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**BUI THI NGOC MAI**

**THE ACCOUNTABILITY OF THE HEAD  
OF STATE ADMINISTRATIVE AGENCY**

**Major: Public Administration Management  
Code: 62 34 82 01**

**SUMMARY OF DOCTORAL DISSERTATION  
ON PUBLIC ADMINISTRATION MANAGEMENT**

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## **A. INTRODUCTION**

### **1. Urgency of the thesis**

In human history, ancient or modern, in any era, any country, any nation, the matter of the head of nation, ethnicity, territory, key areas, etc. has always been seen as great matter. Since, this is one of the crucial issues and closely related to the prosperity, weakness, survival of the nation, ethnic group or sector, local.

In the current context, the study of the accountability of the head of state administrative agency (SAA) is urgently needed, derived from the following basic reasons:

*First*, from the important role of the head's position of SAA in implementing the functions of the state apparatus.

*Second*, from the request to improve the state's accountability in the trend of modernization of the public administration in each country.

*Third*, the state and the government of Vietnam are currently implementing public administration reform and towards the building a rule of law. And requesting for the capacity of taking accountability of state is one of the basic criteria of rule of law as well as the objectives of the public administration reform.

*Fourth*, the need to study the accountability of the head of SAA comes from the actual accountability of the head of SAA in Vietnam today. Besides the achievements, there are many limitations actually. So what are the advantages and limitations, and what are causes leading to this fact? Answering these questions is very important to properly assess the current state

and on this basis to make proposals to improve the accountability of the head of SAA in Vietnam today.

In general, the accountability of the state and of head of SAA is an important issue in terms of theory, and necessary in practice. However, there is a lack of research on this issue and so many issues have not been explained satisfactorily. Therefore, the study of the theme accountability of the head of SAA is essential and meaningful.

### **2. The purpose and research task**

#### ***2.1. The research purpose***

The thesis was done with the purpose of contributing to the public administration reform process and building Vietnam towards democracy, modern, effective and efficient through the development of the scientific foundations of theory, real practice on the accountability of the head of SAA in Vietnam today.

#### ***2.2. The research task***

From above researching purpose, the thesis set out basic research tasks as below:

*First*, the thesis clarified concept about tools and analyzed some basic theoretical issues of the accountability of the head of SAA.

*Second*, the thesis surveyed, analyzed, and assessed the status of the head of SAA's accountability in Vietnam today on the basis of the content set out in the reasoning part.

*Third*, the thesis provided some perspectives and solutions to the regulation and implementation of the accountability of the head of SAA in Vietnam.

### **3. The object and scope of the study**

### **3.1. The research subject**

The research subject of this thesis is the accountability of the head of SAA in Vietnam today.

### **3.2. The scope of research**

*The scope of content:*

- The accountability of the head of SAA is a big issue with a lot of contents, the thesis only focused the explanation on the following contents: the concept of head of SAA; the concept of the accountability of the head of SAA; the scope, content and type of basic accountability of the head of SAA; Several factors affecting the performance of the accountability of the head of SAA.

- The thesis did not study the accountability of each head title in each type of SAA but the accountability of the head of SAA generally as a common institution.

- The head of SAA is accountable for many entities and many contents, and there are many types of accountability. The thesis studied all these issues but just at general level.

*The scope of space:* The thesis studied the accountability of the head of SAA in Vietnam.

*The scope of time:*

- When evaluating the legal systems of the accountability of the head of SAA, the thesis focused on the study the provisions in the Constitution, Laws, and Decrees in the period from 2000 up to present.

- When assessing the practical implementation of the head's accountability in Vietnam, the thesis only studied from 2000 up to present.

### **4. The methodology and research method**

### **4.1. The methodology**

The thesis was done on the basis of the methodology of dialectical materialism and historical materialism.

### **4.2. The research method**

To perform the research tasks, the thesis used the following methodologies:

- *The method of analysis of secondary documents:* The thesis based on the analysis of secondary documents which are research works related to the accountability of the head of SAA.

- *The method of depth interview* was carried out with the purpose of shaping, clarifying the judgment, evaluation, assessment on the actual head of SAA's responsibility in Vietnam today. Subjects of depth interview included: 2 researchers, 3 state officials, 3 citizens who have interest and understanding on the accountability of the head of SAA.

### **5. New contributions of the thesis**

This thesis is a depth study belonging to the public administration management specialization and researched relatively in system the accountability of the head of SAA theoretically and practically. New contributions of the thesis presented on the following aspects:

*First*, the thesis introduces the concept of *the head of SAA* and features commentary on the *legal position of the head of SAA* that preceding studies have not mentioned or did mention but required some development and additional points.

*Second*, the thesis provides the concept of the accountability of the head of SAA with new approach when thinking that connotation of the term "accountability" should be

unified and compatible among three factors obligation, authority and accountability.

*Third*, the thesis helps shape the theoretical content of the scope, content and type of accountability of the head of SAA and factors affecting the implementation of the head of SAA's accountability that the preceding studies have not explained systematically.

*Fourth*, the thesis provides an assessment of the actual situation of taking accountability of the head of SAA in Vietnam today by its own approach.

## **6. The theoretical and practical meaning of the thesis**

### ***6.1. The theoretical meaning***

The thesis proposes a theoretical framework as the tools to think about the accountability of the head of SAA and helps form and reinforce theoretical framework of the accountability of the head of SAA.

### ***6.2. The practical meaning***

The research results of the thesis have practical significance in studying and perfecting the legal provisions as well as the implementation of the law on the accountability of the head of SAA in Vietnam. The thesis can be used as a monograph for the studying and teaching on the accountability of the head of SAA. With the foundation of the thesis's research results, it is a continuation to implement the follow-up studies on the accountability of the head of SAA.

## **7. The structure of the thesis**

The thesis includes the introduction, the overview of research issues, the content with 3 chapters, the conclusion, the

list of published works of research result of the thesis, the list of references and annexes.

## **B. OVERVIEW OF RESEARCH SITUATION**

In the discussion for documents related to the subject, the author of the thesis approaches the issues from general to specific, including 5 following sections:

### **1. Some studies about leaders and managers**

In general, the content of studies about leaders and managers is rich and diverse. These studies provide significant precondition basis for the continued study of the head of SAA. Among the studies on leaders and managers, the author of the thesis particularly concerns the "Zheng Ming" theory in the social management of Confucius. This theory forms theoretical basis so that the author can explain the position and accountability of the head of SAA.

### **2. Some studies on the accountability of the state and the government**

Studies on the accountability of the state and the government were very rich. The common point of these studies was the consistency in the view point that the state and the government must always be accountable, because it is a requirement of democracy. These studies provided theoretical premise for the study of the accountability of the head of SAA.

### **3. Some studies on public duties and accountability of state officials**

Studies on public duty and accountability of officials discussed about accountability on different angles, from legal accountability, political accountability to moral accountability.

The interpretation from these studies helped author of this thesis shape the overview of the various accountabilities of civil servants. However, the author of the thesis thinks that it is necessary to clarify the scope of these accountability types. That is to clarify that officials and civil servants have political accountability, legal accountability. Ethical accountability is accountability to whom, to which entity? In addition, there should be a different approach which is more suitable about the concept of "accountability" of the head of SAA.

#### **4. Some studies on the accountability of head of agency, organization and unit**

There are many studies about the head of agency, organization or unit. However, these studies interpreted little on the theoretical issues of the accountability of the head, and at the same time, only approached head of agency, organization and unit in general; therefore, it is not clear about the accountability of the head of SAA. In particular, among the studies on the factors affecting the performance of the accountability of the head, there were few research papers mentioned the "Zheng Ming" of the head of SAA. At the same time, they did not consider obligation, authority, accountability factors of the head in a consistent form and considered the requirements of unification and compatibility among three elements as fundamental factors influencing the implementation of the accountability of the head of SAA.

#### **5. Some studies on the accountability of the head of SAA**

There have been a number of scientific works about the accountability of the head of SAA with different research angles

and sizes. However, these studies did not pay much attention to the interpretation of theoretical issues about the accountability of the head of SAA. Therefore, many theoretical issues of the accountability of the head of SAA were not explained thoroughly, hence it should be further supplemented and developed.

### **CONCLUSION**

In conclusion, the accountability of the head of SAA is a fascinating subject, attracted many researchers with several approaches. It is rich in content and diverse in form of expression. It is necessary to confirm that these studies have provided a very important premise for the author of this thesis to continue studying the topic on accountability of head of SAA. The author of this thesis inherited content of preceding authors as described in the argument points. However, the author also found that the topic of accountability of the head of SAA still needs further study, addition, clarification and discussion. Specifically, they are: *The concept of head of SAA and the concept of the accountability of the head of SAA; The scope, content and type of accountability of the head of SAA; Factors affecting the implementation of the accountability of the head of SAA.*

### **C. CONTENT**

#### **Chapter 1**

#### **ARGUMENTS OF ACCOUNTABILITY**

#### **OF HEAD OF STATE ADMINISTRATIVE AGENCY**

#### **1.1. The concept about the head and the head of SAA**

##### **1.1.1. The head of organization**

"The head" is the term used to refer to the institution holding the highest position in the organization and implementing the leadership and management in that organization.

#### **1.1.2. State administrative agency**

State administrative agency is part of the state apparatus, created by the State to perform state administrative management functions, including the following agencies: government, ministries, ministry-level agencies, people's committees at all levels and specialization agencies belonging to the people's committee.

#### **1.1.3. The head of SAA**

In the scope of state management and in the specific context of Vietnam, the concept of the head of SAA can be understood as: *"The head of SAA" is the term used to refer to the institution holding the highest legal position in the SAA, implementing the leadership role, managing the operations of SAA, possessing the highest obligation and the authority to organize the implementation of the functions and tasks of SAA and is accountable for the performance of the SAA in which s/he is the head.*

The legal position of the head of SAA has the following basic characteristics: *First*, it is the legal position; *Second*, it operates on behalf of the state; *Third*, it operates under the influence of administrative relation which must be in order and ranking; *Fourth*, the head is accountable for their leadership and management role in their SAA in which s/he is the head.

The head of SAA in Vietnam includes the following titles: prime minister, ministers, heads of ministry-level agencies,

directors of provincial departments, heads of divisions and heads of sections.

### **1.2. The concept about the accountability of the head of SAA**

#### **1.2.1. The concept of "accountability"**

There are many different concepts about the term accountability. Within the scope of the thesis, it can be understood that: *Accountability is work must do, is done, and should do with good result, if the result is not good then the head will suffer from the consequence.*

#### **1.2.2. The concept about the accountability of the head of SAA**

Based on the analysis of the term "accountability", the author of the thesis understands that *accountability is work must do, is done, and should do with good result, if the result is not good then the head will have to take accountability.*

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| $\text{Accountability} = \text{Obligation} + \text{Authority} + \text{Taking}$ |
|--|

The accountability of the head of SAA has the following features: a deep social nature; personal accountability nature; general nature.

### **1.3. The scope, content and type of accountability of the head of SAA**

#### **1.3.1. The scope of accountability**

The head of SAA is accountable towards internal organization and towards society. Accountability towards internal organization is the accountability to the system of SAA including the legislature, enforcement and

judiciary agency. Accountability towards society is accountable to individuals, organizations and social enterprises in society.

### **1.3.2. The content of accountability**

The accountability of the head of SAA includes following basic contents: *First*, accountability for the use of inputs: human resources, public finance, public assets, and information; *Second*, the accountability for the implementation of management activities (including planning, organization, leadership, inspection); *Third*, accountability for outcomes of the leadership and management activities.

### **1.3.3. The type of accountability**

#### **1.3.3.1. Political accountability**

Political accountability focuses on the enactment and implementation of policies of the head of SAA. Sanction of political accountability is the loss of trust leading to the dismissal or resignation of the head of SAA.

#### **1.3.3.2. Legal accountability**

Legal accountability focuses on the implementation of work that must be done and allowed to be done by the head of SAA, as regulated for SAA. Sanction of legal accountability includes disciplinary liability, civil liability, material liability, criminal liability.

#### **1.3.3.3. Moral accountability**

Moral accountability focuses on behavior, attitude, good policies that the head of SAA should do, followed by social moral rules. Sanctions of moral accountability are the condemnation of the public opinion and conscience of the head of SAA.

## **1.4. Factors affecting the implementation of the accountability of the head of SAA**

### **1.4.1. Factors affecting the implementation of the accountability of the head of SAA in general**

There are many factors affecting the implementation of the accountability of the head of SAA. *Objective factors* include factors belonging to the state (institution, organizational apparatus, finance, human resources); economic - cultural - social condition; citizen. *Subjective factors* include capacity and morality of the head of SAA.

In the limit scope of the thesis, the author of the thesis only focuses on factors of law and the head of SAA itself as two basic ones affecting the implementation of the accountability of the head of SAA.

### **1.4.2. The influence of the law on the implementation of the accountability of the head of SAA**

Law is the most important tool of the state to manage the accountability of the head of SAA. In order to get good results from the implementation of the accountability of the head of SAA, the legal system on the accountability of the head of SAA must meet the following basic requirements: *First*, the position and role of the head of SAA must be defined clearly and fully. *Second*, the obligation, the authority and the accountability of the head of SAA must be clearly defined. *Third*, obligation, authority and accountability of the head of SAA must be unified and compatible with each other.

### **1.4.3. The influence of the head of SAA to the implementation of accountability itself**

The head of SAA itself with two elements of ethics and competence have a decisive role on the effective implementation of accountability. To implement the accountability well, the head must meet the capacity requirements such as knowledge, skills and attitudes of the leader, manager, proving through the enactment and implementation policy and regarding ethics requirement, the heads should meet the ethical requirements to the maximum extent when implementing accountability.

### **Summary of Chapter 1**

In Chapter 1, from the need to clarify some theoretical issues about the accountability of the head of SAA, the author of the thesis focuses on interpreting the content: *The concept of head of SAA and their accountability; The scope, content and type of accountability of the head of SAA; Factors affecting the implementation of the accountability of the head of SAA.* The interpretation from the perspective of the theory of liability of SAA heads is the basis for the author of the thesis to analyze the current status of the head's accountability of SAA in Vietnam today.

### **Chapter 2**

#### **ACTUAL ACCOUNTABILITY OF THE HEAD OF STATE ADMINISTRATIVE AGENCY IN VIETNAM TODAY**

#### **2.1. Actual regulations on accountability of head of SAA in the system of legal documents in Vietnam**

##### **2.1.1. Generalized system of legal document system on the accountability of the head of SAA**

Vietnam Government has promulgated a system of laws to regulate the accountability of head of agency, organization and unit, including the accountability of the head of SAA. These regulations can be classified into three groups.

##### **2.1.2. Basic content of the regulation on the accountability of the head of SAA**

###### **2.1.2.1. Regulations on obligation of head of SAA**

The current law regulations stipulated the obligation of the head of SAA which include: *First*, the obligations as head of the agency, organization or unit; *Second*, the obligations as officials and civil servants in general.

###### **2.1.2.2. Regulations on the authority of the head of SAA**

In general, the rule only regulates the authority of state officials and civil servants in general without specifying the authority of the head of SAA.

###### **2.1.2.3. Regulations on the taking accountability of the head of SAA**

The current regulations have already regulated the taking accountability of head of SAA, including political accountability, legal accountability, and ethical accountability.

##### **2.1.3. Some assessment on legislations system regulating the accountability of the head of SAA in Vietnam at present**

###### **2.1.3.1. The advantages**

The legal documents system on the accountability of the head of SAA in Vietnam are plentiful in quantity, and innovative in quality; determined the scope, content, type of accountability of the head of SAA.



#### *2.1.3.2. The limitations*

Besides, there are some limitations as the following: they have not clearly defined concept about the head of SAA; there is no common understanding of the term "accountability" of the head of SAA; the regulations on legal accountability, political accountability, moral accountability of the head of SAA are general, not specific, do not meet the practical demand and requirements.

### **2.2. Actual implementation of the accountability of the head of SAA in Vietnam at present**

#### *2.2.1. Actual taking accountability fact of the head of SAA*

##### *2.2.1.1. The advantages*

*First*, head of SAA managed and used the inputs such as civil servants, public finance and public property, information and got some certain results. *Second*, leadership activities, management of head of SAA have achieved remarkable results: The promulgation of management decisions had many achievements in quantity. The provision of public services has initially met the basic needs of society. The implementation of the accountability of the head of SAA has a positive impact on economic and social development of the country. Some head of SAA were highly appreciated by state agency and people.

##### *2.2.1.2. The limitations*

*First*, the management and use of inputs such as management, use of civil servants, public finance and public property, information have some shortcomings. *Second*, the effectiveness in implementation of the leadership and management of the head of SAA is not high.

*Third*, the result of performance and management of the head of SAA is still limit: The enactment of the governing documents has not met the practical requirements in terms of quantity, quality, and promulgation timeline. The provision of public services activities has just met the basic needs of people in terms of quantity, but quality, price and service attitude must still be discussed more. The requirement in achieving the objectives and tasks with social significance of SAA has not been met.

### **2.2.2. Actual implementation of the authority to head of SAA**

#### *2.2.2.1. The advantages*

The heads of SAA have attempted to exercise their jurisdiction within the authority to perform the functions and duties of SAA.

##### *2.2.2.2. The limitations*

In general, many heads of SAA lack powers to perform their duties; some heads do not perform all powers permitted by law; some show the abuse of power; and there is a lack of compatibility between the prescribed powers and actual powers.

### **2.2.3. Actual implementation of taking accountability of the head of SAA**

#### *2.2.3.1. The advantages*

*First*, in taking political accountability. When not performing well the role of the head of SAA agency and sectors, some SAA's heads said "sorry", took "political accountability" to the Congress, People's Council, and the people.

*Second*, in taking legal accountability. Recently, a number of cases related to the accountability of the head of SAA have been treated strictly and promptly.

*Third*, in taking moral accountability. Some heads of SAA showed their moral accountability, accepting their “mistake”, attempted to repair the mistake and some asked for the “resignation”.

#### *2.2.3.2. The limitations*

*First*, in taking political accountability. Hardly could we find any heads voluntarily “resign” when they have not fulfilled the political accountability. “Resignation Culture ” is still unknown to the head of SAA in Vietnam today.

*Second*, in taking legal accountability of the head of SAA. It has not been clear, not evident. Many heads of SAA have not born liability sanctions commensurate with the nature and degree of the behavior.

*Third*, in taking moral accountability. Many heads of SAA have not performed their accountability well but still remained cavalier in office. Although the public raised questions, but they did not express any feelings of shame or conscience.

### **2.3. The reason for the limitation**

*First*, the reason from legal regulation on the accountability of the head of SAA. *One*, the “Zheng Ming” of the heads’ position of SAA is not ensured; *Two*, the law does not clarify accountability of the head of SAA with other entities; *Three*, law on the accountability of the head of SAA lacks the compatibility among the elements of obligation, authority and taking accountability.

*Second*, the reason of moral and capacity of the head of SAA. Overall, the capacity and moral of the head of SAA are limited and cannot meet the actual requirements, causing the limitations in performing the accountability.

### **Summary of chapter 2**

By studying the actual accountability of the head of SAA in Vietnam currently, we can see that the provisions and implementation of regulations on accountability of head of SAA have some positive aspects and at the same time, have some limitations and shortcomings. These restrictions derive from objective and subjective reasons. This is the basis for the solution set out in chapter 3.

### **Chapter 3**

## **SOME OPINIONS AND SOLUTIONS TO IMPROVE THE ACCOUNTABILITY OF THE HEAD OF SAA IN VIETNAM TODAY**

### **3.1. Some opinions to enhance the accountability of the head of SAA**

*First*, to establish the position, role and accountability of the head of SAA. *Second*, to ensure the accountability of the head of SAA with results of duty performance of SAA. *Third*, to ensure the conditions for the head of SAA to implement accountability. *Fourth*, to ensure the control over the implementation of the accountability of the head of SAA.

### **3.2. Some solutions to the legal regulations about the accountability of the head of SAA**

*First*, ensure the “Zheng Ming” of the head of SAA position; *Second*, the accountability of the head of SAA should be

prescribed consistently and clearly; *Third*, the accountability of the head of SAA must be defined in a unified and compatible relation among the factors of obligation, authority and taking accountability.

### **3.3. Some solutions for the implementation of the law on the accountability of the head of SAA**

*One*, propaganda and education about the accountability of the head of SAA; *Second*, innovating activities in assessing the implementation accountability of the head of SAA; *Third*, improving the effectiveness of supervision of the implementation of the accountability of the head of SAA; *Fourth*, public and transparent civil service enforcement activities of the head of SAA; *Fifth*, handling promptly and strictly the violations of the head of SAA.

### **D. Conclusion**

In the trend towards a rule of law and democracy, and towards the service administration, the issue of accountability of the SAA, of people working for state agency is urgent requirement. If considering the point that "the State is a simple calculation of addition", then the accountability of the state is the sum of accountability from each person working in state agency. In which, the head of SAA must be the first person to take accountability. Therefore, the implementation of the accountability of the head of SAA is one of the basic factors determining the effectiveness and efficiency of the state administration.

This thesis is a deep study about public administration management

specialization, researching relatively comprehensive and systematic accountability of the head of SAA both theoretically and practically. The thesis has clarified some theoretical content, practical accountability of the head of SAA that other studies on this subject have not mentioned or did mention, but required additional development and has a more systematic approach. At the same time, the thesis provided a number of solutions for the regulation and implementation of regulation on accountability of head of SAA in Vietnam in the coming time.

1. "The head of state administrative agency" is the term used to refer to institution holding the highest legal position in state administrative agency, implementing the leadership and management role for the operation of SAA, having the highest obligation and authority in carrying out the functions and duties of SAA and is accountable for the performance of the SAA that s/he is the head. The legal position of the head of SAA has some basic characteristics: the legal position; performing on behalf of the state; under the influence of the administrative order relation, hierarchy; implementing leadership and management role for the SAA that s/he is the head.
2. Accountability of the head of SAA is work the head of SAA should do, must do, is done with good result, if the result is not good, the head of SAA will be accountable. The accountability of the head of SAA includes three basic elements in a unification and compatibility of obligation, authority, and taking accountability for the implementation of

obligation and authority. The accountability of the head of SAA has the characteristics: a deep social nature; personal accountability nature; general nature.

3. Head of SAA is accountable for two basic groups that are the internal organization and society. Accountability towards internal organization is accountability to a system of SAA including the legislature, executive and judiciary. Accountability towards society is accountable to individuals, organizations and social enterprises.
4. Head of SAA has accountability for the following basic contents: *First*, the accountability for the use of resources including human resources, public finance, public assets and information; *Second*, the accountability for the implementation of management functions such as planning, organizing, leadership and control; *Third*, the accountability for the results of leadership and management activities.
5. The type of accountability of the head of SAA includes political accountability, legal accountability and moral accountability. Political accountability focuses on policy and policy enforcement. Sanctions are loss of trust, leading to the dismissal or resignation of head of SAA. Legal accountability focuses on things that must be done and are allowed to be done properly. Sanctions include disciplinary accountability, civil accountability, material accountability, criminal accountability. Moral accountability focuses on behavior,

attitude, good policy that the head of SAA should do. Sanctions are the condemnation of public opinion and innermost feelings of the head of SAA.

6. There are many factors affecting the realization of the accountability of the head of SAA, including the objective and subjective factors. The objective factors include elements belonging to the state (institutional, organizational apparatus, finance, human resources); elements of economic - cultural - social conditions; citizen factors. Subjective factors include capacity and morality of the head of SAA. The thesis focuses in depth the institutional factors - the legal provisions of the accountability of the head of SAA and capacity, the moral of the head of SAA. In order to implement the accountability of the head, the legal system of the accountability of the head of SAA must ensure the following requirements: position and role of the head of SAA must be clearly defined; obligation and authority and taking accountability of the head of SAA must be clear; ensuring the unification and compatibility among obligations, authority, and taking accountability of the head of SAA. At the same time, ensuring the capacity and moral factors of the head of SAA.
7. Actual system of legal documents on the accountability of the head of SAA has some advantages that they are rich, with innovation in quality, already defined the scope, content, type of accountability of head of SAA. Besides, the regulation prescribed the

accountability of the head of SAA has some limitations, such as they have not clearly defined the concept of head of SAA; no common understanding of connotation the term "accountability" of the head of SAA; the provisions on legal accountability, political accountability, moral accountability of the head of SAA are general, not specific, do not caught up with demand and practical requirements.

8. Implementation of the obligation of the head of SAA have advantages and limitations such as the management and use of inputs; implementation of the functions of planning, organizing, leadership and control; the outcome of issuing management documents, providing public services and making a change to the economic and social development.
9. The implementation of the authority of the head of SAA has advantages and limitations with diverse manifestations.
10. The implementation of the provision of taking accountability. Regarding political accountability, generally some head of SAA has political accountability. However, most head of SAA are not willing to take political accountability, not yet voluntarily resign when not performing well their leader's role. Regarding legal accountability, some head of SAA have been taken legal accountability; however, many head have not yet suffered from legal accountability sanctions commensurate with the nature and seriousness of the actions. Regarding moral accountability, in general, few head of SAA are accountable on moral matter.

11. The cause of the limitation in carrying out the accountability of the head of SAA includes two basic groups. *First*, the cause of law on the accountability of the head of SAA: Do not ensure the identity of the head position; legal regulations do not clarify clearly accountability of the head of SAA with other entities; the law on the accountability of the head of SAA lack of the unification and compatibility among factors of obligation, authority and taking accountability; *Second*, moral and capacity of head of SAA are limited and have not met the performance requirements.
12. Some points to enhance the accountability of the head of SAA include: *First*, to establish the position, role and accountability of the head of SAA clearly. to ensure the association between the accountability of the head of SAA with results of performing the duties. *Third*, to ensure the conditions for the head of SAA to perform duties well. *Fourth*, to ensure the control over the implementation of the accountability of the head of SAA.
13. With the legal regulations of the accountability of the head of SAA, the thesis provides some solutions: *First*, ensuring the "Zheng Ming" of the head of SAA position; *Second*, the accountability of the head of SAA should be prescribed consistently and clearly; *Third*, the accountability of the head of SAA must be defined in a unification and compatibility among the elements of obligation, authority, and taking accountability.

14. For the implementation of the legal provisions of the accountability of the head of SAA, the thesis focuses on a number of measures: *First*, propaganda and education on the accountability of the head of SAA; *Second*, innovating the assessment of the enforcement accountability of the head of SAA; *Third*, improving the effectiveness of supervision of the implementation of the accountability of the head of SAA; *Fourth*, public and transparent enforcement activities of the head of SAA the civil service of SAA; *Fifth*, handling promptly and strictly violations on accountability of the head of SAA.

The head of SAA has extremely important role for the functioning and effectiveness of the state apparatus. Good solutions towards the accountability of SAA may open up good prospects for improving the effective implementation of the accountability of state officials and civil servants in Vietnam in the coming time. And this will help improve the efficiency of public administration reform, the building of the administrative service, aiming to build a democratic state and rule of law in Vietnam. Although there are complicated and difficult issues, and several issues need to be addressed, however, with the authority perception, union actions, effort and commitment of all stakeholders in society, in particular of the state administration agency, the author of the thesis believes that Vietnam will achieve the desired objectives.

#### **LIST OF THE PUBLISHED WORKS FOR THE STUDY RESULT OF THE THESIS TOPIC**

1. Bui Thi Ngoc Mai, *The role of the head of SAA the organization*, Party Building Magazine, No. 12/2012, p. 42-43.
2. Bui Thi Ngoc Mai, *The authority of the head in the organization*, Party Building Magazine, No. 5/2013, p. 43-45.
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