

Ministry of Education and Training

Ministry of Finance

ACADEMY OF FINANCE

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**FINANCIAL MANAGEMENT OF
FINANCIAL OFFICER TRAINING
INSTITUTIONS**

Specialization: Finance – Banking

Code : 9.34.02.01

SUMMARY OF DOCTORAL THESIS

HA NOI -2021

This thesis has been accomplished at: **ACADEMY OF FINANCE**

Instructor: **Assoc. Prof., Dr. Tran Xuan Hai**

Paper Reviewer 1:

Paper Reviewer 2:

Paper Reviewer 3:

The thesis has been successfully presented and reviewed at the
Doctorate Examination Council of Academy of Finance at

Dated

The thesis can be referenced at:

- The National Library.
- The Library of Academy of Finance.

INTRODUCTION

1. Rationale of the thesis topic.

The contingent of officers, civil servants and public employees (collectively referred to as officers) are employees, working in central or local agencies and non-business units of the political system. The contingent of officers is considered as a critical important part of the national human resource. Over the past years, the Ministry of Finance has frequently paid much attention to improve the officers' quality by renovating the recruitment work, completing the regulations on ranking standards, gradually developing standards on job placement and organizing annual training programs for officers according to rank standards, title standards, specialized professional expertise, position-based specialized program, culture, office ethics and skills for policy making and public service execution. Therefore, the officers' quality of the Finance sector has been well developed and the quality of the policies issued by the Ministry of Finance has been improved, the laws on Accounting, State Budget, tax, finance of public non-business units and corporate finance, etc. have been completed and applied to practical activities.

However, the officers of the Finance sector still have certain limitations and weaknesses in terms of qualifications and capacities, especially inadequacies compared to the requirements of state management tasks in the context that the integration and modernization of the financial sector is an urgent need, requiring breakthrough improvements in the quality of the financial officers. In a series of solutions to improve the quality of the financial officers, such solutions on financial management of officer staff training institutions are always extremely important and need to be carefully studied and clarified both in terms of theory and practice.

Those are the main reasons, raising the need for the PhD student to study the topic “*Financial management of financial officer training institutions*”

2. Research objectives and tasks of the thesis.

2.1. Research objectives:

By systematizing the theoretical issues of financial management of officer training institutions; the topic focuses on analyzing and clarifying the current financial management situation at financial officer training institutions; then, proposing a number of solutions to perfect the financial management of the financial officer training institutions in the 2021-2025 period with the vision to 2030.

2.2. Research tasks:

In order to achieve the above objectives, the topic focuses on implementing the following main tasks:

- *First*, Study and clarify the fundamental theoretical issues of officer training institutions and the role of financial management to officer training institutions.
- *Second*, Study experiences of other branches in terms of financial management of officer training institutions and draw valuable lessons for the Ministry of Finance
- *Third*, Analyze and evaluate the current situation of financial management of financial officer training institutions in the 2015-2019 period, and clearly indicate the achieved results, limitations and causes of these limitations in terms of financial management of financial officer training institutions.
- *Fourth*, Propose opinions, directions and perfecting the financial management of financial officer training institutions in the 2021-2025 period with the vision to 2030.

3. Research objects and scope

3.1. Research objects

The research object of this thesis are both theoretical and practical issues of financial management of officer training institutions.

3.2. Research scope

- *Content*: Financial management of officer training institutions in general and of financial officer training institutions in particular are performed by a number of management contents, with the participation of different subjects, namely the State, institutions and learners. However, due to the study limited time and practical conditions and to ensure in-depth research, the thesis topic only focuses on analyzing and clarifying the following contents of financial management: (i) revenue management; (ii) expenditure management; (iii) financial performance management and (iv) financial inspection, audits and supervision at financial offer training institutions.

- *Space*: The topic focuses on researching the financial management of financial officer training institutions (Including: Institute of Financial Training; Institute of Tax Affairs; Institute of Customs Affairs; Institute of Treasury Affairs; Reserve Training Center; Center for Scientific Research and Training of Securities).

- *Time*: This topic studies the 2015-2019 period and proposes solutions with the vision to 2025 and 2030.

3.3. Research methods.

To realize the research objectives, objects and scope of the thesis topic, the applied research methodology is dialectical materialism and historical materialism in all research processes.

The thesis uses both qualitative and quantitative methods, inheriting existing research results of domestic and foreign scientists to solve specific problems. In addition, the thesis also uses the following traditional research methods:

Analysis and synthesis: are used to study reference documents related to the content of the thesis, thereby grouping the contents into different constituent elements, to clarify the trends and nature in research. At the same time, the thesis systematizes the contents related to the research problem and draws logical inference associated with the research objectives and objects.

Statistical and comparative methods: are used to reflect the quantitative

variation of the individual units constituting the studied objects and phenomenon. The author makes comparison among research issues to present differences, advantages, limitations, etc., thereby, clarifying the research objectives and objects.

Logical thinking method: is used to deduce, connect the assessments, and to systemize the research contents, then to make comments and conclusions that reflect the content and characteristics of the research objects.

Empirical research method: is applied by using the practical proofs and current situation to prove the explanations, research hypotheses ensuring the logic and systematical content in the whole research.

4. Research overview

On the basis of the existing research works related to the thesis topic, the PhD student draws the following research gaps:

- *First*, the works related to officer training in recent years have studied and pointed out several ways to improve the quality of officer training works and they all confirmed the necessity of the financial solutions.

- *Second*, the works related to financial management in general have focused on analyzing and finding solutions to perfect the financial management mechanism, enhancing the financial autonomy of non-business units, higher education institutions in general, either analyzing some aspects of financial management, or focusing on some specific professional areas.

- *Third*, although there have been a few studies on the issue of officer training in general and finance officer training in particular, or researches on financial management of training institutions under the Ministry of Finance. However, there is no scientific research or publication mentioning financial officer training institutions and the financial management of financial officer training institutions.

Therefore, the research of the thesis will contribute to satisfying the practical requirements of financial management for the financial training institutions in Vietnam in the current conditions.

5. Scientific and practical significance of the research topic

5.1. Scientific significance:

Systematize and further clarify the basic theoretical aspects of officer training institutions and the financial management of officer training institutions.

5.2. Practical significance:

- The topic has deeply analyzed and comprehensively assessed the financial officer training activities as well as the actual situation of financial management of financial officer training institutions in the 2015-2019 period. Thereby, the topic has clearly indicated the achieved results as well as the limitations and causes of the limitations of the financial management of financial officer training institutions. These are important foundations for the author to present a system of orientations and viewpoints to improve the financial management of financial officer training institutions in the 2021-2025 period with the vision to 2030. The author also proposes a number of solutions to improve the financial management of financial officer training institutions in the period of 2021-2025 with the vision to 2030.

6. Structure of the thesis topic:

Chapter 1: General theory of financial management of officer training institutions.

Chapter 2: The current situation of financial management in institutions financial officer training institutions.

Chapter 3: Improving the financial management of financial officer training institutions.

Chapter 1

GENERAL THEORY OF FINANCIAL MANAGEMENT OF OFFICER TRAINING INSTITUTIONS

1.1 OFFICER TRAINING INSTITUTIONS

1.1.1 Concept of officer training institutions

Officer training is the process of organizing learning opportunities for the officers at a certain facility in order to equip, update and improve their knowledge, skills and working attitudes to perform their tasks better and more efficiently. Officer training institutions are to organize different training courses to equip, update and develop the officers with working knowledge and skills for public service activities. Officer training facilities need to meet the minimum standards of a modern school/institute/center for officer training, namely: spacious campus, hall, classrooms, dormitory, and areas for sports and entertainment activities; modern teaching equipment; modern and quality information technology infrastructure, management software, and training software; teaching staff satisfying the requirements in terms of quantity and teaching capacity; and professional training management team.

1.1.2 Operational characteristics of officer training institutions

- *First, the activities of officer training institutions are associated with the occupations and employment positions of the officers.*
- *Second, the activities of officer training institutions are always associated with the planning, working arrangement and use of officers in each period.*
- *Third, the contents of officer training institutions' activities are broad and comprehensive.*
- *Fourth, participating in training courses is both the right and the responsibility of the officers*

1.1.3 Factors affecting the operation of officer training institutions

First, Policies on officer training programs

Second, Source and input quality of the officers

Third, Competency framework of the job position

Fourth, The qualifications and skills of the teaching staff

Fifth, The financial management of officer training institutions

Sixth, Integration and globalization

1.2 FINANCIAL MANAGEMENT OF OFFICER TRAINING INSTITUTIONS

1.2.1 Concept, characteristics, significance and principles of financial management of officer training institutions

1.2.1.1 The concept of financial management of officer training institutions

“Financial management of officer training institutions is the process of applying management methods, tools and principles in order to create and use financial funds in officer training institutions to achieve the preset goals”.

1.2.1.2 Characteristics of financial management of officer training institutions

Accordingly, the financial management of officer training institutions is characterized as followings:

First, the subject of financial management of officer training institutions is the State or state agencies assigned by the State to create and use the public funds.

Second, the objects of financial management of officer training institutions are the revenue and expenditure activities associated with creating quality officer training programs and are directly affected by financial resources.

Third, in financial management of officer training institutions, management entities can utilize different management methods and t tools.

Fourth, the financial source for the operation of officer training institutions may be fully or partially funded by the state budget. To perform active

operations for the existence and development of the officer training institutions, their financial resources must be sufficient.

Fifth, the financial management of officer training establishments must always focus on the efficiency of expenditure activities. In their expenditure operations, it is always necessary to set the goals of efficient achievements and task completion in most economical manner.

1.2.1.3 Significance of financial management in officer training institutions

- First: Financial management contributes to maintaining and developing the officer training institutions

- Second: Financial management contributes to the coordination of different activities of officer training institutions.

- Third: Financial management helps to inspect and supervise the training institutions, directing their operation to achieve the set objectives with the lowest cost.

1.2.1.4 Principles of financial management of officer training institutions

1.2.2 Contents of financial management of officer training institutions

1.2.2.1 Revenue management

1.2.2.2 Expenditure management

The demands are always unlimited in spite of the limited resources. The non-business activities take place on a wide, diverse and complex scale, resulting in a rapidly increasing expenditure demand while the mobilization capacity of revenue sources is limited, so economical and efficient financial management plays a very important role. Therefore, the highest efficiency achieved with the lowest cost is the top concern of financial management.

1.2.2.3 Management on financial performance

Annually, after paying all prescribed expenses, taxes and other required payments, the officer training institutions shall determine the difference between revenue and recurrent expenditure (if any).

1.2.2.4 **Financial inspection, audits and supervision**

For such officer training institutions with a supervisory committee or an inspection committee, their self-inspection shall include: (i) checking the budget and operating revenues of the officer training institutions; (ii) checking the budget and other expenditures; (iii) inspecting the difference between revenues and operating expenditures and tracking fund opening and deduction; (iv) inspecting the management and use of public assets. In addition, there are other inspection activities such as: checking the use of materials and the salary fund; checking the financial revenue and expenditure settlement; investment in capital construction; inspecting financial and accounting works.

1.2.3 **Financial management procedure in officer training institutions**

The financial management in officer training institutions starts from the management of the financial revenue and expenditure estimates, to the management of the estimate implementation, and the final work is the settlement of financial revenues and expenditures.

1.2.3.1 **Cost estimation**

Estimating financial revenues and expenditures in officer training institutions is an important step with a decisive meaning to the entire financial management process of officer training institutions.

First, making an estimate of revenues and expenditures for the first year of the stability period

Second, making an estimate for the next 2 years of the stability period

1.2.3.2 **Implementation of cost estimation**

First, allocating funds from the State budget

Second, adjusting cost estimates

Third, carrying remaining funds to the next year

Fourth, opening trading accounts

Officer training institutions may open accounts at banks or at State treasuries to tracking their revenues and expenditures from production and service provision activities.

1.2.3.3 **Accounting and settlement of revenues and expenditures**

Accounting and settlement of revenues and expenditures is one of the tools to track, supervise and check the observance of the state budget, thereby contributing to the effective and economical management of the state finance and capital.

1.2.4 Factors affecting the financial management of officer training institutions

1.2.4.1 **Objective factors**

- *First, the socio-economic environment*
- *Second, the State's financial management mechanism.*
- *Third, the hierarchy of financial management*

1.2.4.2 **Subjective factors**

- *Second, awareness and dynamism of the management team*
- *Thirdly, the professional capacity of the financial management team*
- *Fourth, the effectiveness of the financial management apparatus and the ability to apply science and technology to financial management of officer training institutions.*

1.3 EXPERIENCES ON FINANCIAL MANAGEMENT OF OFFICER TRAINING INSTITUTIONS AND LESSONS FOR THE MINISTRY OF FINANCE

1.3.1 Experiences on financial management of officer training institutions

1.3.1.1 **Experiences of foreign institutions**

China is one of the countries with rapid changes in the transition from a traditional planned economy to the developed market economy. Accordingly, China always pays much attention to the officer training, etc. In which, the financial management of officer training institutions has shown many

innovations in terms of:

- *First, hierarchy of financial management:*

- *Second, management of revenues and expenditures at officer training institutions:*

Experience of Korea

Since 2008, the Korean government has accelerated the process of public administration reform, establishing more marketable institutions and management strategies in order to improve its efficiency and transparency. The core issue is the implementation of budgeting for results. The purpose of this mechanism does not focus to the management of input costs, but mainly to the management of the budget expenditure efficiency. The most prominent feature is the development of the apparatus and mechanism to evaluate the effectiveness of budget expenditure, the situation and performance of the Government agencies.

1.3.2 Lessons for the Ministry of Finance

- *First*, continue to pay attention to the innovation and gradual completion of the system of guiding documents, the concretization of the state's mechanisms and policies on financial management of officer training institutions.

- *Second*, to perfect the financial management of officer training institutions, it is necessary to constantly improve the organizational apparatus, the competency of the advisory team, to develop different development strategies and plans associated with financial resources in the medium and long term.

- *Third*, innovate the fund allocation methods for officer training program, delineating the training fund sources according to standards and training requirements.

Chapter 2

CURRENT SITUATION OF FINANCIAL MANAGEMENT AT FINANCIAL OFFICER TRAINING INSTITUTIONS

2.1. OVERVIEW ON FINANCIAL OFFICER TRAINING INSTITUTIONS

2.2. CURRENT SITUATION OF OFFICER TRAINING ACTIVITIES

2.2.1. Achievements

- In the period from 2015 to 2019, the Ministry of Finance organized training courses for 568,145 officials, of which: 3,924 officials were sent abroad; and 564,221 officials was sent to domestic institutions for training.

**Table 2.1 Quality of financial officers based on ranking criteria
in the period of 2015-2019**

Unit: percentage (%)

No.	Criteria	2015	2016	2017	2018	2019
1	Senior specialist and equivalent	0.2	0.29	0.42	0.57	0.63
2	Primary specialist and equivalent	5.93	7.58	8.76	10.24	11.53
3	Specialist and equivalent	54.04	56.62	63.03	66.49	64.2
4	Other	39.83	35.51	27.79	22.7	23.64

Source: Department of Organization and Personnel - Ministry of Finance

2.2.2. Limitations and causes

2.2.2.1. Limitations

- Financial officers still need improvement in how to handle real-life problems, how to enhance some essential soft skills such as teamwork, decision-making.

- The process of developing an intensive professional training program is

slow and unsatisfactory.

2.2.2.2. Causes

- Financial management is a diverse sector, requiring a team of qualified human resources with intensive knowledge, carefulness and flexibility towards constant changes of the organization and unpredictable development of the finance and economy in the country and the influence of the world.

2.3. CURRENT SITUATION OF FINANCIAL MANAGEMENT AT FINANCIAL OFFICER TRAINING INSTITUTIONS

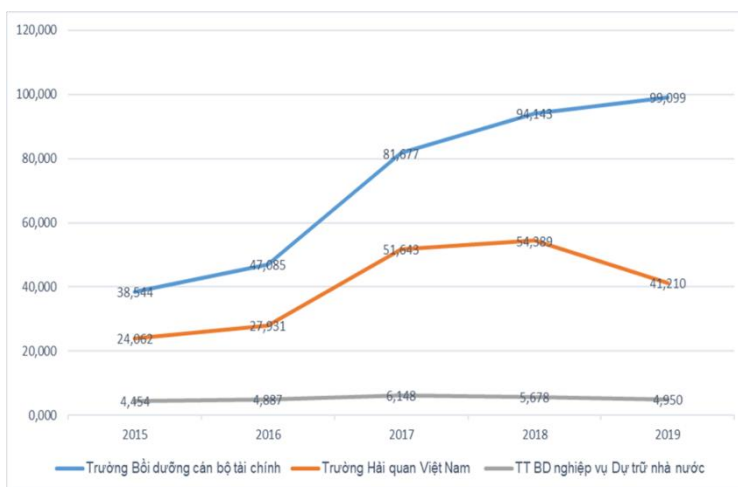
2.3.1. Reform in financial mechanisms and policies for training activities

2.3.1.1. Reform in the State management mechanism

2.3.1.2. Reform in financial policy for financial officer training activities

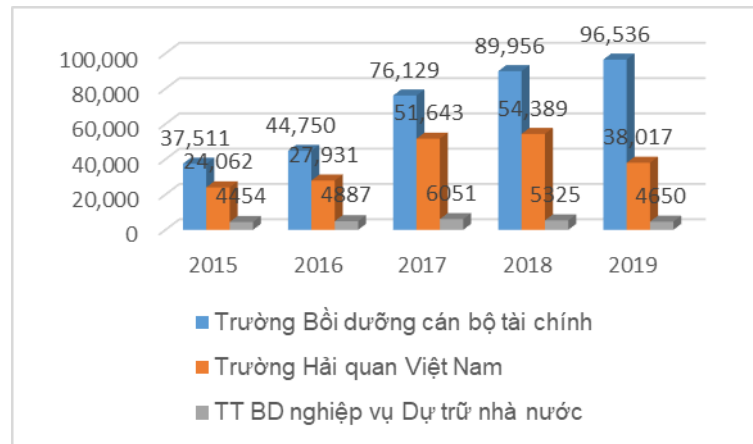
2.3.2. Current situation of financial management at financial officer training institutions of the Ministry of Finance

2.3.2.1 Current situation of revenue management



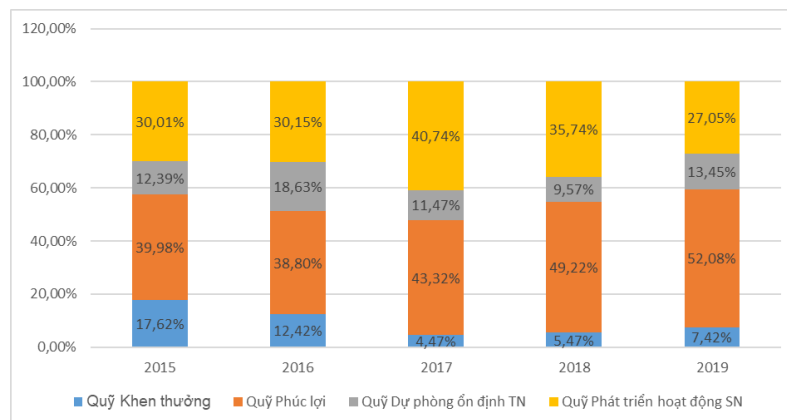
In the period of 2015-2019, the total revenue of the official training institutions in the finance sector increased from year to year.

2.3.2.2. Current situation of expenditure management



Annual audit results of the State Audit Office of Vietnam at the financial officer training institutions show that these institutions basically comply with the strict applicable regulations on financial and asset management.

2.3.2.3. Current situation of financial performance management



Based on the financial performance, after covering all expenses, paying taxes and other payments according to current regulations, financial officer training institutions determine the annual difference between the revenues and the expenses (total revenue - total expenditure). The difference between revenue and expenditure is allocated into different reserves in accordance with state regulations.

2.3.2.4. Current situation of financial inspection, audit and oversight

The training institutions carry out internal audit regularly, while their affiliated units do not. Due to time constraints for internal audit, the inspection list is still short and simple, making the internal audit activity not really effective but formalistic.

2.3.3 Current situation of implementation of the financial management process in financial officer training institutions

2.3.3.1 Budget estimation

Basis for cost estimation (revenue and expenses): Based on the revenue source and the actual results of the previous year's estimate; based on the revenue source and the training and refreshment plan for the year.

2.3.3.2 Budget allocation

- For funding sources provided by the state budget

+ Regular funds: The training institutions allocate regular funding to their affiliated units to ensure the payment of salaries, allowances, contributions and other expenses. The rest are retained to perform the management of general operations.

+ Funds for training: The training institutions do not allocate these funds to the affiliated units, but manage and control related activities to organize training courses on professional skills for the staff of the institutions and their affiliated units to improve professional qualifications for their staff.

+ Ad-hoc funds: The training institutions allocate ad-hoc funds to their affiliated units for specialized activities based on the approved annual training plan.

+ Facility improvement funds: Without allocating to their affiliated units, the training institutions shall base on the general situation to invest in new construction, repair and upgrade, purchase new equipment and hand over to the affiliated units.

2.3.3.3 Implementation of budget estimation

The compliance with budget estimation includes activities related to the implementation of policies and budget management tasks.

Budget estimation and allocation according to the above-mentioned specific content and criteria has facilitated the training institutions to be proactive in organizing, implementing and carrying out many professional activities at the

macro level, centralized management and reasonable decentralization of funding sources.

2.3.3.4 Settlement of revenue and expenses

Some affiliated units of the training institutions have not yet recorded actual financial operations into correct funding sources and state budget index, leading to inaccurate reflection of the total revenue and expenses of the training institution (same revenue but recorded as different revenue, same expenditure but recorded as different expenditure). The process of annual financial settlement is still delayed and settlement data prepared by the affiliated units exists many errors because the accounting team of some affiliated units has weak skills.

2.3.3.5. Implementation of the financial reporting system organization, financial statement analysis and financial disclosure

2.4 GENERAL EVALUATION ON FINANCIAL MANAGEMENT OF OFFICER TRAINING INSTITUTIONS OF THE MINISTRY OF FINANCE

2.4.1. Achievements

2.4.2. Limitations and causes

2.4.2.1. Limitations

Besides known achievements, there are still some limitations in financial management of the financial officer training institutions, as follows:

- *Financial management organization:* Some affiliated units do not have a complete organizational structure, so a separate accounting department is not established.

- *Funding management:* The financial source of the training institutions depends mostly on the annual state budget allocation. The state budget allocation decreases while the number of activities in these training institutions increases, so regular operations are not secured.

- *Expenditure management:* Due to limited funding, the allocation among different expenditure items is also not reasonable, mainly prioritizing to salary

payment and implementing policies and incentive mechanism for lecturers and students.

- *Determination of the difference between revenues and expenditures for Reserves:* The difference between annual revenue and expenditure is small. Some affiliated units are unable to set up reserves or set up very small reserves.
- *Cost estimation:* Estimating the costs based on items doesn't take into account the budget structure.

2.4.2.2. *Causes for these limitations*

Objective causes

- The institutionalization and legislation of the Party's guidelines into state policies and laws in public service in general and training activities in particular, especially regulations on financial management are slow, incomplete, and not suitable with the socio-economic development of the country.
- The financial management mechanism (revenue management, expenditure management) and policies on financial autonomy and autonomy have been promulgated, but real implementation still faces many difficulties and obstacles.
- The role of the Ministry of Finance (the governing body) has also not been clearly, fully and synchronously defined, hence, in fact, many aspects in financial management have not yet been separated between the roles of management of the Ministry and the autonomy of the training institutions

Subjective causes

- *Cost estimation:* Some units have not paid due attention to the cost estimation, have not properly calculated the planning targets, have not estimated the demand for teaching and learning facilities, and have not improved the ability to raise capital from outside stakeholders, etc.
- *Financial self-audit and audit:* The inspectors/auditors have not been intensively trained, so it is impossible to play the important role of inspection and oversight during self-audit and audit.

- *Preparation of financial reports and statements:* Some affiliated units fail to comply with regulations on making financial reports: delayed preparation, incorrect data; hence, the finalization of financial reports are regularly delayed, affecting general works of training institutions.

- *Financial disclosure:* Leaders of some training institutions have not paid enough attention to financial disclosure, has not regularly disclosed publicly, and the information provided for management is incomplete and not timely.

- *Operating expenditure management:* The management of funding from tuition and fees still need improvement, partly because the financial position of the training institutions is still weak.

Chapter 3

ENHANCEMENT OF FINANCIAL MANAGEMENT FOR FINANCIAL OFFICER TRAINING INSTITUTIONS

3.1. ORIENTATION AND PERSPECTIVES FOR ENHANCEMENT OF FINANCIAL MANAGEMENT FOR FINANCIAL OFFICER TRAINING INSTITUTIONS TOWARDS 2030

3.1.1 Strategic objectives and development orientation of financial officer training facilities by 2030

3.1.2 Perspectives for enhancement of financial management for financial officer training institutions towards 2030

3.2. ENHANCEMENT OF FINANCIAL MANAGEMENT FOR FINANCIAL OFFICER TRAINING INSTITUTIONS

3.2.1. Broad solutions

3.2.1.1. Improving the decentralization of management and organization of training activities

Decentralization of officer training management

The decentralization of training management shall be decided by the Government in accordance with the assignment of functions and tasks for management of sectors and fields, as well as the decentralization of personnel management of the agencies under the Government. The decentralization must ensure the autonomy of the management agency and the unit employing officers in training activities.

3.2.1.2. Improving the decentralization of financial management

First, Promote the creativity, autonomy, accountability of the training institutions to accomplish their mission of building professional capacity, improving quality and efficiency of public service performed by the officers.

Second, Create uniformity and suitability in the legal frameworks associated

with the mechanism reform and the autonomy and accountability of the training institutions. Ensure the centralized and unified management of resources to secure the state budget, improve the effectiveness and efficiency in the management and use of the state budget.

Third, Clarify the powers and responsibilities, resources and tasks of the training institutions in the management and use of the state budget, handle efficiently the financial relationship between the Ministry of Home Affairs, the Ministry of Finance and different General Administrations and Departments, etc. Overcome overlaps or omissions in each aspect of state budget management

3.2.1.3. Enhancing the organizational structure and improving the efficiency of financial management

First, continue promoting, assigning, and decentralizing the autonomy and self-responsibility for task performance, organizational structure and number of staff working for training institutions.

Second, review and rearrange the organizational structure and management system towards enhancing the professionalism of the financial management department, including the capacity, qualifications, and ethical qualities for the purpose of inheritance and development.

Third, make a plan to develop a contingent of qualified financial managers commensurate with the roles and positions of the training institutions.

Forth, develop a system of guidelines, which clearly stipulate the functions, tasks and powers of the financial officer training institution to increase their connection and coordination in financial organization, implementation and management.

3.2.1.4. Enhancing the regulations on rights and responsibilities of financial officer training institutions allocated with state budget funds and financial autonomy.

Financial autonomy is a shift from strict management of revenue and funding sources allocated to training institutions to financial autonomy, allocating a package of funds for different assigned operations. Therefore, it is necessary to clearly stipulate the rights and responsibilities of the training institutions with financial autonomy in the exploitation and management of revenue sources; management and use of funds and in ensuring the performance of assigned functions and tasks.

3.2.1.5. Operations based on the training orders placed by the State

This solution, if implemented, will contribute to enhancing the role of the State when using state budget tools to adjust the structure of training activities to meet the needs of improving political and professional qualifications for the officers of the Ministry of Finance. On the other hand, this solution will also contribute to adjusting the budget investment structure in order to improve the efficiency of using social resources.

3.2.2. Specific solutions

3.2.2.1. Improving revenue management

**** Revenue from state budget***

The State provides funding for training institutions through the training plan assigned by the Ministry of Finance, payroll, and existing facilities... This remains the main source of revenue in the total revenue of training institutions. It is necessary to take advantage of the help and support of ministries and agencies at the central level to make good use of the revenue from the state budget in order to efficiently perform the training activities requested by the Ministry of Finance.

** For funding sources not provided by the state budget*

Non-state budget revenue continues to play an important role in supporting and effectively supplementing state budget investment for staff training in general and the financial officer training in particular. The main solutions can include:

First, Gradually increase revenue from training activities

Second, Mobilize the contributions of learners through tuition and fees.

Third, Encourage the contribution and sponsorship of domestic organizations and individuals to invest in improving the quality of training activities.

Fourth, Expand international cooperation in order to fully take advantage of investment capital sources for improving the quality of training activities.

Fifth, Gradually calculate and charge for public services for training activities

3.2.2.2. Improving expenditure management

- *First*, Focus on researching mechanism and policies for spending on training and spending for officers based on the current norms of the State and create a balance between average income and the common benchmark of the society, by balancing the structure of expenditure items and allocated funding sources.

- *Second*, Renovate the method of fund allocation to increase the efficiency of management and use of funds through the restructuring of recurrent expenditures.

- *Third*, Strengthen the management responsibility of the head of the training institution to ensure that the State's capital assigned to the unit is used for the right purposes, effectively and to the best performance of assigned functions

and tasks.

Ad-hoc expenditures: It is necessary to have good investment policies based on a master plan, to avoid inefficient investment. On the other hand, facilities must be used to fully serve training activities.

3.2.2.3. Improve management of financial performance

- *First*, Develop criteria for assessing the capacity and performance of each officer and employee of each department within the training institutions based on the nature of job title, clearly defining the main and primary activities of the training institutions.

- *Second*, Improve and implement the Internal Expenditure Regulations

- *Third*, Organize a fair assessment/evaluation every year based on the set criteria to evaluate the capacity and performance of each officer and employee of each department to determine the performance.

- *Forth*, Pay more attention to the Development Investment Fund of the training institutions when allocating funds from the difference between financial revenues and expenditures.

3.2.2.4. Improving financial inspection, audit and oversight

As a part of public finance reform, it is very important to give autonomy to the heads and the collectives of the employees of the units *to* decide the inputs needed to achieve the outcomes. This autonomy should therefore be accompanied by increased responsibility for the delivery of outcomes.

3.2.2.5. Solutions for implementing financial management processes

The department in charge of financial management (that approves the cost estimation, approves the use of funds, directly relates to some expenditures in the final settlement of the training institutions' expenses) will not performing the task of reviewing and approving the settlements/accounting records for the

training institutions, to ensure the objectivity between the financial management department and the settlement review and approval department.

3.3. CONDITIONS FOR IMPLEMENTATION OF PROPOSED SOLUTIONS

To ensure the synchronous and effective implementation of the mentioned financial management solutions at financial officer training institutions, the following conditions must be met:

3.3.1. For the Government

- The Government needs to issue a Decree stipulating the autonomy mechanism of public non-business units in each sector.
- The Government needs to issue a decision on the list of public non-business services using the state budget in each sector.
- The Government needs to take measures to assign ministries to implement the planning of their corresponding public non-business units.
- The Government needs to promulgate new evaluation criteria and quality standards, and a mechanism for monitoring, evaluating and accrediting the quality of public non-business services; operational efficiency of public non-business units.

3.3.2. For the Ministry of Home Affairs:

- Issue regulations and guidelines related to the management and use of public officers and employees of public non-business units that are autonomous in recurrent expenditures and investment expenditures, especially regulations on standard professional titles of public officers and public employees working in public non-business units.
- Develop a mechanism to manage public officers and employees working in

non-business units in accordance with the orientation and roadmap for implementation of the financial mechanism specified in the Government's Decree No. 16/2015/ND-CP dated February 14, 2015 stipulating the autonomy mechanism of public non-business units.

CONCLUSIONS

The thesis focuses on the following issues:

First, Systematize and clarify general theoretical issues on financial management, financial management of training institutions; Analyze factors affecting the financial management of training institutions; Study experiences in financial management of officer training institutions in some foreign countries and different ministries in our country; draw valuable practical lessons for the Ministry of Finance

Second, Analyze and evaluate the current situation of financial management at financial officer training institutions in the period of 2015 - 2019; thereby specifying the achievements and limitations in financial management for financial officer training institutions, and the causes for these limitations.

Third, Propose solutions to enhancing financial management of financial officer training institutions in particular, and training institutions in Vietnam in general in the coming time.

**LIST OF PUBLICATIONS OF THE AUTHOR RELATED TO THE
THESIS**

No.	Name of the study	Magazine/Conference	Year of publication	Page
1	Some financial solutions to improve the quality of training staff in the financial sector	Southeast Asia Finance - Investment Magazine	2018	
2	Further discussion on price management policy for public services in the education sector in Vietnam	National Conference: “Scientific and practical basis for the effectiveness and efficiency of state budget spending on education”	2018	
3	Improving some financial solutions to improve the quality of training staff in the financial sector	Journal of Financial and Economic Research	2019	
4	Mobilizing financial resources to improve the quality of professional education in Vietnam	Scientific research project at the Academy level	2019	
5	International experience in financial management of training institutions and lessons for the finance sector in Vietnam	State Tax Magazine	2020	

