge in training and updating knowledge to commune level leaders and managers the high appreciation is 50% for fostering, updating knowledge in accordance with the requirements of work field and 88% is the assessment for fostering, updating knowledge in accordance with local practical requirements. (Le, 2019) For training program and content satisfaction survey, 91.1% are satisfied and very satisfied. (Le, 2019) The survey result show that the training program content of political theory and basic knowledge update meets the need and goal of improving professional qualifications, political theory for cadres, civil servants at grassroots level, and in accordance with the requirements for building, developing and improving the quality of the grassroots political system of each locality.

2. For Building Establishments for Training Lecturers

After being arranged, there are presently 63 province-level political institutions, the administrative units under provinces in the country organizing district-level political training centers with its functions to train and foster commune level leaders and managers in the locality, being a scientific research agency serving teaching, learning and summarizing practical experiences in localities. Over the past years, the facilities of institutions have been upgraded, supplemented and gradually modernized. Many of political institutions have made a great breakthrough in the installation of more modern and synchronous teaching equipment.

Materials facilities (Hall, classrooms, equipment, teaching tools, hostel, library, books, etc.) are essential factors which have an important role in training activities of political institutions. Over the past years, province-level and district-level agencies have created conditions to install and complete the facilities of district-level political institutions and political training centers to meet the increasingly high demand of civilized society in the training of cadres. For satisfaction survey of facilities and equipment for training, fostering and updating knowledge to commune level leaders and managers at political institutions of provinces and cities under the central government in the Northwest, Central Highlands and Southwest, 37.7% is highly appreciated and very satisfied, 62.3% is normal. (Le, 2019)

The quality of fostering and updating knowledge to commune level leaders and managers is subject to professional qualifications, conduct, theoretical thinking, and working capacity of lecturer. In order to improve the quality of lecturers, the district-level political institutions and centers implement the stages in cadre work, regularly focus on education and training to build the contingent of lecturers through recruitment, assessment, training, fostering to management, employment and application of policies for lectures. As of December 2020, the province-level political institutions have total 1992 lecturers, of which there are 763 main lecturers and 1229 lecturers; There are 133 person with doctoral degrees, 1777 persons with master degrees. In addition, 62 persons are currently studying postgraduate program and 141 persons are studying the master's degree program. (Ho Chi Minh National Academy of Politics, 2020)

In order to improve the teaching quality, political institutions continuously organize excellent lecturer contests in political theory, attending lecturers take time, actively research and apply positive teaching methods, thereby improving the quality of training work. Moreover, class observation

activities are regularly applied by institutions, hereby lecturers have the opportunity to exchange and share teaching experiences.

Annually, political institutions send hundreds of cadres and lecturers to attend long-term and short-term training courses at Ho Chi Minh National Academy of Politics and universities; training courses of curriculum preparation, programs of professional knowledge with active teaching methods organized by the Ho Chi Minh National Academy of Politics, some institutions open classes for training in qualification, pedagogical methods for lecturers at the institution, etc.

In addition to focusing on training lecturers in long-term contracts, political institutions invite visiting lecturers being experienced managers of agencies, organization in the locality to attend training classes in order to teach knowledge and guide skills for each position.

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Thanks to many applied synchronous measures in cadre work, the quantity of lecturers in charge of training commune level cadres and civil servants have been supplemented with improved quality, initially meeting the requirements and learners' demand. The survey result shows that 79.2% of commune level leaders and managers answered "satisfied" and "very satisfied" with the lecturers of training classes at which they attend. (Le, 2019)

3. For Form and Method of Training, Updating Knowledge

During the past time, the training and updating of knowledge have been implemented in many different forms, method and time in a selective and practical direction, suitable for each title. Training and knowledge updating forms include full-time training; part-time training and distance education. Moreover, the training of commune level cadres and civil servants is also implemented through the rotation of civil servants and guidance of leaders and managers experienced in the field that civil servants undertake. For short-term training courses, based on practical need and learners, develop appropriate training plans, time and programs, ensuring inheritance, consistency, avoid repeat of content; focus on training methods, practical operating experience, working skills, leadership and management style.

The training method continues to be renewed with the application of teaching method for each learner, such as: presentations, teamwork, case studies, discussion, role-playing, information, knowledge and experience exchange between lecturers and students, among students, thereby, promote learners' self-learning ability, initiative and creativity, with the criterion of learner-centered education, learners actively participating in the training process; help learners to self-learn, supplement, expand and improve their knowledge, to improve thinking skills, actual situation resolving skills.

In addition, the learning result test and assessment work are gradually improved, with focusing on order and discipline focusing combined with the assessment of learning process, method and attitude; Renovate the form and method of training result test and assessment to ensure the exact result; establish the quality accreditation and assessment system of training institutions according to the process and assessment criteria for cadres who are trained and updated in knowledge. Some institutions still apply the form of collecting comment papers from learners to assess the quality of lecturers, contributing to the improvement of lecturers' responsibilities for teaching - learning quality.

Survey results in the Northwest, Central Highlands and South West regions show 91.9% of learners being satisfied and very satisfied with the training form and method for commune level leaders and managers. In which, for the level being satisfied and very satisfied, the Northwest region makes up 91.9% , the Central Highlands region makes up 91.2% and the Southwest makes up 93%. (Le, 2019)

4. For Sending Persons to Attend Training and Management Organization

During the past years, by reviewing, assessing cadres and civil servants, demand for knowledge update, the authorities in provinces supply concrete guidance and make training for each year and the period of 5 years based on the localities' actual situation. On the basis of cadre planning and localities' practical needs, the party committee level and authorities develop specific training plans, suitable to each title, rank and grade; pay attention to fostering young cadres, female cadres and cadres belonging to ethnic minorities; focusing on intensive training for high-quality cadres in each branch and field, especially the fields requiring international integration.

To ensure the training quality, need to have a close coordination between relevant agencies, departments, organizations at provincial level and the Political institutions in training activities. The fact that the close coordination between the Political institutions of provinces and authorities of

districts, towns and cities in considering documents and criteria for persons sent to attend training, and assessing the study process of learners to issue the certificate of completion has a high efficiency in training of commune level cadres and civil servants. At Political institutions, subject to the nature and characteristics of cadre training model, the institutions focuses on seriously, synchronously and systematically managing the training contents with high responsibility. Manage learners under many different forms of roll call and collect opinions from learners with a learner management software, contributing to assessing the quality of lecturers' teaching. Class management system become closer to regularly monitor the teaching and learning situation, maintain preparing reports, make good cooperation in managing learners during the process of training, periodically sum up partially activities to draw experience, timely communicate and thoroughly handle arising problems after the training course. According to the survey results, there is 92.7% of opinions being satisfied and very satisfied with the work sending persons respondents expressed their satisfaction and satisfaction with the task of sending to attend training and fostering courses. (Le, 2019)

5. For Training and Knowledge Updating Result

During the past time, local authorities in Vietnam have made great efforts in training and updating knowledge to leaders and managers of the political system in general, and commune level cadres, civil servants in particular. Therefore, the professional qualifications, working capacity, and ethical qualities of commune level cadres and civil servants have been significantly improved to better do assigned tasks.

Based on the report of 60 out of 63 provinces and cities under the central government, in the period of 2010-2015, the total number of trained commune level cadres and civil servants is 403,183 persons, reaching 80.6% of the set target in Decision no. 1956/QĐ-TTg of the Prime Minister. In the period of 2016 - 2020, with the target and content to training in knowledge, skills as well as administrative and socio-economic management capacity, approximately 500,000 commune level cadres and civil servants meet the requirements for socio-economic leadership and management in the period of agricultural and rural industrialization and modernization; organize to prepare and revise many programs and documents in the period of 2010-2015, and supplement new contents suitable to each stage and the actual conditions of the locality. And, update legal documents related to the functions, duties of commune level civil servants. Therefore, in the period of 2017-2018, the Ministry of Home Affairs collaborates with organizations to prepare programs and documents for the intensive

training of commune level cadres and civil servants., and train approximately 1,200 lecturers, transfer 28 sets of intensive training programs and documents; 03 manuals of operating instructions for commune level cadres and civil servants. The training result of commune level cadres and civil servants in the period of 2016-2020 is that there are 10,300 commune level cadres and civil servants trained according to the issued intensive training programs and documents. According to the reports of localities, the total commune level cadres and civil servants who are intensively trained in the period of 2016-2020 is 146,691 persons, reaching 30% compared to the set target set in Decision no. 1600/QĐ-TTg of the Prime Minister. (Nguyen, 2020)

The training results at institutions show that the training work of commune level leaders and managers attract increasingly learners with more classes. In 2020, the number of commune level leaders and managers participating in training classes makes up 97,1%. (Le, 2019) Training work significantly contributes to the improvement of qualification and capacity of grassroots-level cadres and civil servants; step by step standardizes the rank and grade according to the State's regulation.

The survey the grasp of knowledge shows that most commune level cadres and civil servants have the good apprehension of learned knowledge. Regarding new issues in the policies and laws by the Government of Vietnam, 76.7% of surveyed cadres confirm to have good apprehension and 18.4% of surveyed cadres confirm to have quite good apprehension. For the knowledge of politics and government establishment, 57.1% of surveyed cadres confirm to have good apprehension and 34.6% of surveyed cadres confirm to have quite good apprehension. For the knowledge of economy, culture and society, 67.6% of surveyed cadres confirm to have good apprehension and 32.4% of surveyed cadres confirm to have quite. There is no cadres having no apprehension. For the knowledge of national defense, security and foreign affairs, 63.9% of surveyed cadres confirm to have good apprehension, 22.4% surveyed cadres confirm to have quite good apprehension. For the knowledge of ethnicity, religion and public affairs, 62.3% of surveyed cadres confirm to have good apprehension, and 33.3% of surveyed cadres confirm to have quite good apprehension. For the practical issues posed on leadership and management, 57.1% of of surveyed cadres confirm to have good apprehension, the remaining confirm to have quite good apprehensionw. For new knowledge, skills and experiences in leadership and management, 84.5% of surveyed cadres confirm to have good apprehension, which is a high rate, 15.5% of surveyed cadres confirm to have quite good apprehension and none answer that it is difficult for assessment. (Le, 2019)

The responsiveness survey of updating and training knowledge to leaders and managers in the Northwest, Central Highlands, and South West regions shows that 82.3% states that the training

courses are suitable with the work requirements of learners. In which, for consensus the level of meeting the goal of solidarity and consensus, 59.2% of surveyed cadres confirm the good and quite good result. For the courses' practicality and effectiveness the survey data shows that the majority of surveyed cadres confirm, namely: 83.2% of surveyed cadres confirm the good and quite good result, only 4.6 % surveyed cadres confirm the not good result. The survey result shows that 94.7% of surveyed grassroots-level cadres confirm to be satisfied with training and fostering classes.

In general, commune level leaders and managers, after the completion of training course, have a deeper understanding of the State's policies and laws; economic, political, cultural and social situations, national defense, security, foreign affairs, etc. and world situation. In addition, commune level cadres and civil servants, after the completion of training course, have a better grasp of professional knowledge related to positions and assigned tasks, and successfully apply the trained professional skills, such as: leadership and management skills; problem-solving skills; skills of transferring knowledge into practice; organization and coordination skills; creative thinking skills, etc. Therefore, the grassroots-level leaders and managers, after the completion of training course, have the sense of initiative and responsibility in assigned works, and closely attached to people. After the completion of training course, the grassroots-level leaders and managers have improved skills and qualifications to better fulfill the duties .

6. Limitations and Shortcomings in Fostering and Updating Knowledge

In addition to the achieved results, the fostering and updating knowledge to commune level leaders and managers still have some limitations and shortcomings, specifically:

Firstly, it's the inconsistency in the management and direction of political schools to perform the fostering function. In order to guide the implementation of fostering activities for commune level leaders and managers, ministries and agencies have issued many documents on fostering leaders and managers, but they are still overlapping, so during the implementation, a lot of confusion was encountered. Some documents, regulations, instructions of the central departments, ministries and agencies still contain many inconsistencies in terms of mechanisms, policies, which are overlapping that make it difficult for the fostering institutions to follow. The work of planning, building plans for fostering and updating knowledge is generally not long-term, has not covered the whole but is only seasonal, so the content is usually duplicated, making it difficult for lecturers, reporters and creating boredom among students.

Although the coordination between the fostering institutions and the governmental organizations, unions and social organizations has been improved, the process of organizing the fostering is not truly implemented closely, significantly affecting the management of students and quality of the program and fostering content.

Secondly, the determination of the need for fostering and updating knowledge to commune level leaders and managers is not really accurate and objective. The current fostering and updating knowledge is still only aimed at meeting the standards of positions and titles but not really associated with the job, job position as well as the actual needs of each person, each job title. Some levels of party committees and local authorities have not yet had specific plannings, plans and policies to implement the regime of fostering and updating knowledge for grassroots cadres; some levels of committees and authorities at the department level themselves are confused, unable to actively formulate plans and send people to participate in fostering and updating knowledge.

Thirdly, the implementation of the regime of fostering and updating knowledge for cadres has not been regularly inspected and supervised, so for many different reasons, a large number of cadres and civil servants have not yet implemented it well. In addition, the assessment of cadres and civil servants who participated in fostering and updating knowledge has not been paid attention. In some localities, the assessment activities of fostering and updating knowledge are still formalistic, with a lack of seriousness in the inspection and quality assessment during organizing the fostering, which is a shortcoming. Therefore, the quality and efficiency of fostering and updating knowledge have not really met the requirements of improving qualifications, working capacity, political and ethical qualities for leaders and managers at commune level.

Fourthly, the content of the fostering program is not consistent, the fostering materials have not been innovated quickly, lack of information updates, new knowledge and the quality of the fostering and updating knowledge are not uniform and depending on the specific situation of each locality. The method of fostering and updating knowledge have not been innovated quickly and not modern.

In some courses, the content of programs of fostering and updating knowledge has not been carefully prepared, especially short-term fostering courses in collaboration with departments, branches of the province. With these courses, the program construction has not been paid adequate attention, even a specific fostering program has just been built when it is close to the date of organization. Therefore, it is difficult for schools, lecturers and reporters to carefully study the program and content of each topic. In addition, the quality of materials for fostering and updating

knowledge and skills is still limited. In the fostering, there is still a lot of theory, practical knowledge is not much, especially knowledge of specialized management, leadership skills, management, administrative skills, professional skills, public culture, etc., which have a significant impact on the quality and effectiveness of the fostering and updating knowledge.

Assessment and survey results of the responsiveness of fostering and updating knowledge for leaders and managers at the commune level on the suitability of each locality's requirements in provinces in the Northwest, Central Highlands and South West show that the rate of bad assessment still accounts for 11.7%. (Le, 2019) This is clearly shown in the quality of the content, the program of fostering and updating knowledge still has many shortcomings. Therefore, although commune level leaders and managers have been equipped with theoretical knowledge, they still appear confused when performing their tasks, and their ability to grasp, direct, administer and resolve practical problems are still very limited.

Fifthly, the contingent of lecturers and reporters are still inadequate, with limited skills in terms of qualifications, teaching methods and skills. The method of fostering and updating knowledge has been slowly renewed. Most of the lecturers, in their classes, mainly apply the presentation method only, with little support from modern technical means, so they have not created much excitement for learners. Some part-time lecturers who are arranged as leaders at agencies, departments, branches, associations and organizations in the locality are weak in pedagogical skills, so the quality of teaching has not met the requirements. The surveying and assessing the satisfaction of learner about the lecturers, reporters participating in training, fostering and updating knowledge shows that the assessment at high satisfaction level accounts for a low rate (19.7%), the medium satisfaction level accounts for 14.9% and the dissatisfaction level of the lecturers and reporters accounts for 6%. (Le, 2019)

Sixthly, the material and technical conditions in the system of training and fostering establishments for cadres and civil servants are still insufficient and inconsistent. In some political schools, the facilities and equipment for teaching and learning are insufficient and inconsistent, and some of the equipment are seriously degraded, for example, some halls and classrooms of some political schools have not been invested in modern teaching and learning equipment, many classrooms are degraded, places for dining and accommodation of lecturers and learners still face many difficulties, many schools do not have a yard for sports practice, entertainment, common activities for learners staying at the school, etc. This negatively affects the quality of fostering of each school and locality. Upon surveying on how the material facilities and equipment affects the fostering

and updating knowledge for leaders and managers at grassroots level, the rate of negative impact assessment still accounts for 41%. (Le, 2019)

Seventhly, learners sent to fostering courses are at different ages, their professional qualifications and awareness are not the same, and the level of attention of leaders and managers at communal level for the fostering and updating knowledge is still limited. Awareness of the roles and duties of fostering activities and responsibilities of agencies and units managing cadres is not high. The fostering of leaders and managers at commune level in some places is not consistent in terms of quantity and quality, and the structure has not been in line with the planning, has not really linked to the actual needs of using cadres of agencies and units. The work of reviewing and appointing leaders and managers at grassroots level to participate in fostering and updating knowledge is not performed closely, lacks of uniformity and inconsistency among units and localities in the province. Choosing the right people to attend the courses of fostering and updating knowledge for leaders and managers at the commune level plays an important role in the quality of the courses. The survey shows that the level of negative impacts mainly due to the selection of cadres to attend the courses having impact on activities of fostering and updating knowledge still accounts for a high rate of 51%. (Le, 2019) In addition, the cadre's awareness of the responsibility of learning and fostering to improve professional qualifications, skills, and public duty performance skills is still limited. The survey results show that the sense of responsibility and capacity of staff attending fostering courses that negatively affects the fostering and updating knowledge for leaders and managers at commune level account for 20.2% and the rate of difficult to assess account for 15.6%. (Le, 2019)

Eighthly, the regimes and policies aimed at improving the quality of fostering and updating knowledge, and funding for fostering and updating knowledge are still limited and problematic. The mechanism of allocation, management and use of fostering funds are not suitable with the practical situation, and the efficiency in using funds for fostering and updating knowledge is not high. In some provinces, the allocation of funds for fostering and updating knowledge for departments, branches, political schools and the district People's Committees has not been linked to the plan of fostering and updating knowledge for the unit's cadres and civil servants under the Finance Ministry's regulations on estimation, management and use of state budget funds for training and fostering work. This has a negative impact on the fostering to improve professional qualifications, operational skills, knowledge of law, knowledge of state management, economic management, national defense and security, mass mobilization, improvement of computer skills and foreign languages, and the fostering and training to improve knowledge and skills according to regulations. In addition, the area of opening fostering

courses to update knowledge in some localities is very wide, most of the learners have to take a long way to get there. Some courses are locally opened in the mountainous areas with limited funding for travel and accommodation, leading to difficulties in teaching organization and class management. Opening fostering courses to update knowledge at fostering centers depends heavily on the organizational units, learners both participate in learning and deal with their jobs at the agency, affecting the quality of learning.

To promote the achieved results and overcome the above limitations of the fostering and updating knowledge to commune level leaders and managers, it's required to do some of the following solutions:

Firstly, to raise awareness of individuals, organizations and units involved in the fostering and updating knowledge of commune level leaders and managers. Through propaganda, education and implementation of regulations on public service culture, to help commune level leaders and managers be fully aware of the importance of fostering and updating knowledge; help them define clearly that learning is their right, responsibility and obligation in public service. Since then, cadres and civil servants, when participating in courses of fostering and updating knowledge, need to pay attention to self-study, self-train, and change from passive learning to active learning, actively participate in the process of studying and practicing behavior in a serious manner, strictly comply with the decisions of the competent authorities on sending cadres to participate in fostering courses according to the approved plan and participate in full time, fully abide by the rules and regulations of the establishments organizing the fostering and updating knowledge. Local authorities at all levels need to create favorable conditions for grassroots cadres and civil servants to participate in fostering and updating knowledge in order to constantly improve their professional qualifications, skills and practical capacities, meeting the standards of working titles of each cadres and civil servants at grassroots level.

Secondly, to renew mechanisms and policies. In order to avoid overlapping in the direction and implementation of the fostering commune level leaders and managers, the Government should clearly assign specific tasks to relevant ministries, branches and units, in which clearly defining the state management function in terms of fostering cadres and civil servants (belonging to ministries, ministerial-level agencies) and functions of organizing the fostering (belonging to non-business units). To clearly stipulate the responsibilities of state management agencies to avoid the situation that state management agencies directly organize fostering courses like today. At the same time, to improve regimes and policies in the direction of giving priority to increasing cost norms for inviting

lecturers and experts to participate in teaching courses of fostering and updating new knowledge; increasing allowances and support on meals, accommodation and travel for learners; increasing funding for the organization of field trips and practical learning.

Thirdly, to renew the contents, programs and methods of fostering and updating knowledge for leaders and managers at grassroots level associated with requirements and job positions. The contents, programs of fostering and updating knowledge must ensure to provide the learners with sufficient knowledge and professional skills according to the requirements of the public service, according to the standards applicable to each job position, construction of public service culture, responsibility public duties and ethics of leading civil servants. At the same time, to promote the renewal of forms and methods of fostering and updating knowledge for leaders and managers at commune level in the direction of promoting learners' activeness, self-awareness, initiative and creativity; make it close to the actual nature of each job position, improving administrative skills.

Fourthly, to improve the quality of the contingent of lecturers and reporters participating in fostering and updating knowledge for leaders and managers at commune level. To build, train and develop a contingent of lecturers and reporters with sufficient quantity, reasonable structure and high quality. To develop strategies and plans for training and fostering to improve the quality of the lecturers, create conditions for lecturers to attend doctoral training courses, training courses on professional skills and teaching methods. To regularly foster and update classic knowledge, practical knowledge, socio-economic situation of the country, current domestic and international issues for the lecturers. Besides, to select and invite leaders, managers with theoretical qualifications and experts to act as part-time lecturers in political schools; organize fostering courses, training courses to help them improve teaching methods for the learners who are commune level cadres and managers.

Fifthly, to renew the way of selecting, sending people to attend fostering courses and the way of managing learners participating in the courses of fostering and updating knowledge for leaders and managers at commune level. The sending of staff to participate in courses of fostering and updating knowledge should be based on the standards of staff titles, in accordance with the requirements and working positions of each cadre, and at the same time, it's required to foster and update regularly to improve educational, professional, political qualifications, and operational skills for cadres in low positions to prepare resources for civil servants and cadres with higher titles in grassroots political system.

Sixthly, to strengthen the coordination among agencies and units in fostering and updating new knowledge for leaders and managers at commune level.

Fostering authorities and institutions need to review the system of documents related to the fostering of cadres in order to amend regulations that are no longer appropriate; continue to study, formulate and issue new documents on the fostering of cadres and civil servants, including fostering and updating new knowledge for leaders and managers at commune level. To develop a regulation on coordination between the direct management agency of the person who is appointed to participate in the course with the training and fostering institutions and units and organizations involved in the fostering and updating new knowledge to commune level cadres and managers.

Seventhly, to enhance the professionalism of the staff in charge of managing the fostering and updating knowledge. The staff in charge of managing the fostering and updating knowledge must have a firm grasp of their expertise, profession, have proficiency in using information technology, have good communication skills, and have the ability to advise and operate effectively. The staff themselves also need to be regularly trained, fostered and updated with knowledge and skills in management, training and fostering of human resources.

Eighthly, to increase investment in facilities, equipment to ensure fostering classes and courses update new knowledge for leaders and managers at grassroots level. To promulgate regulations on standard political schools, standard political centers, which specify the area, facilities, lecture halls, number and qualifications of lecturers, etc. to serve as the basis for investment and assessment of fostering establishments.

Ninthly, to strengthen inspection, supervision, preliminary review and final review of regimes for fostering and updating knowledge for leaders and managers at commune level. On that basis, to promptly detect and handle violations, overcome shortcomings in the fostering of leaders and managers at commune level.

Fostering and updating knowledge for leaders and managers at commune level plays an important role in improving the quality of the contingent of grassroots cadres and civil servants in Vietnam today. Therefore, it's necessary for localities to synchronously implement the above solutions. The leadership, decisive and unified direction of the Central, the management of the local government and the active participation of organizations in the political system are also required.

5. Conclusion

Facing the new requirements of administrative reform in the context of globalization and international integration as well as building a constructive government, a government of integrity that

acts on behalf and serve the people. The Vietnamese government always pays attention to the renewal of fostering and updating knowledge to make the fostering and updating knowledge become an effective tool in building a contingent of leaders and managers who are both professionally qualified, proficient in administrative skills, meeting the requirements of each job position, highly adaptable, responsive, creative, capturing and absorbing new knowledge, skills, and technologies, and have good ethical qualities, sense of responsibility, loyalty and dedication to serving the people, for the sake of the people. In which, fostering and updating knowledge to commune level leaders and managers plays an important role in improving the quality of the current contingent of cadres and civil servants to meet the requirements of building a Rule of Law of the People, by the People and for the People, effectively contributing to the national renewal and international integration. Therefore, it is required that the authorities at all levels have to constantly innovate and improve the quality of fostering and updating knowledge to commune level leaders and managers in a practical direction, associated with each job title and competency frameworks required for each title in the current period.

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