

HO CHI MINH NATIONAL ACADEMY OF POLITICS

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**THE QUALITY OF MASS MOBILIZATION WORK
OF PROVINCIAL MILITARY COMMANDS IN
MILITARY REGION 4 AT THE PRESENT STAGE**

SUMMARY OF THE DOCTORAL THESIS

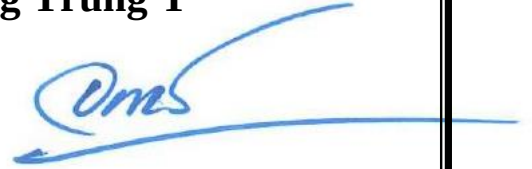
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**The thesis will be defended in front of the Thesis Committee at
Academy level, at the Ho Chi Minh National Academy of Politics**

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**The thesis can be found at the National Library and
the Library of Ho Chi Minh National Academy of Politics**

INTRODUCTION

1. The urgency of the theme

President Ho Chi Minh asserted: “The strength of the people is immense. Mass mobilization is of great importance. Poor mobilization leads to poor results in all undertakings; skillful mobilization ensures success in all endeavors”. The work of mass mobilization within the army directly contributes to building, consolidating, and strengthening the close-knit relationship between the military and the people, thereby generating immense strength and creating favorable conditions, both material and spiritual, for the cause of building a strong army capable of successfully fulfilling the missions entrusted by the Party, the State, and the people.

Military Region 4 holds a strategic position in terms of national defense and security, with significant potential for comprehensive development in the process of renovation. Nevertheless, in certain areas, people’s living conditions remain difficult; challenges such as spontaneous migration, drug abuse, smuggling, human trafficking, and illegal border crossings persist, while emerging issues related to democracy, human rights, ethnicity, and religion are being exploited by hostile forces to undermine the revolutionary cause of the nation. Effective implementation of the work of mass mobilization not only strengthens the great national unity bloc but also builds resilient local political foundations and a firm “people’s defense posture,” thereby frustrating all schemes and activities of hostile forces.

In recent years, under the leadership and direction of the Party Committee and the Command of Military Region 4, together with the guidance of relevant agencies, the work of mass mobilization of the Provincial Military Commands within Military Region 4 has achieved notable results, contributing to strong local development, political stability, social order and security, economic, cultural, and social progress, as well as consolidated national defense and security. However, limitations remain, such as insufficient awareness of the importance of the work of mass mobilization, leading to a lack of diversity, creativity, flexibility, and timely innovation in its content and forms; inadequate planning and coordination with local Party committees and authorities; and activities that are still monotonous, lacking in richness and diversity, with slow progress in transformation.

At present, the country is entering a new era - the era of national advancement - marked by the robust development of artificial intelligence (AI), digital transformation, and green transition, along with major historic policies and resolutions of the Party, such as Resolution 18-NQ/TW on streamlining the state apparatus and the 11th Plenum of the 13th Central Committee on implementing a two-tier local government system. These decisions lay the groundwork for the nation’s transformation in the new era. The report on the outcomes of mass

mobilization and special propaganda work in 2024, along with orientations for tasks in 2025 of Military Region 4, indicates: “Although the economic, political, and social situation remains fundamentally stable, it still harbors complex factors, particularly as hostile forces are intensifying sabotage activities through ‘peaceful evolution,’ promoting ‘self-evolution’ and ‘self-transformation’ within the internal ranks. In the area of Military Region 4, hostile forces are increasingly exploiting issues of ‘democracy,’ ‘human rights,’ ‘ethnicity,’ and ‘religion’ for their subversive purposes. In particular, some extremist priests have coerced Party members who are parishioners, incited illegal land occupation, and directed the unlawful construction of religious facilities. The western border remains fraught with instability, such as spontaneous migration, illegal border crossings, drug trafficking, illegal trade in explosives, and unauthorized missionary activities; meanwhile, the socio-economic conditions of remote, mountainous, and ethnic minority areas continue to face severe difficulties”. In addition, the ongoing process of national renewal and deeper international integration poses new and more demanding requirements for mass mobilization work. It calls for greater unity and social consensus, as well as stronger linkages between local armed forces and political authorities under the new two-tier local government framework. In the area of Military Region 4, hostile forces continue to pursue the “peaceful evolution” strategy, fostering “self-evolution” and “self-transformation.” Meanwhile, non-traditional security challenges such as cyber warfare, high-tech crime, drug and goods smuggling, internet and social media crimes, and issues of ethnicity and religion have increasingly threatened internal cohesion and the great national unity bloc-especially in key provinces within the region. This practical context necessitates an enhanced focus on improving the quality and effectiveness of mass mobilization work in general, and of the Provincial Military Commands within Military Region 4 in particular. While numerous studies have examined mass mobilization work in various regions and sectors, no research to date has systematically investigated the quality of mass mobilization work conducted by the Provincial Military Commands in Military Region 4 from a political science perspective.

Therefore, enhancing the quality of the work of mass mobilization conducted by the Provincial Military Commands in Military Region 4 is an objective and urgent requirement in the current period. On this basis, the researcher has chosen the topic: “The Quality of Mass Mobilization Work of the Provincial Military Commands in Military Region 4 in the present Period” as the subject of study.

2. Research Objectives and Tasks

2.1. Research Objectives

The thesis aims to examine and clarify theoretical and practical issues concerning the quality of mass mobilization work and to propose key solutions to

enhance the quality of mass mobilization work of the Provincial Military Commands in Military Region 4 in the current period.

2.2. Research Tasks

- To review the research situation related to the dissertation's topic, to generalize the theoretical and practical values of the existing scholarly works, and to identify the issues that require further study.
- To analyze and clarify the theoretical and practical aspects of mass mobilization work and the quality of mass mobilization work conducted by the Provincial Military Commands in Military Region 4 at present.
- To provide an accurate assessment of the current situation, underlying causes, and the issues posed regarding the quality of mass mobilization work of the Provincial Military Commands in Military Region 4 in the current period.
- To determine orientations and propose major solutions to improve the quality of mass mobilization work of the Provincial Military Commands in Military Region 4 up to 2030, with a vision to 2045.

3. Research Scope and Subjects

3.1. Research Subject

The quality of mass mobilization work of the Provincial Military Commands in Military Region 4 in the current period.

3.2. Research Scope

- The thesis focuses on both the theoretical and practical aspects of the quality of mass mobilization work of the Provincial Military Commands in Military Region 4.
- The scope of research and survey includes the provinces of Thanh Hoa, Nghe An, Ha Tinh, Quang Binh, Quang Tri, and Thua Thien-Hue. Data and materials cover the period from 2020 to 2024.

4. Theoretical Basis - Practical Basis and Research Methodology

4.1. Theoretical Basis

The thesis is grounded in the theoretical foundations of Marxism-Leninism, Hồ Chí Minh's Thought, and the Party's guidelines, perspectives, and policies on mass mobilization in general, and the mass mobilization work of the armed forces in particular.

4.2. Research Methodology

The study draws upon the practice of implementing mass mobilization work and its quality by the Provincial Military Commands in Military Region 4 in leadership, direction, and organization; syntheses of practical experience; summary reports; and data collected by the researcher concerning mass mobilization work and its quality in relevant units during the current period.

4.3. Research Methods

Based on the methodology of Marxism-Leninism, the thesis employs both specialized and interdisciplinary scientific research methods, with emphasis on logical, historical, analytical, synthetic, and sociological survey methods.

5. New Contributions of the Thesis

Firstly, the thesis systematically constructs, analyzes, and establishes the theoretical basis for mass mobilization work and the quality of mass mobilization work of the Provincial Military Commands in Military Region 4, including the concept, five components, and six forms of mass mobilization work at this level.

Secondly, it provides an objective and truthful assessment that contributes to clarifying the actual state of mass mobilization work of the Provincial Military Commands in Military Region 4 from 2020 to the present, identifying strengths, limitations, causes of both strengths and limitations, and the issues arising in the process of conducting and improving the quality of mass mobilization work.

Thirdly, the thesis makes forecasts, determines orientations, and proposes several comprehensive, feasible, and synchronized solutions to improve the quality of mass mobilization work of the Provincial Military Commands in Military Region 4 in the current period, up to 2030, with a vision to 2045.

6. Theoretical and Practical Significance

6.1. Theoretical Significance

The research findings of the thesis contribute to further deepening the theoretical understanding of mass mobilization work and the quality of mass mobilization work of the Military Commands in general, and particularly of the Provincial Military Commands within Military Region 4.

6.2. Practical Significance

- The research results provide additional scientific arguments to assist Party committees, Party organizations, and relevant forces in studying, applying, and organizing the implementation of mass mobilization work in a manner that is closely aligned with practical requirements, thereby improving its quality.

- The thesis may serve as a reference source for research and teaching in military and public security academies and institutions.

7. Structure of the Thesis

Apart from the introduction, conclusion, list of references, and appendices, the thesis is structured into 4 chapters with a total of 9 sections.

Chapter 1

OVERVIEW OF THE RESEARCH RELATED TO THE THESIS

1.1. RESEARCH BY FOREIGN SCHOLARS

The thesis reviews groups of foreign research works related to the topic, including studies on the people and the mass mobilization work of political parties and ruling parties; studies on the mass mobilization work of armed forces; and groups of research conducted in the form of scientific projects, monographs, reference books, doctoral dissertations, and scientific articles. These works have raised numerous issues that serve as important reference points for researching mass mobilization work and the quality of mass mobilization work of the Provincial Military Commands in Military Region 4 in the current period.

1.2. RESEARCH BY DOMESTIC SCHOLARS

The thesis also provides an overview of relevant domestic research works, including studies on mass mobilization work and the quality of mass mobilization work of the Party; studies on mass mobilization work and its quality in the armed forces; and groups of works in the form of scientific projects, monographs, reference books, doctoral dissertations, and scientific articles. These studies have opened up many theoretical and practical issues that inform research on the quality of mass mobilization work of the Provincial Military Commands in Military Region 4 in the current period.

1.3. OVERVIEW OF THE RESEARCH RESULTS OF RELATED SCIENTIFIC WORKS AND THE ISSUES THE THESIS FOCUSES ON ADDRESSING

1.3.1. Overview of the Research Results of Scientific Works Related to the Thesis Topic

A survey of published studies by both domestic and foreign scholars reveals that existing research is abundant and diverse, presented in various forms such as books, scientific research projects, dissertations, journal articles, and conference proceedings. From different approaches, across multiple fields, subjects, and research scopes, these works have highlighted several key aspects:

First, both domestic and international studies affirm the vital position and role of mass mobilization work. Although approached from different perspectives, depending on the conditions, objectives, and scope of research, and in close relation to political tasks, these works have provided definitions and theoretical explanations of actors, subjects, contents, forms, methods, determining factors, evaluation criteria, and orientations. These are valuable sources of reference and material to be studied and applied during the writing of this thesis.

Second, the body of literature, both domestic and international, on the mass mobilization work and its quality within political parties and armed forces is

closely grounded in practice. It covers achievements as well as limitations and their causes, offering scientific and valuable assessments. Particularly, in discussions of the quality of the mass mobilization work, researchers have provided systematic evaluations and in-depth analyses based on established criteria. These materials serve as essential references for the researcher in conducting surveys and assessments of the current situation.

Third, scholars at home and abroad - especially military researchers - have, based on theory and practice, constructed comprehensive, scientific, and convincing systems of solutions to improve the effectiveness and quality of the mass mobilization work. These works are of great value and provide a foundation that the researcher may inherit, apply, and further develop in proposing solutions.

Fourth, the review indicates that while a significant number of studies have approached the mass mobilization work from the perspective of social sciences, no scientific work has yet undertaken a systematic study from the standpoint of political science. Nevertheless, the aforementioned works constitute a theoretical and practical foundation that can be utilized, supplemented, and further developed to enrich the dissertation's theoretical section, in assessing the current situation, and in determining orientations and major solutions up to 2030, with a vision to 2045.

In summary, the reviewed works and materials make substantial contributions in scientific terms. However, the survey shows that no research has been conducted on an in-depth, comprehensive, and systematic study of "The Quality of Mass Mobilization Work of the Provincial Military Commands in Military Region 4 in the Current Period". Thus, the doctoral dissertation topic selected by the researcher represents a novel issue, distinct and not overlapping with previously accepted or published scientific works.

1.3.2. Issues Requiring Further Research and Clarification in the Thesis

Based on a comprehensive review, survey, and assessment of relevant scholarly works by domestic and international researchers, and derived from the objectives, tasks, scope, subjects, and research orientation of the dissertation - together with expert consultations - the doctoral candidate identifies the following major issues: First, to examine in greater depth the characteristics, roles, determining factors, and evaluation criteria, and to construct conceptualizations and theoretical interpretations of "the mass mobilization work of Provincial Military Commands in Military Region 4" and "the quality of mass mobilization work of Provincial Military Commands in Military Region 4". Second, to conduct empirical investigations, collect documents, data, and assessments from Party committees and functional agencies, and on that basis, to clarify strengths, limitations, and the causes of the identified issues. Third, to forecast the objective and subjective factors affecting mass mobilization work and its quality and effectiveness, thereby identifying the orientations for improving the quality of

mass mobilization work of Provincial Military Commands in Military Region 4 in the current period. Fourth, to propose a comprehensive, feasible, and systematic set of solutions aimed at enhancing the quality of mass mobilization work of Provincial Military Commands in Military Region 4 at present.

Chapter 2

THEORETICAL AND PRACTICAL ISSUES CONCERNING THE QUALITY OF MASS MOBILIZATION WORK OF THE PROVINCIAL MILITARY COMMANDS IN THE MILITARY REGION 4

2.1. THE PROVINCIAL MILITARY COMMAND AND THE MASS MOBILIZATION WORK OF THE PROVINCIAL MILITARY COMMAND IN MILITARY REGION 4

2.1.1. The Area of Responsibility of Military Region 4 and the Provincial Military Commands within Military Region 4

2.1.1.1. Overview of the Provinces in Military Region 4

Military Region 4 was established on October 15, 1945, encompassing the provinces of Thanh Hoa, Nghe An, Ha Tinh, Quang Binh, Quang Tri, and Thua Thien Hue, with a total area of 51,328.69 km² (accounting for 15.5% of the country's territory) and a population of 11,141,565 people (11.3% of the national population), with an average density of 216 people/km². It is home to 25 ethnic groups (including the Thai, Muong, Tay, Hmong, and Bru-Van Kieu), whose settlements extend from the eastern to the western side of the Truong Son mountain range. The population is unevenly distributed, with the majority of Kinh people concentrated in the eastern coastal plains.

The terrain stretches from Thanh Hoa southward to Thua Thien Hue and is complex and rugged, consisting of mountain ranges interspersed with midland plains. This area serves as a strategic belt in terms of both economy and national defense, with vital transport routes such as the North-South railway and national highways. Military Region 4 borders the northern midlands and the Red River Delta in the north, the South Central Coast in the south, the Truong Son range and Laos in the west, and the East Sea (Gulf of Tonkin) in the east. The climate is tropical monsoon, hot and dry due to the southwest Lao winds, and subject to harsh natural disasters such as frequent floods and droughts. The population largely depends on agriculture and faces significant economic hardship.

In terms of the economy

Military Region 4 is endowed with abundant mineral resources such as limestone and ores, and it serves as an economic hub of the North Central region with industrial zones located in Vinh and Thanh Hoa. In agriculture, forestry, fisheries, and marine services, the region possesses considerable potential for development, with favorable land areas for specialized cultivation of perennial

industrial crops such as sugarcane (Thanh Hoa), tea (Nghe An), rubber (Quang Binh), and pepper (Quang Binh). With international border gates between Vietnam and Laos (A Dot, Cau Treo, Cha Lo, Lao Bao), an extensive coastline, and favorable maritime transport routes, the region enjoys opportunities for trade, import-export, tourism, and the development of key industries.

However, living standards remain low, development is uneven, and growth is slower than the region's potential. Infrastructure remains inadequate, educational attainment is relatively low, and the living conditions of the people - especially in remote, mountainous, and ethnic minority areas - are still difficult. At the same time, rising living demands, the rapid expansion of science and technology, issues of employment, and shortcomings in social welfare policies contribute to high unemployment and the continued occurrence of illegal cross-border labor migration, directly affecting the assurance of national defense and security (ND, SS).

In reality, this region is both rich in natural resources and of strategic geopolitical importance in terms of ND and SS, while also being vulnerable to hostile forces seeking to exploit and incite disruptive activities.

Therefore, it is necessary to uphold a high sense of responsibility and thoroughly implement the guidelines and policies of the Party and State on economic, social, national defense, and security development, to promote sustainable development for each province in the region and to meet the requirements of safeguarding the Fatherland in the new situation. Currently, Military Region 4 still has 149 communes classified as extremely disadvantaged, with 121,655 near-poor households and 91,971 poor households.

Political Context

The political security life of the population in the Military Region 4 area remains fundamentally stable. The people consistently place their trust in the Party and the State, while the tradition of close solidarity between the military and the civilian population is firmly maintained, thereby enriching the legacy of the local armed forces in the cause of national renewal. The provinces adhere closely to the established objectives and tasks, regardless of ethnic or religious differences, and uphold a spirit of unity in striving toward the development of their homeland.

Nevertheless, certain organizations still reveal limitations in leadership quality, management, and governance capacity. Internal cohesion has not yet been fully consolidated; levels of political awareness and ideological enlightenment remain modest; Party development efforts are constrained, with the proportion of Party members still relatively low, and some villages and hamlets without grassroots Party cells. Furthermore, certain activities are seasonal and lack the necessary innovation and creativity required to effectively promote emulation movements.

Socio-Cultural Context

The Provincial Military Commands within Military Region 4 are situated in a land rich in historical and cultural traditions, home to distinctive forms of folk heritage such as Hò sông Mã (Thanh Hoa), Hò ví giặm (Nghe Tinh), Hò khoan (Quang Binh, Quang Tri), Hò mái nhì (Quang Tri, Tri Thien), and Hò Huế.

The region boasts four UNESCO World Cultural Heritage sites: the Ho Citadel (Thanh Hoa), the Complex of Hue Monuments, and the Hue Court Music (Nhã nhạc cung đình Huế), along with numerous cultural figures and national heroes. In addition, tourist attractions, national parks (Ben En, Pu Mat, Vu Quang, Phong Nha - Ke Bang, Bach Ma), a well-developed system of roads, rail, air, and maritime transport, and strategic seaports (Nghĩ Sơn, Vung Ang, Cua Lo, Chan May) create favorable conditions for socio-economic development.

Mass movements such as “Building Cultural Villages” and “Cultural Families” have been strongly promoted, leading to improved educational levels. Many villages now have primary schools and health stations. The population of Military Region 4 is ethnically diverse: the Kinh people constitute 69.15%, while ethnic minorities (EMs) account for 31.85%, including the Thai, Muong, Tay, Dao, H’Mong, Bru - Van Kieu, Tho, and Kho Mu, among others. Most EM communities reside in remote, mountainous, and border areas.

Religious composition includes Catholicism (1.45% of the population), Buddhism (24.65%), and Protestantism (1.15%), in addition to 1,957 households with 7,709 followers of heterodox and unorthodox sects.

However, stark disparities remain in living standards between lowland and upland areas, as well as between urban and rural regions. Illegal proselytization, superstitions, and outdated customs persist. Health care services and population-family planning policies still encounter numerous limitations, which in turn affect the mass mobilization work of the Provincial Military Commands in the Military Region 4 area.

National Defense and Security Context

The provinces in Military Region 4 occupy a strategic position in the national defense posture, historically serving as the “protective rampart” of the Fatherland and as the birthplace of many major uprisings throughout Vietnam’s struggles for national defense.

At present, the Provincial Military Commands in Military Region 4 play a crucial role in safeguarding political security and maintaining social order across a vast and complex region, marked by ethnic and religious diversity and various latent risks. Concurrently, new challenges have emerged, including illegal border crossings, smuggling, human trafficking, narcotics, unauthorized religious propagation, mass petitions, natural disasters, and social evils.

These issues exert a significant influence on the conduct and quality of the mass mobilization work, demanding close coordination, sufficient equipment,

facilities, funding, and appropriate policies. At the same time, it is essential to intensify patriotic emulation movements, thereby generating widespread influence and contributing to the construction of a strong all-people national defense posture, from the grassroots level to the provinces and Military Region 4 as a whole.

2.1.1.2. Provincial Military Commands in the Area of Military Region 4

**** Conceptualization***

The Provincial Military Command (PMC) in the area of Military Region 4 is a military organization established according to provincial-level administrative units. It functions as a local military agency under the direct authority of Military Region 4. The PMC operates under the leadership and command of the Party Committee and Command of Military Region 4, while also being subject to the leadership, direction, and administration of the provincial Party committees and local authorities of the same level. Its primary responsibility is to advise the Provincial People's Council and the Provincial People's Committee on military affairs, and to organize and command subordinate forces to maintain political security within the locality.

**** Organization and Staffing***

The PMC is tasked with advising and proposing to the Standing Committee, the Party Committee, and the Command of Military Region 4, as well as to the provincial Party committees and local authorities, regarding guidelines and measures to implement military and defense policies for the protection of the Socialist Republic of Vietnam within the province. It is also responsible for exercising state management functions in the field of military and national defense at the local level.

The PMC organizes, manages, commands, and directs subordinate agencies, units, and armed forces to ensure their strength, readiness for combat, and capacity to carry out military and defense tasks within the province.

**** Functions and Duties***

To advise the Standing Committee, the Party Committee, and the Command of Military Region 4, as well as the Provincial Party Committee, People's Council, and People's Committee on the implementation of military and defense missions.

To propose guidelines, measures, leadership, and direction for building the all-people national defense posture in close association with the people's security posture, ensuring the integration of economic, cultural, and social development with the strengthening of defense potential, and aligning defense activities with local security and foreign affairs.

To preside over and coordinate with agencies, departments, and organizations at the provincial level in proposing and implementing military and defense tasks in the locality.

The Provincial Military Command exercises leadership, direction, and command in building subordinate units into comprehensively strong, “exemplary and model” formations. It oversees the establishment and effective operation of provincial-level local military agencies, while simultaneously enhancing the overall quality, combat strength, and operational effectiveness of local armed forces, the militia and self-defense forces, and the reserve mobilization forces.

The Provincial Military Command presides over and coordinates with provincial-level departments, agencies, and organizations in advising Party committees and local authorities on the formulation of operational determinations, combat plans, strategic guidelines, measures, and implementation programs for fulfilling the province’s military and defense missions. These proposals are submitted to competent authorities for approval and, once approved, are translated into practice through the execution of military directives, orders, and regulations of the Army, thereby ensuring readiness for combat, the building of defensive zones and civil defense structures, as well as the training, force organization, and defense-security education of subordinate units and militia and self-defense forces within the province.

The Provincial Military Command is tasked with maintaining a constant and comprehensive grasp of the province’s socio-economic conditions, political security, and social order and safety, to effectively direct the performance of military and defense tasks in the locality. It is further responsible for proposing to the Command and functional agencies of Military Region 4, as well as to local Party committees and authorities, timely measures for handling contingencies related to military, defense, security, and public order, thereby preventing passivity or strategic surprise.

** Working Relationships*

The relationship with the Party Committee and the Command of Military Region 4 is one of subordination under leadership, direction, and command. The Provincial Military Command is subject to the leadership of the provincial military Party Committee and bears responsibility before it for all aspects of the unit’s activities.

The relationship between the Provincial Military Command and the Provincial Party Committee, the People’s Council, and the People’s Committee is one of both subordination and responsibility: the Provincial Military Command is subject to their leadership, direction, management, and administration, while also bearing responsibility before these bodies for the organization and implementation of local military and defense tasks.

The relationship with the superior functional agencies of Military Region 4 (the General Staff, the Political Department, the Logistics Department, and the Technical Department), as well as other professional agencies, is one of

coordination in task execution combined with subordination under professional guidance.

The relationship with units of the Ministry of National Defense stationed in the locality (whether on land or islands), as well as with the Provincial Police, is one of coordination and collaboration in addressing matters concerning defense and security according to the provisions of law.

The relationship with provincial departments and agencies at the same level is one of coordinated leadership in implementing military and defense tasks.

The relationship with Party committees and local authorities at subordinate levels is one of coordination, direction, guidance, and organization in the execution of military and defense missions.

2.1.2. Civil Mobilization Work of the Provincial Military Command in the Area of Military Region 4

** Concept of Civil Mobilization Work*

Civil mobilization and civil mobilization work constitute tasks of strategic significance for the entire revolutionary cause of the country. They represent an essential condition for ensuring the leadership of the Communist Party, strengthening the close and enduring relationship between the Party, the State, and the people. Civil mobilization work is the responsibility of agencies, organizations, and individuals within the political system.

Decision No. 23-QĐ/TW, dated July 30, 2021, issued by the Political Bureau, affirms that the Communist Party directly leads civil mobilization work. Agencies, organizations, and individuals within the political system must coordinate closely and synchronously to ensure effective implementation of civil mobilization work; they must uphold the exemplary role of cadres and Party members, especially leaders, managers, and heads of organizations, regarding civil mobilization work. Moreover, it emphasizes the importance of regularly studying and thoroughly grasping the thought, ethics, and civil mobilization style of President Ho Chi Minh, characterized by respecting the people, being close to the people, understanding the people, learning from the people, and being responsible to the people.

** Concept of Civil Mobilization Work of the Vietnam People's Army*

Civil mobilization work of the Vietnam People's Army is an integral part of the civil mobilization work of the Communist Party, constituting one aspect of Party work and political work within the Vietnam People's Army. It is a regular political task of Party committees, Party cells, political commissars, political officers (secretaries), commanders at all levels, agencies, units, and all soldiers, military workers, defense officials, and employees of the armed forces. It aims to preserve and promote the essential and traditional nature of the army, contributing to building a "people's heart and mind posture," a strong posture of all-people

national defense, and a firm posture of people's security, thereby consolidating and strengthening the flesh-and-blood bond between the army and the people.

Regulation on Civil Mobilization Work of the Vietnam People's Army, promulgated by the Central Military Commission in Regulation No. 718-QC/QUTW, dated November 5, 2021, stipulates that civil mobilization work of the Vietnam People's Army is conducted under the leadership and direction of the Central Military Commission and the Minister of National Defense, and directly and regularly under the Chief of the General Political Department. In each agency and unit, civil mobilization work is carried out under the leadership and direction of the Party committees, Party cells, political commissars, political officers (secretaries), commanders, political agencies, and under the professional guidance of higher-level civil mobilization agencies.

Civil mobilization work in each locality is conducted under the leadership and direction of the local Party committees and authorities, with close coordination from political and social organizations as well as other forces.

Local military agencies act as advisors to Party committees and authorities and serve as the coordinating center with military units stationed in the locality for conducting civil mobilization work.

** Concept of Civil Mobilization Work of the Provincial Military Command in the Area of Military Region 4*

Civil mobilization work of the Provincial Military Command in the area of Military Region 4 is a comprehensive set of leadership and directive activities through policies and measures of propaganda and mobilization, aimed at encouraging the people to implement the guidelines and policies of the Party, the laws of the State, and the tasks of the locality. It fosters close civil-military relations to successfully fulfill all assigned missions.

- Purpose: To enhance awareness, strengthen love and trust, and build absolute and steadfast confidence among all social strata and the masses toward the Party committees, authorities, and provincial armed forces.

- Leadership and directive subject: The Party committees and commanders of the Provincial Military Command in the area of Military Region 4.

- Direct subject: Agencies and staff responsible for advising, guiding, urging, and inspecting within the scope of their functions.

- Organizational and force subjects: All relevant organizations and forces carrying out civil mobilization tasks.

- Target groups: The people of all classes within the locality.

- Content of civil mobilization work of the Provincial Military Command in the area of Military Region 4:

- + General content of civil mobilization work

- + Specific content of mass mobilization

- Forms of implementation of civil mobilization work

2.1.2.1. Characteristics of Mass Mobilization Work of the Provincial Military Command in the Military Region 4 Area

First, the mass mobilization work of the Provincial Military Command in the Military Region 4 area is highly comprehensive while simultaneously bearing distinctive characteristics. It plays a pivotal role in fostering the “people’s heart posture” and in building strong defensive zones within the strategically significant North Central region.

Second, the capacity of the forces and the subjects implementing the mass mobilization work of the Provincial Military Command in the Military Region 4 area is not uniform.

Third, the mass mobilization work of the Provincial Military Command in the Military Region 4 area is carried out across diverse and complex geographical settings. Although the administrative structure has been consolidated at the provincial level, the organizational structure of the Provincial Military Commands has undergone significant adjustments. Moreover, the leadership regulations and the coordination mechanisms for implementing the mass mobilization work tasks between the Provincial Military Command, the Provincial Border Guard Command, and the Defense Zone Command are still in the process of being developed and institutionalized.

Fourth, mass mobilization work is frequently confronted with schemes and acts of sabotage conducted by hostile and reactionary forces.

Fifth, financial resources are limited, and material conditions remain outdated. Although the local people possess a strong patriotic spirit, they continue to face numerous hardships caused by natural disasters and floods, and their material and spiritual living conditions remain constrained in several aspects.

2.1.2.2. The Role of Mass Mobilization Work of the Provincial Military Command in the Military Region 4 Area

First, mass mobilization work ensures the successful implementation of the Party’s guidelines, directives, and policies, as well as the laws of the State and local authorities; simultaneously, it consolidates the people’s trust and enhances the solidarity between the armed forces and the people.

Second, mass mobilization work promptly prevents plots and activities aimed at division and sabotage by hostile and reactionary forces, thereby contributing to the consolidation and strengthening of the political grassroots system at the local level.

Third, mass mobilization work contributes to building the “people’s hearts and minds posture,” consolidating the all-people national defense posture, and actively participating in safeguarding political security and social order in service of the cause of national construction and defense under new circumstances.

Fourth, mass mobilization work contributes to economic and cultural development, the eradication of backward practices and social vices, poverty reduction, improvement of educational attainment, application of science and technology, and digital transformation.

Fifth, mass mobilization work contributes to the education and cultivation of soldiers' moral character and personality, honors military traditions, and spreads the image and qualities of "Uncle Ho's Soldiers" within the hearts of the people.

2.2. THE QUALITY OF MASS MOBILIZATION WORK OF THE PROVINCIAL MILITARY COMMAND IN THE MILITARY REGION 4 AREA - CONCEPTIONS, DETERMINING FACTORS, AND EVALUATION CRITERIA

2.2.1. The Quality of Mass Mobilization Work of the Provincial Military Command in the Military Region 4 Area

Conception

The quality of mass mobilization work of the Provincial Military Command in the Military Region 4 area constitutes the synthesis of the values of various aspects and factors. It is generated by the efforts, proactivity, and creativity of the actors and forces in concretizing and implementing the content, forms, and methods; it is manifested in the results, values, and levels attained in comparison with the objectives, requirements, and tasks in each specific stage or period, thereby creating a close relationship between the armed forces and the people.

The quality of mass mobilization work is not a mere combination of elements; rather, it is the comprehensive synthesis of the values of its constituent aspects and factors as reflected in the results achieved. The constituent factors include the elements, systems, and internal aspects that reflect the structure of quality. These constituent factors are perceived and approached from multiple angles and dimensions within the structural system, in conjunction with the diversity of activities, components, and units that constitute the practice of mass mobilization work.

Quality reflects the overall effectiveness of the activities undertaken by the components, branches, and sectors of the Party committees, commanders, and related units. At the same time, it represents the synthesis of the quality of an entire organizational system that is rigorous, scientific, and comprehensive across all stages of the process, ranging from the assessment of the situation, the development of content, the employment of personnel, to the design of models and methods of mass mobilization.

The quality of mass mobilization work, ultimately, encompasses the entirety of the values generated and attained across various aspects and factors within the value system. It reflects positive transformations through outcomes; it expresses the substantive degree of quality in mass mobilization work. This degree is considered a specific aspect, a component, or a constituent element that is

measured through concrete achievements, the synchronization of implementation, and the organization of the entire process of activity.

This represents a synthesis of values and results that are reflected in practice, encompassing political, ideological, attitudinal, and emotional values, as well as the sentiment of appreciation. Most importantly, it embodies the profound impact of absolute trust, support, and consensus of the people, along with the role, influence, and dissemination derived from the practices and outcomes of implementation.

Effectiveness in activities results from initiative, proactivity, scientific orientation, creativity, diversity, and richness in methods of execution, as well as strict adherence to the directives and resolutions of higher echelons and local Party committees. The direction, administration, inspection, and supervision of tasks yield practical effectiveness, constituting specific, concrete value scales rather than abstract or generalized ones. The degree of effectiveness is thereby determined by its responsiveness to the set requirements and tasks.

2.2.2. Determining Factors and Evaluation Criteria for the Quality of Mass Mobilization Work of the Provincial Military Command in the Military Region 4 Area

2.2.2.1. Determining Factors of the Quality of Mass Mobilization Work of the Provincial Military Command in the Military Region 4 Area

First, the awareness, responsibility, qualities, and capacities of the subjects, organizations, and forces, as well as the attention of the Party Committee, key cadres, and functional agencies toward the mass mobilization work of the Provincial Military Command in the area of Military Region 4.

Second, the comprehensiveness and scientific nature of the resolutions of higher levels, Party Committees, commanders, agencies, and units closely follow practical conditions and task requirements to apply them appropriately and effectively.

Third, the appropriateness and correctness of the content, along with the diversity and richness of methods and forms in conducting effective and high-quality mass mobilization activities.

Fourth, the ethics and prestige of cadres and soldiers, as well as the number and structure of the specialized cadre contingent engaged in mass mobilization work.

Fifth, the enthusiastic and full participation of organizations and forces, together with the assurance of policies, funding, facilities, and means, serves the quality of mass mobilization work.

2.2.2.2. Criteria for Evaluating the Quality of Mass Mobilization Work of the Provincial Military Command in the Area of Military Region 4

First, the awareness and responsibility of subjects and forces toward the quality of mass mobilization work.

Second, the content, forms, and methods of mass mobilization work conducted by the Provincial Military Command in the area of Military Region 4.

Third, the political qualities, ethics, lifestyle, and working style of the contingent of cadres and soldiers.

Fourth, the planning, investment, and effective use of facilities, means of assurance, and policy regimes.

Fifth, the results, transformations, and development reflected in the satisfaction and trust of the people about the quality of mass mobilization work.

Chapter 3

THE ACTUAL SITUATION OF THE QUALITY OF MASS MOBILIZATION WORK OF THE PROVINCIAL MILITARY COMMAND IN THE AREA OF MILITARY REGION 4 - CAUSES AND EMERGING ISSUES

3.1. THE ACTUAL SITUATION OF THE QUALITY OF MASS MOBILIZATION WORK OF THE PROVINCIAL MILITARY COMMAND IN THE AREA OF MILITARY REGION 4

3.1.1. Strengths

First, awareness, roles, and responsibilities of subjects, organizations, and forces regarding the quality of mass mobilization work have undergone many positive transformations.

Second, the content, forms, and methods are consistently renewed, developed, practical, and effective.

Third, the contingent of cadres and soldiers possesses political steadfastness, competence, and practical experience in carrying out mass mobilization activities.

Fourth, planning work and the assurance of facilities and means for mass mobilization activities have always been given due attention.

Fifth, the quality and results of mass mobilization work have witnessed many positive transformations, generating trust, satisfaction, and affection among the local people.

3.1.2. Limitations

First, the awareness and responsibility of some subjects, organizations, and forces regarding the quality of mass mobilization work still reveal certain shortcomings and inadequacies.

Second, the quality of content, forms, and methods in some units has not been entirely appropriate to the practical objectives and requirements set forth.

Third, the level of competence and experience in mass mobilization work of some cadres and soldiers remains limited in certain respects.

Fourth, the conditions of facilities, funding, and policy regimes ensuring the implementation of mass mobilization work still present shortcomings.

Fifth, the pace of transformation and development in the quality of mass mobilization work in some localities remains slow.

3.2. CAUSES AND EMERGING ISSUES IN THE QUALITY OF MASS MOBILIZATION WORK OF THE PROVINCIAL MILITARY COMMAND IN THE MILITARY REGION 4

3.2.1. Causes of the Current Situation of the Quality of Mass Mobilization Work of the Provincial Military Command in the Military Region 4

** Causes of Strengths*

First, the achievements of the national renewal process have created favorable conditions for improving the quality of mass mobilization work.

Second, the leadership and direction of the Central Military Commission, the Ministry of National Defense, and the guidance of specialized agencies concerning tasks, mass mobilization work, and their effectiveness.

Third, the Party committees and commanders of the Provincial Military Commands in Military Region 4 have fulfilled their responsibilities of leadership and direction in improving the quality of mass mobilization work.

Fourth, the contingent of cadres and soldiers has effectively promoted their roles, responsibilities, virtues, and capacities in carrying out mass mobilization activities.

Fifth, the Party committees, authorities, departments, and socio-political organizations at the local level have consistently provided attention, assistance, and close coordination in improving the quality of mass mobilization work.

** Causes of Limitations*

Firstly, in some areas of the Military Region 4, socio-economic conditions remain difficult, affecting the effectiveness of mass mobilization activities.

Secondly, the awareness and sense of responsibility of some Party committees and commanders regarding mass mobilization work and its quality have not been sufficiently comprehensive and profound, with a limited sense of accountability.

Thirdly, the capacity and practical experience of cadres and soldiers have not been sufficiently strong to meet increasingly demanding tasks.

Fourthly, the coordination between the Provincial Military Commands and the agencies, departments, and organizations within the political system at different levels has not been consistent.

Fifthly, financial resources, logistical conditions, and policy regimes have not fully met the requirements of mass mobilization work conducted by the Provincial Military Commands.

3.2.2. Emerging Issues in the Quality of Mass Mobilization Work of the Provincial Military Command in the Military Region 4

First, mass mobilization work and its quality as required by the Party and the State is now an urgent matter of great importance, requiring high standards, particularly in the context of organizational streamlining, digital transformation, mergers of provinces, mergers of communes and wards, and the abolition of district-level administration to establish a two-tier local government system. These transformations have led to expanded territorial areas and new organizational models, thereby posing new requirements for the establishment and operation of Provincial Military Commands according to the realities of building strong defense zones.

Second, although the effectiveness and quality of the Party and State's mass mobilization work are being emphasized with higher expectations, the organizational structure, staffing, and operational quality of the Provincial Military Commands still reveal certain limitations and remain disproportionate to the assigned tasks.

Third, the implementation of mass mobilization work is highly diverse and extensive across all aspects of social life, yet the conditions of assurance, policy mechanisms, and regimes have not adequately responded to practical demands.

Fourth, the conduct of mass mobilization work has been carried out in coordination with the local political system and military units stationed in the area; nevertheless, such coordination remains insufficiently synchronized and lacks comprehensive consistency.

Chapter 4

FACTORS OF INFLUENCE, ORIENTATIONS, AND FUNDAMENTAL SOLUTIONS TO IMPROVE THE QUALITY OF MASS MOBILIZATION WORK OF THE PROVINCIAL MILITARY COMMAND IN THE MILITARY REGION 4 TOWARDS 2030, WITH A VISION TO 2045

4.1. FACTORS OF INFLUENCE AND ORIENTATIONS TO IMPROVE THE QUALITY OF MASS MOBILIZATION WORK OF THE PROVINCIAL MILITARY COMMAND IN THE MILITARY REGION 4 TOWARDS 2030, WITH A VISION TO 2045

4.1.1. Factors Influencing the Improvement of the Quality of Mass Mobilization Work of the Provincial Military Command in the Military Region 4 Towards 2030, with a Vision to 2045

Firstly, the international and regional situation will continue to experience complex developments.

Secondly, the domestic situation.

Thirdly, hostile forces will intensify their activities of sabotage across all areas, including attempts to divide and undermine the great national unity bloc.

Fourthly, the task of promoting economic, cultural, and social development in the North Central provinces has become increasingly demanding in the new period.

Fifthly, the defense and security situation under the responsibility of the Provincial Military Commands in the Military Region 4.

Sixthly, the development of tasks assigned to the Provincial Military Commands in the Military Region 4 in the current period.

4.1.2. Orientation for Enhancing the Quality of Mass Mobilization Work of the Provincial Military Command in the Area of Military Region 4 until 2030, with a Vision to 2045

First, to thoroughly disseminate and rigorously implement the viewpoints, policies, guidelines, and directions of the Party and the laws of the State concerning mass mobilization work.

Second, to ensure close coordination with local agencies, departments, and sectors regarding mass mobilization work and the enhancement of its quality.

Third, mass mobilization work and its quality must contribute to the consolidation of a firm relationship of solidarity between the military and the people.

Fourth, improving the quality of mass mobilization work must contribute to the strengthening of national defense and the building of a strong “people’s heart and mind” posture.

Fifth, to actively promote the effective summarization of practical experiences and the extraction of theoretical lessons concerning mass mobilization work and its quality.

4.2. PRINCIPAL SOLUTIONS TO IMPROVING THE QUALITY OF MASS MOBILIZATION WORK OF THE PROVINCIAL MILITARY COMMAND IN THE AREA OF MILITARY REGION 4 IN THE CURRENT PERIOD

4.2.1. Fostering a Transformation in Awareness and Responsibility among the Party Committees, Organizations, Forces, and All Officers and Soldiers of the Provincial Military Command in the Area of Military Region 4 concerning Mass Mobilization Work

First, to fully internalize Marxism-Leninism and the thought of Ho Chi Minh, as well as the guidelines and directions of the Party and State, together with those of the Central Military Commission and the Ministry of National Defense, which constitute the theoretical foundation for leadership and direction in improving the quality of mass mobilization work. *Second*, to provide education and training for the actors, organizations, and forces on the content and significance of mass mobilization work. *Third*, to promptly provide training for the actors, organizations, and forces regarding the specific characteristics of the

locality, new emerging issues, and the principles necessary for improving the quality of mass mobilization work. *Fourth*, to uphold the role, spirit, and responsibility of the actors and forces in the implementation of mass mobilization work. *Fifth*, to raise the awareness of the actors, organizations, and forces concerning the difficulties, advantages, and outcomes achieved concerning mass mobilization work and its quality within the Provincial Military Command in the area of Military Region 4.

4.2.2. Strengthening the Leadership and Direction of the Party Committees, Authorities, and Competent Higher-level Agencies regarding the Quality of Mass Mobilization Work of the Provincial Military Command in the Area of Military Region 4

First, to strengthen the leadership and direction of the local Party committees and authorities. *Second*, to enhance the role of the local Party committees and authorities in the coordination of mass mobilization work among departments and sectors. *Third*, to reinforce the leadership role of the Party committees and Party organizations at all levels in improving the quality of mass mobilization work. *Fourth*, to intensify the direction, guidance, and inspection of the competent functional agencies concerning the improvement of the quality of mass mobilization work. *Fifth*, to provide leadership and direction in the preliminary and final reviews, evaluation, and drawing of lessons learned in the course of improving the quality of mass mobilization work.

4.2.3. Actively Innovating Content and Flexibly and Creatively Applying Forms and Methods to Enhance the Quality of Mass Mobilization Work of the Provincial Military Command in the Area of Military Region 4

** Regarding the renewal of content:*

First, to renew education and propaganda work. *Second*, to innovate the content of mobilizing the people to participate in local development, including economic, cultural, and social development. *Third*, to innovate the content of mobilizing the people to participate in building a strong political system. *Fourth*, to renew the content of propaganda and mobilization toward building ethics and a new lifestyle.

** Regarding the flexible application of forms and methods in mass mobilization work:*

First, to effectively organize exchange and twinning activities. *Second*, to conduct outdoor marches combined with mass mobilization activities. *Third*, to participate in local socio-economic development. *Fourth*, to build “Great Solidarity Houses,” “Gratitude Houses,” and “Comradeship Houses”. *Fifth*, to implement programs of military-civilian combined healthcare. *Sixth*, to engage in disaster prevention, flood and storm control, and search and rescue activities.

4.2.4. Fostering the Development of Moral Qualities and Professional Competence in Mass Mobilization Work among Officers and Soldiers to Meet the Current Requirements of the Provincial Military Command in the Military Region 4

First, it is essential to provide officers and soldiers with training concerning the meaning, importance, content, and guiding principles of mass mobilization activities. *Second*, there must be active education for officers and soldiers on new influencing factors that directly affect the quality of mass mobilization work. *Third*, attention should be paid to building a corps of officers responsible for mass mobilization in a comprehensive manner, with a reasonable structure in both quantity and quality, to meet mission requirements. *Fourth*, moral qualities and professional competence must be enhanced for officers and soldiers engaged in mass mobilization. *Fifth*, it is necessary to train a specialized team of officers who possess professional capability in carrying out mass mobilization work.

4.2.5. Strengthening Coordination and Enhancing Investment in Facilities and Equipment to Improve the Quality of Mass Mobilization Work of the Provincial Military Command in the Military Region 4 at Present

First, coordination regulations between the Provincial Military Command in the Military Region 4 and local organizations should be regularly consolidated and formulated in close conformity with requirements and tasks. *Second*, close and active coordination must be strengthened with different levels, sectors, and forces within the area. *Third*, the necessary equipment must be supplemented promptly to ensure effective implementation of mass mobilization activities.

4.2.6. Ensuring effective inspection, review, evaluation, and policy implementation for forces engaged in mass mobilization work, and improving the quality of mass mobilization in the provinces within Military Region 4 in the current period

Firstly, about inspection work; *Secondly*, the processes of preliminary and final reviews, assessments, and experience sharing thereby enhance the overall quality and effectiveness of mass mobilization work; *Thirdly*, the organization of review and summary conferences should be carried out in a democratic, objective, and transparent manner to ensure accurate evaluation and promote constructive feedback; *Fourthly*, the implementation of appropriate regimes and policies for forces engaged in mass mobilization must be improved, ensuring fairness, motivation, and alignment with practical requirements.

The quality of mass mobilization work of the Provincial Military Command, during its process of organization and implementation in recent years, has achieved many outstanding results, thereby consolidating the trust and affection of the people. The noble image of the "Soldiers of President Hồ Chí Minh" has been

widely promoted throughout society via numerous models of mass mobilization activities. At the same time, the diversity, complexity, and unpredictability of current developments, with both advantages and difficulties, have posed new problems. These are factors that influence and will continue to influence the effectiveness and quality of mass mobilization work. It is therefore necessary to maximize advantages while overcoming challenges that affect the process and quality of mass mobilization.

The enhancement of the effectiveness and quality of mass mobilization work of the Provincial Military Command in the Military Region 4 is always subject to the influence of multiple objective and subjective factors, situational characteristics, requirements, tasks, and new emerging issues. This requires the identification of a comprehensive and scientific system of solutions. The proposed solutions are determined based on limitations, practical requirements, and evaluation criteria. Each solution has its position and role, yet they collectively form a unified, systematic, and synchronous whole, thereby ensuring the overarching goal of improving the quality of mass mobilization work to meet the requirements and tasks in the new situation. The system of solutions is grounded in both theoretical and practical foundations, and its implementation by the Provincial Military Command in the Military Region 4 must be carried out in a coordinated and effective manner to achieve established goals, requirements, and tasks. This must be done by local circumstances, both routine and extraordinary tasks, across different temporal and spatial contexts, while applying appropriate, flexible, and creative adjustments to meet urgent demands in the current period.

CONCLUSION

The quality of mass mobilization work conducted by the Provincial Military Commands within Military Region 4 has undergone positive changes and transformations, oriented toward the established objectives, with the effectiveness and comprehensiveness of quality being enhanced. This has contributed to strengthening the efficacy and impact of propaganda, mobilization, and the consolidation, construction, and promotion of the role of the great national unity bloc by the Provincial Military Commands in Military Region 4, thereby ensuring the successful fulfillment of the Army's tasks regarding mass mobilization work.

Based on exploration, surveys, and a comprehensive review of relevant issues from multiple scientific perspectives, the thesis has examined, substantiated, and clarified both theoretical and practical matters about the research topic. This process has enabled the author to approach, perceive, and thoroughly understand

the theoretical and practical issues toward which the thesis is directed. Consequently, it has provided the conditions for the creative application, selective inheritance, and development of prior research in the conduct of the thesis. At the same time, the literature review serves as a solid foundation supplying accurate scientific evidence, thereby allowing the author to precisely identify the aims, tasks, content, subject, and scope of the study. This ensures the avoidance of duplication and demonstrates the research competence, seriousness, and independence of the doctoral candidate.

The conduct of mass mobilization work by relevant actors and participating entities, as well as a deep understanding of the specific characteristics and conditions of the Provincial Military Commands, is both essential and demanded by current realities. This is the basis for identifying appropriate, innovative, and effective measures, while ensuring adherence to fundamental principles.

The results of recent years have shown that many activities have achieved high effectiveness, producing significant accomplishments and outstanding outcomes. These contributions have played an active role in maintaining stability across all aspects, preventing passivity or unexpected circumstances, while also promoting marked progress in local military and socio-economic development. However, alongside these achievements, a comprehensive assessment also reveals certain limitations, stemming from both objective and subjective causes.

Therefore, grasping the influencing factors and defining appropriate orientations is of utmost importance, directly contributing to the enhancement of the quality of mass mobilization work conducted by the Provincial Military Commands in Military Region 4. In practice, however, achieving effective quality requires the development of a scientifically grounded and comprehensive system of solutions, closely aligned with reality and responsive to current demands. Such efforts encounter unavoidable difficulties, as activities are often conducted under conditions of mountainous terrain, complex localities, and harsh weather. Moreover, each Provincial Military Command faces distinct advantages, challenges, and experiences in implementation, with differing objectives, tasks, directions, and operational indicators. For this reason, the findings of the thesis should be considered as laying the foundation for continued in-depth study, supplementation, development, and completion of both the theoretical and practical systems concerning mass mobilization work and its quality within the Provincial Military Commands of Military Region 4 in the current period.

LIST OF PUBLISHED WORKS BY THE AUTHOR RELATED TO THE THESIS

1. Phan Hong Thinh (2023), “Enhancing the Quality of Mass Mobilization Work of District-level Military Commands”, *Political Theory Journal*, Special Issue, December, pp. 140-145.
2. Phan Hong Thinh (2025), “The Quality of Mass Mobilization Work of the Provincial Military Commands in Military Region 4 at Present”, *Political Theory Online Journal*, March Issue.