

HO CHI MINH NATIONAL ACADEMY OF POLITICS

TRAN THI THANH

**THE BINH PHUOC PROVINCIAL PARTY
COMMITTEE'S LEADERSHIP IN BUILDING THE
NEW-STYLE RURAL AREA FROM 2010 TO 2020**

ABSTRACT OF DOCTORAL THESIS

MAJOR: HISTORY OF THE COMMUNIST PARTY OF VIETNAM

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INTRODUCTION

1. Rationale for selecting the thesis topic

The construction of socialism is the strategic goal of our Party and people. Within this framework, the New-Style Rural Area (NSRA) development plays a particularly crucial role for an agricultural nation like Vietnam. Recognizing the strategic position of agriculture, farmers, and rural areas, the Party issued Resolution No. 26-NQ/TW “*on agriculture, farmers, and rural areas*” (2008), which designated it as a vital foundation for fostering sustainable socio-economic development, maintaining political stability, and ensuring national defense and security. The Government subsequently institutionalized this via action programs, notably Decision No. 800/QD-TTg dated June 4, 2010, “*on Approving the National Target Program for New-Style Rural Area development for the 2010-2020 Period*”. While this Program has brought about comprehensive changes in rural areas, the implementation process in specific localities still faces inherent difficulties, necessitating comprehensive summary and drawing of lessons learned for sustainable development.

Binh Phuoc is a mountainous, border province in the Southeast region, holding a strategic position that connects the Southeast with the Central Highlands and Cambodia. Despite having a low socio-economic starting point, the province has achieved positive results in the implementation of the NSRA development during the 2010-2020 period. However, the management task remained limited in terms of progress and the effectiveness of direction and the quality of the criteria is not yet sustainable. Furthermore, the mobilization of resources and coordination among agencies, boards, and sectors is not synchronized.

Recent practices have indicated that numerous studies have addressed the Party’s leadership role in NSRA development, but primarily focusing on the Central level or in the lowland provinces. There has been no systematic study on the Binh Phuoc Provincial Party Committee’s (PPC’s) leadership in this domain during the 2010-2020 period.

The selection of this topic contributes to supplementing and perfecting the theoretical and practical foundations of the Party’s leadership role at the provincial level. It clarifies the leadership methods, direction, and

experiences of the Binh Phuoc PPC - a mountainous and border province with unique socio-economic conditions. The research findings enrich the body of local Party history knowledge, affirm the creative application of the Party's guidelines, and concurrently provide valuable reference experiences for other localities facing similar conditions. It is based on this significance that the doctoral candidate has chosen the topic "The Binh Phuoc Provincial Party Committee's Leadership in Building the New-Style Rural Area from 2010 to 2020" as the Doctoral Thesis in the major of History of the Communist Party of Vietnam.

2. Aims and research tasks

2.1. Research aim

To clarify the Binh Phuoc PPC's leadership process in building the NSRA from 2010 to 2020; and subsequently, to draw valuable and referential lessons learned for the coming period.

2.2. Research tasks

- To conduct an overview of the research status related to the thesis topic.
- To analyze the factors impacting the Binh Phuoc PPC's leadership process in building the NSRA from 2010 to 2020.
- To analyze the Party's policies, direction, and the achieved results in NSRA development under the Binh Phuoc PPC from 2010 to 2020.
- To provide an assessment of the strengths, weaknesses, and their underlying causes; and to draw a number of lessons learned from the Binh Phuoc PPC's leadership process in NSRA development from 2010 to 2020.

3. Scope and subject of research

3.1. Subject of research

The leadership process of the Binh Phuoc PPC regarding the NSRA development from 2010 to 2020.

3.2. Scope of research

- Content Scope: The thesis studies the Binh Phuoc PPC's policies on NSRA development; the direction process for NSRA development focusing on five fundamental aspects: planning; propaganda; organizing emulation movements; resource mobilization for NSRA development;

socio-economic infrastructure; economy and production organization; socio-culture and environment; and the political system.

- Time Scope: From 2010 to 2020.
- Spatial Scope: Within the geographical area of Binh Phuoc province.

4. Theoretical, practical bases and research methodology

4.1. Theoretical and practical bases of the thesis

4.1.1. Theoretical basis

The thesis is grounded in the perspectives of Marxism-Leninism and Ho Chi Minh's ideology on agriculture, farmers, and rural areas.

4.1.2. Practical basis

The thesis is based on the practical reality of NSRA development within Binh Phuoc province from 2010 to 2020. However, to ensure the historical and logical coherence of the thesis when evaluating the leadership of the PPC in NSRA development, the doctoral candidate utilizes additional documents, data, and information predating 2010 and post-2020.

4.2. Research methodology

The thesis primarily relies on the historical and logical approaches. Concurrently, it utilizes various other methods, including: analysis, comparison, synthesis, statistics, observation, and practical field surveys.

5. New contributions of the thesis

The thesis offers the following new contributions:

- Systematizing and clarifying the policies, leadership, and direction of the Binh Phuoc PPC regarding NSRA development from 2010 to 2020.
- Evaluating the achievements and limitations; analyzing objective and subjective causes of the strengths and weaknesses in NSRA development in Binh Phuoc province from 2010 to 2020. Simultaneously, drawing lessons learned from the Binh Phuoc PPC's leadership process during the 2010-2020 period.
- Providing a rich, updated, and reliable system of reference materials regarding the Binh Phuoc PPC's leadership in NSRA development from 2010 to 2020.

6. Theoretical and practical significance of the thesis

6.1. Theoretical significance

The thesis contributes to the general summation of the Party's leadership process in NSRA development (through the practical case of Binh Phuoc province).

It provides further scientific arguments for supplementing and perfecting the policies, leadership, and direction process for NSRA development in Binh Phuoc province for the subsequent period (post-2020).

6.2. Practical significance

The research findings of the thesis can be used as reference materials in research and teaching of the subject "the History of the Communist Party of Vietnam", especially content related to the NSRA development topic. It also contributes to propaganda NSRA development within Binh Phuoc province as well as nationwide.

7. Thesis structure

The structure of the thesis includes: introduction, 4 chapters (comprising 8 sections), conclusion, list of the author's published works related to the topic, list of references, and appendix.

Chapter 1

OVERVIEW OF RESEARCH RELATED TO THE THESIS TOPIC

1.1. STATUS OF RESEARCH RELATED TO THE THESIS TOPIC

Upon surveying existing research relevant to the thesis topic, the doctoral candidate has categorized the literature into the following groups:

- Studies concerning agriculture, farmers, rural areas, and NSRA development in several countries worldwide.
- Studies on the leadership and direction of the Communist Party of Vietnam concerning agriculture, farmers, rural areas, and NSRA development.
- Studies on the factors affecting the process of NSRA development in Vietnam.
- Studies concerning the implementation process of NSRA development in Vietnam and various localities across the country.

- Studies on agriculture, rural areas, and NSRA development in Binh Phuoc province.

1.2. RESEARCH RESULTS OF PUBLISHED WORKS AND ISSUES REQUIRING FOCUS IN THE THESIS

Research works have focused on analyzing the policies and practical implementation of NSRA development in several countries with developed agriculture, such as China, South Korea, Thailand, and Japan. These studies highlight the dominant role of the State, the proactive participation of farmers, and the synchronized coordination within the implementation apparatus as decisive factors for success. Several lessons learned have been synthesized and are potentially applicable to the Vietnamese context.

From a theoretical perspective, the existing literature systematizes the viewpoints of Marxism - Leninism and Ho Chi Minh's ideology, while clarifying the leadership role of the Communist Party of Vietnam in the domains of agriculture, farmers, rural areas, and NSRA development. Impacting factors, such as policy mechanisms, capital sources, human resources, science and technology, and propaganda work, have also been analyzed from various dimensions.

Regarding practical implementation, numerous works have surveyed the process of deploying NSRA development policies in localities during specific periods, identifying achievements, limitations, and necessary experiences for the subsequent phases.

Concerning documentation, the studies have exploited various valuable archival sources, forming a basis for clarifying the Party's leadership role in NSRA development, especially at the provincial level.

In terms of methodology, the studies adopt multidisciplinary approaches (e.g., public policy, economics, history, Party history, agriculture, Party building), which facilitate the doctoral candidate in applying interdisciplinary method.

However, to date, no systematic and comprehensive study has investigated the leadership role of the Binh Phuoc PPC in NSRA development during the 2010-2020 period. This represents a "research gap" that the thesis aims to address, thereby clarifying the role of the PPC under local conditions characterized by numerous difficulties and challenges.

Within this thesis, from the perspective of the subject and scope of Party History research, the doctoral candidate concentrates on clarifying the following points:

- Factors impacting the Binh Phuoc PPC's leadership process in NSRA development.
- The Party's guidelines, the State's policies, and the Binh Phuoc PPC's policies on NSRA development from 2010 to 2020.
- The Binh Phuoc PPC's direction process for NSRA development from 2010 to 2020.
- Strengths, weaknesses, and their underlying causes, concurrently drawing lessons learned from the Binh Phuoc PPC's leadership process in NSRA development from 2010 to 2020.

Chapter 2

POLICIES AND DIRECTION OF THE BINH PHUOC PROVINCIAL PARTY COMMITTEE ON NEW-STYLE RURAL AREA DEVELOPMENT FROM 2010 TO 2015

2.1. FACTORS AFFECTING THE BINH PHUOC PROVINCIAL PARTY COMMITTEE'S LEADERSHIP IN NEW- STYLE RURAL AREA DEVELOPMENT

2.1.1. Natural, socio-economic conditions

2.1.1.1. Natural Conditions

The thesis presents and analyzes the fundamental characteristics of the natural factors in Binh Phuoc province, and their impact on the PPC's leadership process in NSRA development.

2.1.1.2. Socio-economic conditions

The thesis focuses on analyzing the socio-economic conditions of Binh Phuoc province, including the provincial economic base before 2010 and its richness in ethnic groups and religions. However, it also highlights existing challenges such as uneven population distribution, development disparities between regions, and the high rate of student dropouts in remote areas. These characteristics necessitate the PPC to adopt flexible leadership policies, promote local internal strength, and simultaneously effectively mobilize resources to foster sustainable NSRA development.

2.1.2. The status of rural areas in Binh Phuoc province before 2010

Prior to 2010, the rural areas of Binh Phuoc possessed significant development potential-with fertile land, favorable climate, and a fundamentally complete transport system-but also confronted weak infrastructure, high poverty rate, and imbalances in economic structure.

At the 6th Provincial Party Congress (1997-2000), the province identified agriculture and forestry as the foremost priority, focusing on developing long-term industrial crops and concentrated production zones. Thanks to the acceleration of agricultural extension and the application of science and technology, the agriculture-forestry-fishing sector achieved a growth rate of 9.1% per year during the 2005-2010 period. The number of farms and cooperatives increased rapidly, creating jobs and raising people's income. Infrastructure was improved, the poverty rate was reduced to 4%, and the average GDP per capita reached 1,028 USD.

Nevertheless, agricultural and rural planning remained inadequate, production was fragmented, poverty reduction was not sustainable, and sector linkages were weak. Consequently, to effectively implement NSRA development, a renewal of mindset, leadership methods, and a decisive, creative implementation of Resolution No. 26-NQ/TW were required.

2.1.3. Global and domestic context

During the 2010-2015 period, the complex developments in the global and domestic context significantly impacted the NSRA development process in Binh Phuoc.

The global economic crisis led to a decrease in demand for agricultural exports, volatile prices, and an increase in trade barriers. Domestically, high inflation, unstable macroeconomic conditions, and the tightening of credit policies restricted the capacity to mobilize capital for NSRA construction. Concurrently, natural disasters, epidemics, and climate change caused severe damage to agricultural production.

In this context of intensive global integration and rapid advancements in the scientific and technological revolution, it required the PPC, government, and people of Binh Phuoc to be proactive and flexible in implementing the NSRA program, while linking it with the goals of industrialization and modernization of agriculture and rural areas.

2.1.4. Guidelines and Policies of the Party and State on New-Style Rural Area development from 2010 to 2015

Since the 10th National Party Congress (2006), the Party had identified NSRA development as a strategic task associated with the industrialization and modernization of agriculture and rural areas.

Resolution No. 7 of the 10th Central Committee (2008), “*on agriculture, farmers, and rural areas*”, institutionalized this guideline, emphasizing the key role of agriculture, farmers, and rural areas, and setting the target that 50% of communes achieve NSRA development standards by 2020.

Based on this, the Government issued the National Set of Criteria for NSRA development (2009), the National Target Program for NSRA development (2010), and the mechanisms for mobilizing resources from the state budget, credit, businesses, and the community.

The 11th National Party Congress (2011) and Conclusion No. 97-KL/TW (2014), “*on certain guidelines and solutions to continue implementing Resolution No. 7 of the 10th Central Committee on agriculture, farmers, and rural areas*”, continued to affirm the Program’s importance while also pointing out inadequacies in its organizational implementation. These guidelines and policies served as the basis for the Binh Phuoc PPC to implement NSRA development in line with local conditions during the 2010-2015 period.

2.2. THE BINH PHUOC PROVINCIAL PARTY COMMITTEE’S LEADERSHIP IN NEW-STYLE RURAL AREA DEVELOPMENT FROM 2010 TO 2015

2.2.1. Policies of the Binh Phuoc Provincial Party Committee on New-Style Rural Area development from 2010 to 2015

The Binh Phuoc PPC issued Plan No. 53-KH/TU on October 20, 2008, “*on implementing Resolution of the 7th Central Committee, 10th Term, on agriculture, farmers, and rural areas*”. This plan defined the NSRA development objective as: “Possessing modern socio-economic infrastructure; a rational economic structure and forms of production organization, linking agriculture with the rapid development of industry, services, and urbanization according to planning; building a stable rural society rich in national cultural identity; raising the intellectual standards

of the populace; protecting the ecological environment; and strengthening the rural political system under the Party's leadership”.

The Plan proposed 7 general and 6 specific solution groups for the NSRA development.

The 9th Congress of the Binh Phuoc PPC (2010) put forward the policy that each district and town select two pilot communes for the NSRA development. It emphasized investment in rural infrastructure, especially transport, healthcare, and education. Concurrently, it implemented three breakthrough programs: developing industry-services, investing in infrastructure, and developing human resources.

On December 6, 2013, the PPC issued Resolution No. 05-NQ/TU, “*on the National Target Program for New-Style Rural Area development in Binh Phuoc Province for the 2013-2020 Period*”. The Resolution assessed that despite achieving some initial results after more than three years of implementation, no commune in the entire province had met all 19 NSRA criteria by the end of 2013. The Resolution set specific targets for 21 communes to achieve NSRA standards by 2015 and 50% of the total number of communes by 2020. The Resolution focused on five groups of tasks and solutions: propaganda, policy mechanisms, organizational implementation, cadre training, and emulation.

The PPC further issued Plan No. 188-KH/TU on September 26, 2014, “*on continuing to implement Resolution of the 7th Central Committee, 10th Term, on agriculture, farmers, and rural areas*”. This plan underscored the tasks of agricultural restructuring, building rural infrastructure, innovating forms of production organization, boosting the application of science and technology, enhancing the quality of vocational training for rural workers, and reforming mechanisms and policies to mobilize resources for agricultural and rural development. Based on this, the Provincial People's Committee issued numerous guiding documents, particularly regarding the adaptation of the National Set of Criteria to suit the reality of Binh Phuoc province, thereby creating a legal framework for communes to effectively implement NSRA development during the initial phase.

2.2.2. The Binh Phuoc Provincial Party Committee's Direction of New-Style Rural Area development

2.2.2.1. Establishment of the Steering Committee, Planning, Communication, Organizing Emulation Movements, and Resource Mobilization for New-Style Rural Area development

To effectively organize the implementation of the National Target Program for NSRA development, Binh Phuoc province established a Provincial and District Steering Committee and Commune-level Management Boards, with the Coordinating Office serving as the supporting agency for the Steering Committee.

The task of planning was articulated in Plan No. 99/KH-BCĐXDNTM dated August 3, 2011, of the Binh Phuoc Provincial Steering Committee for the NSRA development, which defined the criteria, roadmap, and schedule for NSRA planning. However, the implementation progress for the planning criterion was slow, with only 3% of communes having their plans approved by mid-2013. This delay was attributed to difficulties concerning the capacity of consulting firms, lack of funding, and complex terrain, thus impacting the overall quality and timeline of the province's progress.

Identifying communication as a key task, the Binh Phuoc PPC directed its deployment alongside the renewal of content and forms of mass mobilization. During the 2010-2015 period, local media agencies produced hundreds of news items, articles, and reports, distributed documents, and launched the emulation movement "The Entire Province Joins Efforts to Build the NSRA". This communication effort significantly contributed to raising public awareness, fostering social consensus, and accelerating the NSRA construction process throughout the province.

Regarding resource mobilization, Binh Phuoc province proactively integrated various capital sources, including the state budget, NSRA funds, credit capital, and contributions from businesses and the populace. Total mobilized capital reached nearly 5,850 billion VND during the 2011-2015 period. Credit capital accounted for a large proportion, facilitating the implementation of NSRA criteria and contributing to transforming the overall appearance of the province's rural areas.

2.2.2.2. Building socio-economic infrastructure

The Binh Phuoc PPC prioritized investing in synchronized and modern infrastructure, adopting a rational phasing and prioritizing key projects with significant spillover effects.

In the 2011-2015 period, the province implemented 148 projects in fields such as: transportation, irrigation, electricity, healthcare, and education, with a total investment exceeding 15,700 billion VND. However, the massive funding required, the large geographical area, the dispersed population, and the volatile prices of key agricultural products (such as cashew and rubber) adversely affected people's livelihoods, which in turn restricted the mobilization of contributions from the populace.

As a result, out of the eight infrastructure criteria, only three criteria achieved approval in over 50% of communes: Irrigation (77.2%), Electricity (51.1%), and Telecommunications (100%). The remaining five criteria-Transportation, Schools, Cultural Facilities, Rural Markets, and Residential Housing-achieved low rates, with some criteria falling below 30%.

2.2.2.3. Production Organization and Economic Development

During the 2010-2015 period, the province's economy achieved numerous positive results with an average GRDP growth rate of 11% per year; the average income per capita increased from 24 million VND (2010) to nearly 40 million VND (2015). The economic structure shifted in the right direction, gradually reducing the proportion of agriculture while increasing industry and services. The agricultural sector achieved an average growth of 6.4% per year. Perennial crops and concentrated livestock farming models continued to be the strength of the province's agricultural sector.

By the end of 2015, the criteria for poverty and laborers with permanent employment rates achieved 65.2%, which accounted for 60 out of 92 communes. 42 out of 92 communes (45.7%) met the income criteria, and 35 out of 92 communes (38%) met the criteria for forms of production organization. Facing challenges related to capital, fluctuating market prices, and uneven policy implementation, the PPC and all levels of government were required to continue drawing lessons and finding solutions to ensure sustainable NSRA development.

2.2.2.4. Socio-cultural development and environmental protection

The movement "The entire nation Unite to Build a Cultural Life" spread strongly, resulting in nearly 200,000 Cultural Families (over 92%) and 556 residential areas achieved Cultural Standards by 2015. The

province invested in synchronized development of grassroots sports, with 100% of communes having cultural-sports centers and 80 clubs operating regularly. In education, the province achieved the National Standard for Universalization of lower secondary education by 2011. In healthcare, by 2015, the province had 128 health facilities, with 100% of communes having health stations and nearly 68% of those stations having doctors. Environmental protection efforts were promoted, and the socialization model for waste collection achieved results in certain localities.

However, the cultural and environmental criteria achieved low rates due to a lack of resources. In 2015, 74 out of 92 communes (80.4%) met the education criteria; 70 out of 92 communes (76.1%) met the healthcare criteria; 44 out of 92 communes (47.8%) met the cultural criteria; and 42 out of 92 communes (45.7%) met the environmental criteria.

2.2.2.5. Building a strong political system and maintaining social security and order

The PPC prioritized building a strong political system from the grassroots level. During the 2011-2015 period, the entire province organized over 356 training courses for more than 13,000 cadres; it promoted the communication role of reporters, village elders, and influential people in the community. Notably, the prevention and combat of corruption and wastefulness were intensified. In the 2010-2015 term, 34 Party members were penalized for violations, and over 26 billion VND and more than 21,000 m² of land were recovered.

Mass organization movements spread widely, contributing to the consolidation of the great national unity bloc. The Provincial Police effectively implemented Criterion No. 19 on security, with many creative models such as security cameras, self-governance groups, and civil defense teams. Consequently, by 2015, 68 out of 92 communes (73.9%) met the political system criteria, and 76 out of 92 communes (82.6%) met the social security and order criteria.

Concluding remarks of chapter 2

By the end of 2015, Binh Phuoc province had 3 out of 92 communes achieving NSRA standards (accounting for 3.2%), significantly lower than the national average (17.5%). The average commune in the province achieved 10.78 criteria.

Despite facing numerous difficulties, the NSRA development program was vigorously implemented with the engagement of the entire political system and the populace, contributing to the improvement of infrastructure, the enhancement of living standards, and the maintenance of rural security. However, the results remained limited due to lack of synchronization in direction, the weak capacity of implementing cadres, and insufficient investment resources. This reality necessitates continued efforts to overcome these shortcomings in order to implement the Program more effectively in the subsequent period.

CHAPTER 3

THE BINH PHUOC PROVINCIAL PARTY COMMITTEE'S LEADERSHIP IN MOBILIZING ALL RESOURCES AND ACCELERATING NEW-STYLE RURAL AREA DEVELOPMENT FROM 2015 TO 2020

3.1. NEW FACTORS AFFECTING THE BINH PHUOC PROVINCIAL PARTY COMMITTEE'S LEADERSHIP IN ACCELERATING NEW-STYLE RURAL AREA DEVELOPMENT FROM 2015 TO 2020

3.1.1. Global and domestic context

During the 2015-2020 period, Vietnam's socio-economic development took place amidst numerous international fluctuations, such as global economic recovery, geopolitical competition, climate change, and particularly the COVID-19 pandemic. These factors strongly impacted agricultural production and NSRA development, especially since Vietnamese agriculture remained significantly dependent on nature.

Domestically, the economic growth rate reached approximately 6% per year; the agriculture, forestry, and fishery sector recorded an average growth rate of 2.54% per year. The Fourth Industrial Revolution (Industry 4.0) presented both opportunities and challenges, demanding that Vietnam's agriculture, farmers, and rural areas renew their mindset, apply technology, and enhance the productivity, quality, and competitiveness of products. In Binh Phuoc, only 3 out of 92 communes had achieved NSRA

standards by the end of 2015. Despite persistent difficulties, the NSRA development program had undergone fundamental changes, necessitating new, synchronized, and more effective approaches in the subsequent period.

3.1.2. Guidelines of the communist party of Viet Nam and policies of the state on continuing to accelerate New-Style Rural Area development

The 12th National Party Congress (2016) evaluated the five years (2010-2015) of NSRA development as having achieved many positive results. However, the Program was noted for a lack of linkage between agricultural development, rural economy, and NSRA construction. The Congress set the goal of sustainable agricultural development, promoting industrialization and modernization, restructuring the rural economy, and striving for 40-50% of communes to meet NSRA standards by 2020.

To implement this, the Government issued Decision No. 1600/QĐ-TTg on August 16, 2016, *“on Approving the National Target Program for New-Style Rural Area development for the 2016-2020 Period”* and Decision No. 1980/QĐ-TTg on October 17, 2016, which defined the National Set of Criteria for NSRA Communes for the 2016-2020 Period.

Subsequently, the Government Office issued Official Letter No. 521/VPCP-NN on January 15, 2018, *“on issuing the key content for building advanced New-Style Rural Communes, the conditions and criteria for consideration and recognition of model New-Style Rural Communes for the 2018-2020 period, and the direction for setting model New-Style Rural District criteria”*. Furthermore, on June 5, 2018, the Prime Minister issued Decision No. 691/QĐ-TTg, *“on issuing the criteria for model New-Style Rural Communes for the 2018-2020 period”*.

3.2. THE BINH PHUOC PROVINCIAL PARTY COMMITTEE’S LEADERSHIP IN ACCELERATING NEW-STYLE RURAL AREA DEVELOPMENT FROM 2015 TO 2020

3.2.1. Policies of the Binh Phuoc provincial party committee on accelerating New-Style Rural Area development from 2015 to 2020

The 10th Provincial Party Congress (2015) summarized the results of NSRA development over five years (2010-2015) and emphasized that in the subsequent period, it was necessary to: Focus resources on the National Target Program for NSRA development with the motto “The State and the

Unions work together”, integrating various target programs to concentrate resources and avoid fragmentation and dispersion.

It further resolved to “Mobilize all resources and strive decisively to achieve 50% of communes meeting NSRA standards by 2020”.

In execution of the PPC’s guidelines, the Provincial People’s Committee issued various decisions regarding the Set of NSRA Criteria for the 2016-2020 Period, Advanced NSRA, and Model Residential Areas, among others.

3.2.2. The Binh Phuoc Provincial Party Committee’s Direction in accelerating New-Style Rural Area development

3.2.2.1. Consolidating the steering committee, perfecting planning, intensifying communication, organizing emulation movements, and resource mobilization

During the 2015-2020 period, Binh Phuoc continued to consolidate the NSRA Steering Committees at all levels, moving toward clearer responsibilities, assigning Committee members to monitor specific criteria, and strengthening inspection and supervision. The provincial and district Coordinating Offices served as the assisting agencies, and 100% of communes had NSRA Management Boards headed by the Commune People's Committee Chairman.

Regarding planning, 100% of communes had NSRA construction planning projects. Communes publicly displayed the planning maps and propagated the information via loudspeakers for public awareness. However, due to the vast geographical area and inaccurate surveys, multiple adjustments were required.

Communication work was widely and diversely implemented. The “The Entire Province Joins Efforts to Build the NSRA” emulation movement spread vigorously, with the populace contributing over 16,260 labor-days, repairing hundreds of roads, and donating over 50,000 m² of land.

The total mobilized capital for NSRA development exceeded 62,670 billion VND, primarily sourced from credit capital (91.8%), this demonstrated the diversification of resources and the high determination of the entire political system and the populace in transforming the province's rural landscape.

3.2.2.2. Leading the Acceleration of Socio-Economic Infrastructure Construction

Implementing Resolution of the 10th Congress, the Binh Phuoc PPC identified infrastructure development as a central task, prioritizing investment in sectors such as: electricity, transportation, schools, healthcare, stations, and irrigation. By 2020, all 8 socio-economic infrastructure criteria were met by 61 out of 90 communes or more. Notably, 90 out of 90 communes achieved the standards for the two criteria: Irrigation and Information and Communication.

3.2.2.3. Continuing Production Organization and Economic Development

In the 2016-2020 period, Binh Phuoc achieved an average economic growth of 7.25%, and the average GRDP per capita reached 69.28 million VND in 2020. The poverty rate was reduced to 1.34%. The economic structure shifted positively, with the agriculture-forestry-fishing sector proportion declining to 20.5%. The province intensified vocational training linked to market demand, with over 20,000 workers trained, resulting in an employment rate of 94.68%.

By 2020, the entire province had 139 cooperatives, 89 cooperative groups, and nearly 500 farms. Numerous large-scale, high-technology production models were implemented, forming value chains for key products such as cashew, pepper, and rubber. The OCOP Program initially yielded good results with 20 products achieving 3-5 stars; over 80 cooperatives applied advanced technologies, and 3,000 hectares achieved VietGAP/GlobalGAP standards. Thanks to the decisive leadership of the PPC, all 4 criteria for production organization and economic development were met by at least 70 out of 90 communes. Specifically: Criterion 10 (Income): 70/90 communes achieved (77.8%); Criterion 11 (Poverty rate): 78/90 communes achieved (86.7%); Criterion 12 (Rate of laborers with permanent employment): 89/90 communes achieved (98.9%); Criterion 13 (Forms of production organization): 82/90 communes achieved (91.1%).

3.2.2.4. Continuing Socio-Cultural Development and Environmental Protection

During the 2015-2020 period, Binh Phuoc effectively implemented Resolution No. 29-NQ/TW dated November 4, 2013, of the Party Central Committee, “on fundamentally and comprehensively renovating education

and training, for the 2015-2020 period”. The education system was expanded and quality was improved, resulting in 100% of communes, wards, and towns achieving universal education standards across all levels by the end of 2020. The socialization effort yielded positive results, such as Dong Phu district mobilizing over 31 billion VND for educational purposes. The healthcare network was consolidated with 128 facilities and 2,635 hospital beds; 90% of the population participated in health insurance, and 95% of commune health stations had doctors, adequately meeting healthcare needs.

The movement “The entire nation Unite to Build a Cultural Life” and the campaign “Binh Phuoc People Speak Well, Do Good Deeds” attracted widespread public participation, and cultural and sports institutions were enhanced. Environmental protection was prioritized, with the waste treatment rate reaching 95% and the rate of households using sanitary water reaching 98%. As of 2020, the socio-cultural and environmental criteria in NSRA development achieved over 87%. However, difficulties persisted, such as the low quality of education in remote areas, the shortage of grassroots doctors, and environmental pollution in some areas that had not been thoroughly addressed.

3.2.2.5. Enhancing the quality of the political system and maintaining social security and order

To ensure sustainable NSRA development, the leadership role of the grassroots political system remains pivotal. The reality in Binh Phuoc demonstrated that communes where the Party Committee and local government provided decisive NSRA development direction achieved higher results. Implementing Decision No. 999/QD-TU dated April 10, 2018, of the Binh Phuoc PPC, “on issuing the Project for implementing Resolution No. 18-NQ/TU dated October 25, 2017 on continuing to innovate and arrange the organizational apparatus of the political system toward streamlined, effective, and efficient operation, and Resolution No. 19-NQ/TW dated the same date on continuing to innovate the organizational and management system and improving the quality and efficiency of public service delivery units”, the province reduced 138 administrative units, 210 leadership positions, and 1,845 staffing quotas. The province organized 182 training courses for over 7,200 commune-level cadres. National defense and security were firmly maintained; 100%

of communes deployed sufficient full-time police officers, established 90 Commune Police Party Cells, and 100% of hamlets had security and order self-governance groups. Foreign affairs with bordering Cambodian districts were intensified, contributing to the firm protection of the border and local security. By 2020, the political system criteria were fundamentally completed.

Concluding remarks of chapter 3

During the 2015-2020 period, the awareness of the Binh Phuoc PPC, government, mass organizations, and the populace regarding NSRA development shifted positively. Solutions for resource mobilization were implemented synchronously, resulting in 60 out of 90 communes (66.67%) achieving NSRA standards province-wide, surpassing the target set by the 10th Provincial Congress. This outcome reflects the determination of the entire political system and the social consensus of the populace.

Nevertheless, agricultural production remained fragmented and spontaneous, technology application was low, the effectiveness of socialized resource mobilization was not optimal, and environmental pollution became increasingly severe. To address these issues, the province needs to continue innovating mobilization methods, intensifying communication, and concurrently developing a specialized team of cadres for NSRA development to meet practical requirements.

CHAPTER 4 ASSESSMENT AND LESSONS LEARNED

4.1. ASSESSMENT OF THE BINH PHUOC PROVINCIAL PARTY COMMITTEE'S LEADERSHIP IN NEW-STYLE RURAL AREA DEVELOPMENT FROM 2010 TO 2020

4.1.1. Strengths and underlying causes

4.1.1.1. Strengths

First, The Binh Phuoc PPC demonstrated proactiveness in grasping and applying the guidelines and policies of the Central Government on NSRA development, adapting them to the conditions of a mountainous, border province with a low starting point. Consequently, the resolutions, programs, and plans issued by the PPC were highly practical, ensuring both comprehensiveness and suitability to local specificities.

Leveraging advantages in natural resources, culture, and economy, the Binh Phuoc PPC proactively concretized the Central Government's NSRA development guidelines through resolutions and plans tailored to the local reality. Notably, the province issued specific and flexible mechanisms and policies for socio-economic development and NSRA construction.

Second, The Binh Phuoc PPC was proactive and decisive in directing relevant levels, sectors, agencies, and units to concretize the NSRA guidelines, objectives, and orientations into specific action programs and plans. This ensured that the implementation was conducted synchronously, resolutely, creatively, and appropriately to the local characteristics.

Throughout the 2010-2020 period, the Binh Phuoc PPC exhibited proactiveness and decisiveness in deploying the NSRA development Program. The province focused on communication work to raise public awareness, utilizing hundreds of news items, articles, reports, contests, agricultural extension bulletins, and forums. Notably, the volume of this work in the 2016-2020 period increased manifold compared to the preceding period. The Provincial People's Council and the Provincial People's Committee issued specific mechanisms regarding capital sources, agricultural restructuring, and the "The Entire Province Joins Efforts to Build the NSRA" movement spread widely across all localities. The coordination among sectors helped tailor the NSRA criteria to local conditions, creating a solid legal and practical foundation for the Program's success.

Thrid, the results of the Binh Phuoc PPC's leadership in NSRA development generated comprehensive and profound transformations across numerous fields. The rural landscape changed distinctly, the people's material and spiritual lives were increasingly enhanced, and the people's confidence in the Party's leadership was continuously consolidated and strengthened.

The thesis presents an overview of the NSRA development results in the province during the 2010-2020 period, contrasting the achievements between the two sub-periods (2010-2015 and 2015-2020). Concurrently, it compares the province's NSRA achievements with other localities in the region and provinces with similar conditions, clearly demonstrating the determination to overcome difficulties and the leading role of the Party

Committee and government, alongside the consensus and efforts of the populace in NSRA development.

4.1.1.2. Underlying causes of strengths

First, the close leadership and direction of the Party, the State, and Central ministries and sectors were crucial factors ensuring the effective leadership of the Binh Phuoc PPC in NSRA development.

Second, The Binh Phuoc PPC promoted the spirit of solidarity, political determination, and creative capacity in leading and directing NSRA construction.

Third, the people of Binh Phuoc province demonstrated solidarity, consensus, and high responsibility in participating in NSRA development.

4.1.2. Limitations and underlying causes

4.1.2.1. Limitations

First, The Binh Phuoc PPC was, at times, untimely in directing the issuance of documents necessary for the implementation of the NSRA development Program.

Second, the effectiveness of leadership and direction in NSRA development was not consistently high, failing to fully exploit the local potential and strengths in NSRA construction.

4.1.2.2. Underlying Causes of Limitations

The implementation of NSRA development in Binh Phuoc faced numerous difficulties due to a low starting point, weak infrastructure, limited budget, complex natural disasters and epidemics, and inadequacies in central guiding documents. Furthermore, resources and coordination were not fully synchronized, while a segment of cadres and the populace had insufficient awareness and still harbored the mindset of dependency on the State.

4.2. LESSONS LEARNED

4.2.1. Strengthening the Leadership of the Party Committee, the management of the government, and the coordination of mass organizations in New-Style Rural Area development

Throughout the 2010-2020 period, the Binh Phuoc PPC clearly demonstrated a resolute and synchronized leadership and direction role in NSRA development, grounded in promoting the mechanism: “The Party leads, the State manages, and the People are the masters”. Party Committees at all levels issued highly practical resolutions and action

programs; the government institutionalized these with appropriate mechanisms and policies; the political system was consolidated, with Steering Committees at all levels operating effectively; and socio-political mass organizations effectively served as the bridge between the Party, the government, and the people. This approach successfully fostered social consensus, contributing to the many achievements in the province's NSRA development.

4.2.2. Effectively implementing ideological work to foster unity in awareness and social consensus on New-Style Rural Area development

Ideological work served as the foundation, ensuring the unity between the “Party’s will - people’s heart”, thereby facilitating the effective implementation of NSRA development guidelines. As Binh Phuoc is a mountainous, border, and multi-ethnic province, the PPC placed special emphasis on propaganda, thorough comprehension, public opinion guidance, and promoting the role of the Fatherland Front and mass organizations in public mobilization. This effort heightened the awareness, confidence, and self-consciousness of cadres, Party members, and the populace, strengthening the spirit of social consensus. Ideological work became the “key” to unleashing internal strength and spreading the movement “The People Know, The People Discuss, The People Do, The People Inspect, The People Benefit” which was decisive for the success of the NSRA development Program in Binh Phuoc.

4.2.3. Promoting combined strength in New-Style Rural Area development, focusing on building and consolidating the great national unity bloc

The PPC effectively promoted combined strength, primarily by optimally exploiting internal resources-from geographical location, resources, and human capital to political and social factors-especially the great national unity bloc and the people’s role as the subject in development. Significant attention was paid to improving the livelihoods of the people, particularly ethnic minorities and those in remote areas, thereby strengthening their confidence in the Party and creating social consensus. Concurrently, the province effectively mobilized diverse resources for the Program, maximizing the pioneering role of cadres, Party members, armed forces, and mass organizations. Models of contributing land, labor-days, material resources, and finances spread widely, reflecting

the self-awareness and community responsibility of the people. Beyond internal strength, the province also actively absorbed external factors such as technology, investment capital, and advanced management experience, considering these as catalysts for sustainable development.

4.2.4. Building a clean and strong party and political system, enhancing the capacity and responsibility of the cadre team in organizing New-Style Rural Area implementation

The PPC concentrated on enhancing the leadership capacity and combativeness of Party organizations, linking Party building with administrative reform, streamlining the apparatus, strengthening inspection and supervision, and prioritizing cadre exemplarity, especially among leaders. Simultaneously, attention was paid to cadre planning, training, and fostering, with a focus on the grassroots, remote, and border areas. Consequently, the cadre team at all levels matured, contributing to consolidating the people's trust, ensuring the comprehensive leadership of the Party, and creating a solid political foundation for sustainable NSRA development.

Concluding remarks of chapter 4

Over the ten years of NSRA development (2010-2020), the Binh Phuoc PPC's leadership in NSRA development achieved remarkable results. Starting from a correct perception of the meaning and objectives of NSRA development, the Binh Phuoc PPC gradually formed a system of viewpoints and guidelines on NSRA construction. The Party Committee's leadership process in NSRA development exhibited numerous outstanding strengths but also revealed certain limitations that require remediation. Based on the summation of practical experience, the doctoral candidate has drawn key lessons learned, contributing to the orientation for continuing NSRA development in the coming period, particularly toward advanced and model NSRA.

CONCLUSION

1. New-Style Rural Area development is a matter of paramount significance to the national development strategy, ensuring the country's rapid and sustainable progress. Rural areas, serving as the residence for the majority of the population and the primary source of food supply, play a

crucial role in guaranteeing national food security and balancing socio-economic development. Consequently, NSRA development is always placed within the overall national development framework and is considered an effective measure to implement Resolution No. 26-NQ/TW (2008) “on agriculture, farmers, and rural areas”. Over the ten years (2010-2020) of implementing the NSRA development Program nationwide, the rural landscape has changed positively. Infrastructure systems such as transportation, irrigation, electricity, schools, and health stations have been improved, enhancing the quality of life for the populace.

2. Clearly recognizing the importance of implementing Resolution No. 26-NQ/TW and the NSRA development Program, the Binh Phuoc PPC demonstrated proactiveness and creativity in thoroughly grasping and deploying the Party's guidelines and the State's policies on NSRA development. Leveraging advantages in geographical location and natural resources, the province focused investment on developing rural infrastructure, improving the people's quality of life, and innovating agricultural production models to effectively execute the National Target Program for NSRA development within the province.

The Binh Phuoc PPC's leadership process in NSRA development during the 2010-2020 period yielded many noteworthy results. Particularly in the 2015-2020 period, Binh Phuoc province achieved an impressive breakthrough in NSRA development. From only 3 communes meeting NSRA standards in the 2010-2015 period, the province increased this to 60 communes achieving the standard in the 2015-2020 period, a rate of 66.67%. This surpassed the target set by the 10th Binh Phuoc Provincial Party Congress (50%) and was higher than the national average. Rural infrastructure was distinctly improved and increasingly synchronized; the material and spiritual lives of the people were continuously enhanced, with the average income per capita reaching 69.28 million VND/person/year in 2020; the poverty rate drastically reduced to only 1.34% (according to the multidimensional approach standard); agricultural production developed sustainably; and social security and order in rural areas were ensured and firmly maintained.

3. Alongside the successes, the Binh Phuoc PPC's leadership and direction in NSRA development also revealed certain limitations. Particularly in the initial phase (2010-2015), there were occasional delays

in issuing guiding documents for Program implementation, resulting in less effective leadership and direction. Investment capital was insufficient, communication work was restricted, and coordination among different levels and sectors was not always close. The quality of the agricultural labor force remained low, and labor productivity was poor, affecting production efficiency. The quality of achieved criteria in some communes was not consistently high, lacking sustainability. To enhance the effectiveness and sustainability of the NSRA development Program, it requires the PPC s and governments at all levels to continuously innovate their leadership and management methods, focus on boosting leadership capacity, and demonstrate creativity in applying the Party's and State's guidelines and policies to local realities. Furthermore, it is necessary to maximize the province's potential and advantages, contributing strongly to the process of industrialization and modernization of agriculture and rural areas and NSRA development in Binh Phuoc province, thereby making a positive contribution to the overall national development.

4. Based on the practical experience of NSRA development during the first 10 years of the Program's implementation (2010-2020) in Binh Phuoc province, the thesis has drawn a number of key lessons learned, which are of referential value for the PPC in leading and directing the National Target Program for NSRA development in the future.

LIST OF AUTHOR’S PUBLISHED WORKS RELATED TO THE THESIS

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