

HO CHI MINH NATIONAL ACADEMY OF POLITICS

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**THE LEADERSHIP OF THE TUYEN QUANG PROVINCIAL
PARTY COMMITTEE IN NRD FROM 2010 TO 2020**

**ABSTRACT OF THE DOCTORAL DISSERTATION
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INTRODUCTION

1. Rationale of the Study

New Rural Development (NRD) is an important component of the Communist Party of Vietnam's guidelines and has been implemented since an early period. After the success of the August Revolution in 1945, President Ho Chi Minh and the Communist Party of Vietnam attached great importance to building a new way of life and regarded it as an effective measure to eliminate backward remnants left by the old regime. This was also a means to gradually educate various social strata to recognize the superiority of the new social system and their responsibilities in the construction of a new society.

During the renovation period, leading the construction of NRD became an important objective in the guidelines of the Communist Party of Vietnam concerning agriculture, farmers, and rural areas. Resolution No. 26-NQ/TW, dated August 5, 2008, affirmed that agriculture, farmers, and rural areas hold a strategic position in the cause of industrialization and modernization, as well as in building and defending the socialist Fatherland. In this process, farmers are identified as the central actors of development; the construction of NRD, closely linked with the development of industrial and service facilities and urban areas in accordance with planning, is considered fundamental; and the comprehensive development and modernization of agriculture are regarded as the key tasks. To concretize Resolution No. 26-NQ/TW, on April 16, 2009, the Prime Minister issued decisions approving the Program, promulgating the National Target Program criteria for NRD, and stipulating regulations on conditions, procedures, dossiers, and the appraisal, recognition, and announcement of localities meeting NRD standards. These documents constitute an important basis for localities to closely adhere to and effectively organize implementation in practice. Therefore, research, review, and the drawing of lessons learned from the process of agricultural and rural development and NRD implementation at the local level provide an essential foundation for the Party to promote ecological agriculture associated with the green economy, circular economy, and digital transformation in agriculture, as well as to build modern and civilized rural areas, thereby firmly advancing into the new era of national development.

Tuyen Quang is a province located in the Northern mountainous region of Vietnam, a land closely associated with major historical events of the Vietnamese revolution. Under the leadership of the Party, it served as the "Capital of the Liberation Zone" and the "Capital of Resistance." During the process of leading the renovation cause, the Provincial Party Committee concretized and creatively applied the guidelines and policies of the Party and the State to the province's specific conditions, thereby achieving important results. However, the process by which the Provincial Party Committee led the construction of NRD still revealed certain limitations, and its effectiveness remained inadequate. Moreover, in the new era of national development, together with the merger of Tuyen Quang and Ha Giang provinces and the implementation of the two-tier local government model at the local level, new requirements and tasks have emerged. This context necessitates a comprehensive

review and the drawing of lessons learned from the NRD process during the period 2010-2020, serving as a basis for formulating guidelines and directing effective implementation in the subsequent period.

For the above reasons, studying and summarizing the process by which the Tuyen Quang Provincial Party Committee led the construction of NRD is highly necessary and possesses profound theoretical and practical significance. With this significance in mind, the doctoral candidate selected the topic *“The Leadership of the Tuyen Quang Provincial Party Committee in New Rural Development from 2010 to 2020”* as a doctoral dissertation in History, majoring in the History of the Communist Party of Vietnam.

2. Research Objectives and Tasks

2.1. Research Objectives

The study aims to elucidate the process by which the Tuyen Quang Provincial Party Committee led the construction of NRD from 2010 to 2020; thereby drawing key lessons to contribute to improving the quality and effectiveness of NRD in Tuyen Quang province in the subsequent period.

2.2. Research Tasks

First, to study and analyze the factors affecting the leadership of the Tuyen Quang Provincial Party Committee in NRD from 2010 to 2020.

Second, to analyze the viewpoints and guidelines of the Tuyen Quang Provincial Party Committee on NRD during the period 2010-2020.

Third, to clarify the process by which the Tuyen Quang Provincial Party Committee directed the construction of NRD through two stages: 2010-2015 and 2015-2020.

Fourth, to provide assessments and draw key lessons from the practical process of the Tuyen Quang Provincial Party Committee’s leadership in NRD from 2010 to 2020.

3. Object and Scope of the Study

3.1. Research Object

The guidelines and the process by which the Tuyen Quang Provincial Party Committee led the construction of NRD from 2010 to 2020.

3.2. Research Scope

In terms of content, the dissertation focuses on the guidelines and leadership of the Tuyen Quang Provincial Party Committee in NRD in the following aspects: (1) Establishment of the leadership apparatus and planning work; (2) Propaganda activities and the organization of emulation movements; (3) Development of rural socio-economic infrastructure; (4) Development of forms of production organization and improvement of income for rural residents; (5) Development of education, healthcare, culture, and protection of the rural environment; (6) Building the grassroots political system and maintaining political security and social order.

In terms of space, the study is conducted within the former administrative boundaries of Tuyen Quang province, including Tuyen Quang City and six districts: Ham Yen, Na Hang, Chiem Hoa, Lam Binh, Yen Son, and Son Duong.

In terms of time, the dissertation examines a period of ten years (2010-2020). For the sake of a systematic analysis, the study also refers to certain related issues before 2010 and after 2020.

4. Theoretical Foundations, Research Methods, and Sources

4.1. Theoretical Foundations

The dissertation is grounded in the theoretical foundations of Marxism–Leninism, Ho Chi Minh Thought on agriculture, farmers, and rural areas, as well as the viewpoints of the Communist Party of Vietnam on NRD.

4.2. Research Methods

Based on the methodology of dialectical materialism and historical materialism, and the system of Marxist historiographical methodology, the dissertation primarily employs specific research methods such as historical and logical analysis, analysis and synthesis, statistics, comparison, sociological surveys, interviews, fieldwork, and practical investigation.

4.3. Sources

The sources include documents of the Party and the State on NRD; documents of the Provincial Party Congresses; resolutions, action programs, plans, and conclusions of the Tuyen Quang Provincial Party Committee related to NRD; several resolutions of the Tuyen Quang Provincial People's Council; and decisions, plans, and reports of the Provincial People's Committee, the Vietnam Fatherland Front, departments, sectors, and socio-political organizations in Tuyen Quang province concerning NRD.

In addition, documents and reports on NRD from provinces with similar conditions are used for comparison and reference. Scientific works such as monographs, journal articles, research projects, and doctoral dissertations related to the topic are also consulted.

5. New Contributions of the Dissertation

The dissertation provides a rich, updated, and reliable system of materials related to the process by which the Tuyen Quang Provincial Party Committee led the construction of NRD from 2010 to 2020. It contributes to an objective, authentic, and systematic reconstruction of this leadership process through two stages: 2010-2015 and 2015-2020.

The study offers assessments of achievements and limitations, analyzes the causes of these achievements and limitations, distills key lessons from the practical leadership of NRD by the Tuyen Quang Provincial Party Committee from 2010 to 2020, and proposes orientations for their application in the subsequent period.

6. Theoretical and Practical Significance of the Dissertation

6.1. Theoretical Significance

By summarizing the process of concretizing the Party's guidelines on NRD in Tuyen Quang province, the dissertation contributes to supplementing both theoretical and practical foundations for the Party to continue refining its guidelines and practical leadership on NRD at regional and national levels.

Through reviewing and synthesizing the leadership process of the Tuyen Quang Provincial Party Committee in NRD, the study draws lessons and thereby provides arguments to supplement and improve guidelines and leadership solutions for NRD in Tuyen Quang province in the subsequent period.

6.2. Practical Significance

The research findings of the dissertation may be used as reference materials for research and teaching in local history and the History of the Communist Party of Viet Nam during the renovation period.

They may also serve as reference materials for research, teaching in local history in Tuyen Quang province, and for propaganda and education on NRD nationwide.

7. Structure of the Dissertation

In addition to the introduction, conclusion, references, list of the author's published works related to the topic, and appendices, the dissertation consists of four chapters and ten sections.

Chapter 1

OVERVIEW OF RESEARCH SITUATION RELATED TO THE DISSERTATION TOPIC

1.1. Studies Related to the Dissertation Topic

1.1.1. Studies on New Rural Development in Several Countries around the World

The aforementioned studies have comprehensively examined and systematized the theoretical and practical issues concerning agriculture, farmers, rural areas, and NRD in several countries worldwide; at the same time, they have drawn lessons and experiences that are valuable for the construction of NRD in Vietnam.

1.1.2. Studies on New Rural Development in Vietnam

1.1.2.1. General Studies on New Rural Development

These studies have systematized the theoretical foundations concerning agriculture, farmers, and rural areas; summarized the viewpoints of the Party and the State; and affirmed the inevitability of NRD in Vietnam. They have also examined the current situation and development of agriculture, farmers, rural areas, and NRD across different periods, and proposed orientations and solutions for NRD in the subsequent stage.

1.1.2.2. Studies on New Rural Development in Regions and Localities Nationwide

These studies focus on examining the process of concretizing the guidelines of the Party and the State, as well as the organization and implementation of NRD by local Party committees and authorities. Based on this analysis, they draw certain lessons and propose solutions for the subsequent period.

1.1.3. Studies on New Rural Development in Tuyen Quang Province

These studies have outlined the natural, socio-economic conditions, as well as the advantages and difficulties of Tuyen Quang province; they have also initially addressed the process of implementation and the outcomes achieved in agricultural and rural development and in the construction of NRD in the province.

1.2. Research Results of the Reviewed Studies and Issues Addressed by the Dissertation

1.2.1. Research Results of the Reviewed Studies

1.2.1.1. In terms of sources

These include books, journals, scientific reports, and doctoral dissertations, among others.

1.2.1.2. In terms of approaches and research methods

The studies adopt approaches from multiple disciplinary perspectives, such as Economics, Political Science, Geography, Rural Development, Party Building and State Governance, and the History of the Communist Party, combining theoretical analysis with the synthesis of practical experience. They employ research methods including analysis, synthesis, comparison, historical analysis, and logical reasoning.

1.2.1.3. In terms of content

The published scientific works have clarified the following fundamental issues:

First, they analyze and elucidate the basic theoretical issues concerning agriculture, farmers, rural areas, and NRD.

Second, they assess the current situation of NRD, thereby drawing lessons and proposing viewpoints, orientations, and solutions for NRD at the national level and in certain regions and localities.

Third, they outline the geographical, natural, and socio-economic conditions, as well as issues related to agriculture, rural areas, and NRD in Tuyen Quang province.

The results of these studies provide important scientific evidence for the doctoral candidate to inherit and build upon in the process of writing the dissertation. However, studies related to Tuyen Quang province have so far only addressed NRD in a general manner. To date, there has been no independent study that offers an in-depth and systematic assessment of the process by which the Tuyen Quang Provincial Party Committee led the construction of NRD from 2010 to 2020.

1.2.2. Issues Addressed by the Dissertation

First, the factors affecting the leadership of the Tuyen Quang Provincial Party Committee in NRD from 2010 to 2020.

Second, the guidelines and direction of the Tuyen Quang Provincial Party Committee regarding NRD from 2010 to 2020.

Third, assessments of achievements and limitations in the leadership of NRD by the Tuyen Quang Provincial Party Committee during the period 2010 to 2020.

Fourth, lessons drawn from the practical process of the Tuyen Quang Provincial Party Committee's leadership in NRD from 2010 to 2020.

Conclusion of Chapter 1

Studies on agriculture, farmers, rural areas, and NRD have addressed these issues in a relatively comprehensive and in-depth manner, approaching them from various perspectives and disciplines, and employing a wide range of research methods. Through the analysis and evaluation of the overall research situation related to the dissertation topic, the doctoral candidate clearly identifies the research outcomes and the contents that can be consulted and inherited in the process of writing the dissertation. On this basis, research gaps and new issues requiring further attention are identified, thereby contributing to improving the quality and effectiveness of NRD in Tuyen Quang province in the coming period.

Chapter 2

GUIDELINES AND DIRECTION OF THE TUYEN QUANG PROVINCIAL PARTY COMMITTEE ON NEW RURAL DEVELOPMENT (2010-2015)

2.1. Factors Affecting the Leadership of the Tuyen Quang Provincial Party Committee in New Rural Development

2.1.1. Natural, Economic, and Socio-cultural Conditions of Tuyen Quang Province

The dissertation analyzes factors related to geographical location and natural, economic, social, and traditional cultural conditions, and clearly identifies their impacts on the leadership process of the Tuyen Quang Provincial Party Committee in the construction of NRD.

2.1.2. The Situation of Agriculture and Rural Areas in Tuyen Quang Province before 2010

The dissertation examines the achievements, limitations, and causes of those limitations in the development of agriculture, farmers, and rural areas in Tuyen Quang province prior to 2010. These factors both influenced and posed new requirements for the Tuyen Quang Provincial Party Committee in the process of leading NRD.

2.1.3. Historical Context and the Party's Guidelines and State Policies on New Rural Development

2.1.3.1. International and Domestic Context

International context: In the early years of the second decade of the twenty-first century, peace, cooperation, and development remained major trends; however, developments became increasingly complex and unpredictable, accompanied by various instabilities. The Asia-Pacific and Southeast Asian regions were dynamic areas of development, yet territorial and maritime disputes grew increasingly intense.

Domestic context: By 2010, the achievements and experience accumulated after 25 years of renovation had generated new momentum, capacity, and comprehensive national strength, creating a foundation for promoting socio-economic development. Nevertheless, Vietnam continued to face numerous major challenges.

2.1.3.2. The Party's Guidelines and the State's Policies on New Rural Development

The Tenth National Congress of the Party emphasized the need to urgently formulate rural development plans, implement the NRD program, and build villages and communes with prosperous living standards, civility, and a healthy environment. Resolution No. 26-NQ/TW of the Central Committee of the Communist Party of Vietnam affirmed that agriculture, farmers, and rural areas hold a strategic position in the cause of industrialization and modernization and in building and defending the Fatherland. The Platform for National Construction in the Period of Transition to Socialism (supplemented and developed in 2011) emphasized the development of agriculture, forestry, and fisheries toward higher technological levels and quality, closely linked with processing industries and NRD.

The Government issued various decisions, programs, and plans, and promulgated the National Criteria for NRD to organize implementation. These guidelines and policies of the Party and the State served as important orientations for the Tuyen Quang Provincial Party Committee to concretize in the process of leading NRD.

2.2. Guidelines of the Tuyen Quang Provincial Party Committee on New Rural Development

The Fifteenth Provincial Party Congress of Tuyen Quang set forth the guideline of “shifting agriculture and forestry toward commodity-oriented production,” “firmly developing agriculture, forestry, and fisheries toward concentrated, specialized commodity production associated with NRD, thereby creating significant changes in farmers’ livelihoods and the rural landscape,” and “promoting the industrialization and modernization of agriculture and rural areas, with NRD as

the focal point, striving to complete planning for 100% of communes and aiming for more than 5% of communes to meet NRD standards by 2015.”

The Provincial Party Committee issued Resolution No. 27-NQ/TU dated November 23, 2011, on NRD for the period 2011-2015, with orientations toward 2020. This resolution identified NRD as “a central task of the entire political system and society as a whole,” emphasized that “NRD must adhere to the principle of people’s knowledge, discussion, participation, supervision, and benefit,” specified concrete targets for 2015—at least seven communes (one in each district or city) meeting NRD standards—and proposed seven key tasks and solutions for NRD.

During the process of leading NRD in the 2010-2015 term, the Provincial Party Committee continued to reaffirm its viewpoints and supplement new understandings of NRD through a series of documents, including Conclusion No. 73-KL/TU dated April 20, 2012, of the Provincial Party Committee; Program No. 13-CTr/TU dated May 30, 2012, of the Provincial Party Committee; Conclusion No. 145-KL/TU dated November 26, 2013, of the Standing Board of the Provincial Party Committee; and Plan No. 110-KH/TU dated August 8, 2014, of the Standing Board of the Provincial Party Committee.

Thus, during the 2010-2015 term, the Tuyen Quang Provincial Party Committee attached great importance to leading the development of agriculture, farmers, rural areas, and the construction of NRD.

2.3. The Tuyen Quang Provincial Party Committee’s Direction of New Rural Development

2.3.1. Establishment of the Steering Apparatus and Planning Work

2.3.1.1. Establishment of the Steering Apparatus for Implementation

On September 6, 2010, the Provincial People’s Committee issued Decision No. 1147/QĐ-CT on the establishment of the Steering Committee for the National Target Program on NRD in Tuyen Quang province for the period 2010-2020. Accordingly, the Program Coordination Office was established with 25 members. Steering Committees for NRD were also established at the district, city, and commune levels. In addition, Management Boards for NRD were formed at the commune level, with the Chairperson of the Commune People’s Committee serving as the head.

2.3.1.2. Planning Work

The Provincial People’s Committee issued Plan No. 15/UBND-KH dated April 26, 2011, on the implementation of the National Target Program on NRD in Tuyen Quang province. In 2011, this plan set forth the task of “basically completing the formulation and approval of NRD planning for all 129 communes in the province.” With the strong direction of the Provincial People’s Committee and the active participation of departments, districts, and cities, by the end of 2014, all 129 out of 129 communes in the province had completed the formulation of planning and NRD projects.

2.3.2. Propaganda Work and the Organization of Emulation Movements

Propaganda activities related to NRD were organized with diverse contents and forms, with a strong orientation toward the grassroots level.

The Provincial People's Committee issued Plan No. 03/KH-UBND dated February 1, 2012, clearly defining the objectives and requirements that "the emulation movement for joining efforts to build NRD must be a central task in the annual work plans and five-year plans of all levels and sectors, from the provincial level to the grassroots, during the period 2011-2020." The Vietnam Fatherland Front launched the emulation movement "Tuyen Quang Joining Hands in Building NRD," in association with the movement "All People Unite to Build Cultural Life in Residential Areas," which promoted the participation of all levels and sectors and encouraged, motivated, and supported members and the people to actively engage in emulation movements for NRD.

2.3.3. Development of Rural Socio-Economic Infrastructure

2.3.3.1. Development of the Rural Transport System

The Provincial Party Committee issued Resolution No. 01-NQ/TU dated May 9, 2011, setting the target that by 2015, "over 70% of rural roads would be concreted and 100% of villages and hamlets would have access to automobile roads." To establish mechanisms, policies, and resources to support the development of the rural transport system, the Provincial People's Council promulgated Resolution No. 22/2010/NQ-HĐND dated December 27, 2010, and Resolution No. 20/NQ-HĐND dated December 13, 2012, specifying funding for the concreting of rural roads.

Under the direction of the Provincial Party Committee, the Provincial People's Committee issued Plan No. 31/KH-UBND dated August 23, 2011, Plan No. 43/KH-UBND dated June 24, 2013, and the Project on Concreting Rural Roads in Tuyen Quang Province for the period 2011–2015. As a result, the province recorded 20 communes meeting the transport criterion, an increase of 19 communes compared with 2011 (when only one commune met the criterion). This achievement became one of the province's notable highlights, receiving high recognition from the central authorities and attracting many localities to visit and learn from its experience.

2.3.3.2. Development of Irrigation

Program No. 13-CTr/TU dated May 30, 2012, issued by the Provincial Party Committee, directed the "review, adjustment, and supplementation of irrigation development planning, and the mobilization of resources for investment in the construction of major irrigation dams, main canal systems, and embankments to prevent erosion along rivers and streams and to protect residential areas." The Provincial People's Committee instructed the Department of Agriculture and Rural Development and local authorities to strengthen the construction, management, and operation of irrigation works.

The Provincial People's Council issued Resolution No. 20/NQ-HĐND dated December 13, 2012, providing "100% support for cement, transportation costs for cement to villages and hamlets, and financial support of 20 million VND per kilometer of irrigation canals." The results achieved during the 2010-2015 period demonstrate that the development of the irrigation system was a crucial factor in promoting agricultural development and improving the quality of implementation of Criterion No. 10 (income), Criterion No. 13 (organization of production), and other criteria in NRD.

2.3.3.3. Development of the Rural Power System

The Provincial People's Committee directed the provincial power sector to closely adhere to annual targets in implementation. It also instructed the Department of Planning and Investment, in coordination with the Department of Industry and Trade, the Department of Finance, and relevant units, to formulate the Power Development Plan for Tuyen Quang Province for the period 2011-2015, with orientations toward 2020. By 2015, 50 communes met the electricity criterion, an increase of 47 communes compared with 2011 (when only three communes met the criterion).

2.3.3.4. Development of Rural Markets

The Provincial People's Committee directed district- and commune-level authorities to concentrate provincial support resources and local conditions on investment in the construction, upgrading, and renovation of standardized rural markets. Priority was given to communes serving as centers of zones or clusters and to wholesale markets in order to better meet the needs for goods exchange and agricultural product consumption of rural residents. By 2015, the province had mobilized socialized resources and various lawful funding sources to construct, upgrade, and renovate 29 rural markets, meeting the demands of commercial exchange for the people. As a result, 56 communes met the market criterion, an increase of 51 communes compared with 2011 (when only five communes met the criterion).

2.3.3.5. Development of the Postal and Telecommunications Network

Tuyen Quang province concentrated resources on investing in the construction of commune-level central post offices and encouraged enterprises to invest in telecommunications infrastructure, including Internet services and mobile networks, to serve the population. As a result, by 2015, 100% of communes had Commune Cultural Post Offices; some communes had public Internet access points, and all communes were covered by mobile phone signals. Most rural residents were able to conveniently use postal and telecommunications services, with all 129 out of 129 communes meeting the criterion-an increase of 121 communes compared with 2011 (when only eight communes met the criterion).

2.3.4. Development of Forms of Production Organization and Improvement of Income for Rural Residents

2.3.4.1. Innovation and Development of Effective Forms of Production and Service Organization in Rural Areas toward Commodity-Oriented Production

During the period 2010-2015, the Tuyen Quang Provincial Party Committee focused on directing the agricultural sector to restructure crops and livestock, and to promote the industrialization and modernization of agriculture and rural areas. Solutions were implemented to restructure the agricultural sector toward increasing added value and achieving sustainable development. The application of scientific and technical advances and new technologies in production was intensified. The development of rural industries and the preservation and promotion of traditional craft villages were carried out across the province and initially yielded positive

results by attracting the participation of various economic sectors and forming cooperatives, production teams, household groups, and craft villages. These efforts created jobs and increased incomes for farming households, gradually contributing to the implementation of sustainable poverty reduction programs and stabilizing people's livelihoods.

2.3.4.2. Economic Development and Income Improvement for Rural Residents

The Provincial Party Committee directed competent agencies to formulate and promulgate projects, plans, and programs for economic development aimed at improving people's incomes. The Provincial People's Council issued several resolutions in the field of agricultural and forestry development, notably Resolution No. 40/2011/NQ-HĐND dated December 16, 2011, amending and supplementing Resolution No. 13/2009/NQ-HĐND dated July 23, 2009; Resolution No. 18/NQ-HĐND dated December 13, 2012; and Resolution No. 16/NQ-HĐND dated July 18, 2013, thereby creating mechanisms and policies to promote production development. The province promptly and effectively implemented central policies and provincial measures related to NRD. The Provincial People's Committee directed the development of commodity-based production and the transfer of scientific and technical advances to farmers in order to improve the quality and productivity of agricultural products. At the same time, comprehensive measures were implemented to ensure social security, including timely assistance and support for policy beneficiaries, poor households, and near-poor households, in association with NRD toward sustainability. Under the leadership and direction of the Provincial Party Committee and the Provincial People's Committee, the rural economy during the 2010-2015 period underwent positive changes, forming new modes of production, increasing incomes, improving people's living standards, and fulfilling targets related to income, poverty reduction, and production organization in NRD.

2.3.5. Development of Education, Healthcare, Culture, and Protection of the Rural Environment

2.3.5.1. Education

Tuyen Quang province paid considerable attention to investing in the construction of physical facilities and upgrading the school system in order to develop education and training. To improve the quality of human resources, on May 13, 2011, the Tuyen Quang Provincial Party Committee issued Resolution No. 02-NQ/TU; the Standing Board of the Provincial Party Committee promulgated Resolution No. 36-NQ/TU dated June 17, 2012, on universalizing preschool education for five-year-old children in Tuyen Quang province; and the Provincial People's Committee formulated, issued, and directed the implementation of planning, plans, programs, and projects aimed at improving the quality of human resources for the period 2011-2015, with orientations toward 2020. The Provincial People's Council issued three resolutions on mechanisms and policies for developing and improving the quality of human resources. After five years of implementing the program, education and training in communes gradually developed, and educational infrastructure continued to be strengthened toward consolidation and modernization. By 2015, 126 out of 129 communes met the

education criterion, an increase of 121 communes compared with 2011 (when only five communes met the criterion).

2.3.5.2. Healthcare

Under the leadership of the Provincial Party Committee, the work of protecting and caring for the people's health has always been given due importance by Party committees, authorities at all levels, sectors, and relevant agencies and units. The physical facilities, medical equipment, and hospital bed capacity of medical institutions were consolidated, upgraded, and expanded, basically meeting the needs for medical examination and treatment of the people.

The province paid special attention to promoting training and professional development, gradually standardizing the contingent of medical staff, improving the quality of healthcare services, and strengthening disease prevention and control. With the close direction of the Provincial Party Committee and the Provincial People's Committee, the healthcare infrastructure system developed comprehensively, the quality of medical personnel continued to improve, and the work of protecting and caring for the people's health was effectively implemented. By 2015, 70 out of 129 communes met the healthcare criterion, an increase of 57 communes compared with 2011 (when only 13 communes met the criterion).

2.3.5.3. Culture and Social Affairs

Tuyen Quang province adopted policies to prioritize investment in cultural infrastructure, focusing on the construction of cultural houses and sports complexes in communes and villages to meet the requirements for improving the spiritual life of rural residents. On March 23, 2012, the Provincial People's Committee issued Plan No. 12/KH-UBND on implementing the movement "All People Unite to Build Cultural Life" in Tuyen Quang province through 2015, with orientations toward 2020.

The movement "All People Unite to Build Cultural Life" was conducted vigorously, continuously, and extensively, becoming a strong driving force for building cultural individuals, collectives, families, villages, hamlets, residential clusters, agencies, units, and enterprises. It made an important contribution to maintaining political stability, strengthening national defense and security, promoting socio-economic development, and improving the material and spiritual lives of people of all ethnic groups in the province. By 2015, 87 out of 129 communes met the cultural criterion, an increase of 72 communes compared with 2011, accounting for 67.4 percent.

2.3.5.4. Clean Water Supply and Rural Environmental Sanitation

The Provincial People's Committee issued Decision No. 352/QĐ-UBND dated September 5, 2007, and Decision No. 49/QĐ-UBND dated February 26, 2010, and directed departments, sectors, districts, and cities to focus on effectively implementing waste treatment and the handling of waste generated from production and livestock farming in rural areas.

The Vietnam Fatherland Front and socio-political organizations intensified propaganda and mobilization to encourage the people to properly implement measures for protecting the rural environment. By 2015, 10 out of 129 communes met the environmental criterion, an increase of seven communes compared with 2011.

2.3.6. Building the Grassroots Political System and Maintaining Political Security and Social Order

The Tuyen Quang Provincial Party Committee consistently attached importance to building clean and strong grassroots Party organizations in rural areas in order to meet the requirements for leading the grassroots political system. After nearly five years of implementing the program, communes focused on directing, consolidating, and improving the quality of operations of organizations within the grassroots political system.

Attention was also paid to training and improving the quality of the cadre contingent. The dissemination and popularization of laws among the people were conducted regularly, contributing to raising public awareness of political security, social order, and safety, as well as crime prevention and control. By 2015, 110 out of 129 communes met the criterion on security and social order.

Conclusion of Chapter 2

By thoroughly grasping the Party's guidelines and applying them appropriately to the province's advantages in natural conditions and socio-economic development, over the five-year period from 2010 to 2015, the Tuyen Quang Provincial Party Committee effectively utilized local strengths to formulate a system of viewpoints, objectives, tasks, and key solutions for NRD that were suitable to local realities. The Provincial Party Committee directed the People's Council, the People's Committee, and authorities and sectors at all levels to focus on successfully implementing the objectives and tasks of NRD through appropriate approaches and methods. The process of NRD achieved important results, most notably in planning work, the concreting of rural roads, the construction of cultural institutions, and the program on universalizing preschool education for five-year-old children. The outcomes of NRD during the 2010-2015 period contributed to sustaining economic growth in Tuyen Quang at a relatively high rate, expanding the scale of the provincial economy, improving the living standards of the people, and accomplishing the goal of lifting Tuyen Quang out of underdevelopment. At the same time, limitations remained in the process of NRD in Tuyen Quang. These constitute an important practical basis for the Tuyen Quang Provincial Party Committee to draw lessons and apply them to the leadership of NRD in the subsequent years.

Chapter 3

THE TUYEN QUANG PROVINCIAL PARTY COMMITTEE'S LEADERSHIP IN PROMOTING NEW RURAL DEVELOPMENT (2015-2020)

3.1. New Factors Affecting the Leadership of the Tuyen Quang Provincial Party Committee in New Rural Development

3.1.1. New Historical Context

3.1.1.1. International and Regional Situation

During the period 2010-2020, the world situation witnessed the emergence of new factors. The major trend continued to be "peace, national independence, democracy, cooperation, and development"; however, developments became more complex and unpredictable. The Asia-Pacific region continued to be a dynamic

center of development, but due to its increasingly important strategic position, it also became an arena of intense competition among major powers, containing many potential instabilities.

3.1.1.2. Domestic Situation

After nearly 30 years of renovation, the country's overall strength increased and its international prestige was further enhanced; nevertheless, many difficulties and challenges remained. The new factors arising from the international, domestic, and Tuyen Quang provincial contexts encompassed both advantages and opportunities as well as difficulties and challenges, intertwining with one another and posing new requirements and tasks for NRD.

3.1.2. The Party's Guidelines and the State's Policies on New Rural Development

3.1.2.1. The Party's Guidelines

The Twelfth National Congress of the Communist Party of Vietnam identified one of the six key tasks as “promoting the industrialization and modernization of the country, with particular emphasis on the industrialization and modernization of agriculture and rural areas in association with NRD.” On that basis, the Congress defined the tasks and solutions for socio-economic development for the five-year period 2016-2020, including “focusing on the synchronous and effective implementation of solutions for sustainable agricultural development, NRD, and the improvement of farmers' living standards.” To promote the NRD movement, the Secretariat of the Party Central Committee issued Directive No. 10-CT/TW dated December 15, 2016, on strengthening the Party's leadership over the movement “All People Unite to Build New Rural Areas and Civilized Urban Areas.” Conclusion No. 54-KL/TW dated August 7, 2019, of the Politburo on continuing the implementation of the Resolution of the Seventh Plenum of the Tenth Central Committee “on agriculture, farmers, and rural areas” reaffirmed that “agriculture, farmers, and rural areas hold a long-term strategic position and constitute a top priority in the cause of the country's socio-economic development.” The Thirteenth National Congress of the Party further emphasized the acceleration of agricultural restructuring and the development of the rural economy in association with NRD; encouraged the development of green, clean, ecological, organic, high-tech, smart, and digital agriculture; and promoted advanced NRD, model NRD, and the construction of NRD at the village and hamlet levels.

3.1.2.2. The State's Policies on New Rural Development

In implementing the Party's guidelines, on November 12, 2015, the National Assembly adopted Resolution No. 100/2015/QH13 approving the investment policy for the National Target Programs for the period 2016–2020. On August 16, 2016, the Prime Minister issued Decision No. 1600/QĐ-TTg approving the National Target Program on NRD for the period 2016-2020 (replacing Decision No. 800/QĐ-TTg); Decision No. 1760/QĐ-TTg amending and supplementing several contents of Decision No. 1600/QĐ-TTg; and Decision No. 1980/QĐ-TTg promulgating the National Criteria for NRD at the commune level for the period 2016–2020 (replacing

Decision No. 491/QĐ-TTg dated April 16, 2009, and Decision No. 342/QĐ-TTg dated February 20, 2013, of the Prime Minister).

3.2. Guidelines of the Tuyen Quang Provincial Party Committee on Accelerating New Rural Development

The Sixteenth Provincial Party Congress of Tuyen Quang (term 2015–2020) identified NRD as one of the four key tasks during the 2015–2020 term. The focus was placed on “mobilizing resources to develop transport and urban infrastructure systems and to build NRD,” and on proposing fundamental solutions to “improve the effectiveness of commodity-based agricultural and forestry production in association with NRD.” Program No. 05-CTr/TU dated February 27, 2016, on the Action Program for implementing the Resolution of the Sixteenth Provincial Party Congress, further oriented leadership and direction toward focusing on breakthrough stages and key tasks in NRD.

During this period, the Provincial Party Committee issued a series of resolutions on the development of agriculture, farmers, rural areas, and NRD, including Resolution No. 15-NQ/TU dated May 22, 2016, of the Standing Board of the Provincial Party Committee (Sixteenth Term) on the consolidation of irrigation canals, concreting of intra-field and commodity production area roads, and the construction of village and hamlet cultural houses associated with sports grounds and premises in the province during the 2016-2020 period; Resolution No. 16-NQ/TU dated May 22, 2016, on the development of commodity-based agriculture for the 2016-2025 period; Program No. 27-CTr/TU dated January 2, 2019, of the Standing Board of the Provincial Party Committee on its work program for 2019; Resolution No. 46-NQ/TU dated October 20, 2017, of the Standing Board of the Provincial Party Committee on strengthening leadership in poverty reduction in the province through 2020; and Plan No. 410-KH/TU dated July 20, 2020, of the Standing Board of the Provincial Party Committee on implementing Conclusion No. 54-KL/TW dated August 7, 2019, of the Politburo on continuing the implementation of the Resolution of the Seventh Plenum of the Tenth Central Committee on agriculture, farmers, and rural areas.

Thus, during the 2015-2020 period, the guidelines of the Tuyen Quang Provincial Party Committee on NRD were inherited, supplemented, and further developed to meet new requirements and tasks and to suit local realities.

3.3. The Tuyen Quang Provincial Party Committee’s Direction in Accelerating New Rural Development

3.3.1. Consolidation of the Steering Apparatus

In order to accelerate and improve the quality of NRD, the Provincial Party Committee directed the Provincial People’s Committee to establish and regularly consolidate and supplement steering committees at all levels, along with their assisting bodies from the provincial to the grassroots levels, ensuring effective operation in accordance with the Central Government’s guidelines for implementing the Program. During the 2015–2020 period, the organizational and administrative apparatus of the Program was closely consolidated, professionalized, and innovated

in terms of structure, functions, and operational methods, thereby contributing to improving the quality of NRD implementation.

3.3.2. Intensification of Propaganda Work in Association with Emulation Movements

During the 2015-2020 period, propaganda work was intensified and deepened, with innovations in both content and form, contributing to raising awareness, promoting motivation, encouragement, and mobilization of internal resources, fostering a sense of self-reliance, and overcoming the mindset of dependence and passivity among the people in the process of building NRD.

The Provincial People's Committee issued Plan No. 97/KH-UBND dated November 25, 2016, on organizing the implementation of the emulation movement "Tuyen Quang Joining Hands in Building NRD" for the period 2016-2020. The Vietnam Fatherland Front and socio-political organizations at all levels formulated plans and launched the emulation movement "Tuyen Quang Joining Hands in Building NRD" in association with the movement "All People Unite to Build NRD and Civilized Urban Areas," while simultaneously implementing specific tasks in line with the functions and activities of each agency and unit. The greatest success of propaganda work combined with emulation movements during the 2015-2020 period was its contribution to changing public awareness, fostering consensus and solidarity, and encouraging the enthusiastic participation of the people in NRD.

3.3.3. Intensifying the Development of Rural Socio-Economic Infrastructure

3.3.3.1. Development of the Rural Transport System

The Standing Board of the Provincial Party Committee issued Resolution No. 15-NQ/TU dated May 22, 2016, requiring the Party Committee of the Provincial People's Committee to direct the Provincial People's Committee to establish steering committees, formulate specific projects, programs, and plans, ensure capital resources, and organize implementation in order to fulfill the objectives set out in the resolution. The Standing Board of the Provincial Party Committee also issued Conclusion No. 65-KL/TU dated October 25, 2016, directing efforts to improve the quality of infrastructure and to continue the concreting of rural roads in disadvantaged areas with appropriate policies. The Provincial People's Committee issued Decision No. 248/QĐ-UBND dated August 5, 2016, approving the Project on Concreting Intra-field Roads in Tuyen Quang province. The Provincial People's Council promulgated Resolution No. 03/2016/NQ-HĐND dated July 13, 2016, stipulating support for the concreting of intra-field roads and roads in commodity production areas.

Authorities at all levels and sectors, as well as district- and commune-level governments, effectively implemented the province's guidelines on developing the rural transport system, with a focus on the concreting of intra-field roads. By the end of 2020, 66 communes across the province met the transport criterion, accounting for 53.2 percent, thereby contributing to exceeding the targets for NRD set forth in the resolutions of the Provincial Party Committee.

3.3.3.2. Development of the Irrigation System

Resolution No. 15-NQ/TU dated May 22, 2016, issued by the Standing Board of the Provincial Party Committee, set the target that by 2020 “the proportion of irrigation canals to be reinforced would exceed 70 percent.” Conclusion No. 25-KL/TU dated April 13, 2016, of the Fourth Conference of the Standing Board of the Provincial Party Committee directed the Party Committee of the Provincial People’s Committee to formulate and complete projects and support policies for the implementation of irrigation canal reinforcement. The Provincial People’s Committee issued Decision No. 232/QĐ-UBND dated July 22, 2016, defining the tasks for the 2016–2020 period as “reinforcing 780 kilometers of canals (rehabilitating 280 kilometers of damaged canals and constructing 500 kilometers of new canals).” Resolution No. 03/2016/NQ-HĐND dated July 13, 2016, of the Provincial People’s Council stipulated “100 percent support for prefabricated thin-walled concrete canal components (parabolic canals reinforced with dispersed steel fibers of grade 500), supporting structures, and transportation and handling costs to the centers of communes, wards, and townships.”

The province disseminated and directed all levels, sectors, and grassroots units to effectively implement the principle of “the people undertake the work, and the State provides support” in the concreting of intra-field irrigation canals. On that basis, the province flexibly mobilized diverse resources, overcame difficulties associated with mountainous conditions, and aroused and promoted the people’s strength to complete the irrigation criterion, with 124 out of 124 communes meeting the criterion, accounting for 100 percent—an increase of 104 communes compared with 2011.

3.3.3.3. Development of the Rural Power System

Recognizing the role of the power system in improving living conditions and transforming the rural landscape, the Provincial Party Committee provided clear orientations and exercised close leadership throughout the implementation process. The Project on NRD in Tuyen Quang province set specific targets to be achieved by 2020. On that basis, the Provincial People’s Committee directed the power sector and relevant departments to concentrate resources to accelerate the development of the rural power system. With the close leadership of the Provincial Party Committee and the Provincial People’s Committee, the rural power grid continued to be invested in and upgraded, contributing to improved living conditions for rural residents. By the end of 2020, 118 out of 124 communes met the electricity criterion, accounting for 95.2 percent, an increase of 115 communes compared with 2011.

3.3.3.4. Rural Commercial Infrastructure

The Project on NRD in Tuyen Quang province identified that during the 2016–2020 period, priority would be given to “constructing 23 new markets and upgrading and renovating 32 markets.” In implementing the project, the Provincial People’s Committee directed relevant departments and localities to focus on mobilizing resources to invest in the development of the rural market system, while regularly supervising and inspecting progress and quality to ensure the fulfillment of the set

objectives. By 2020, 117 out of 124 communes met the criterion on rural commercial infrastructure, accounting for 94.4 percent, an increase of 112 communes compared with 2011.

3.3.3.5. Information and Communications

The Project on NRD in Tuyen Quang province for the period 2010–2020, with orientations toward 2030, specified that during the 2016–2020 period, efforts would focus on “upgrading 61 commune cultural post offices and building infrastructure to ensure Internet connectivity to 1,252 villages and hamlets.” To implement the project, the Plan for implementing the National Target Program on NRD in Tuyen Quang province for the 2016–2020 period identified the criterion on postal services as a priority, including “supporting the installation of 3G equipment for nine BTS stations to ensure Internet access to villages, with an implementation budget of 3.2 billion VND.” By 2020, 123 out of 124 communes met the criterion on information and communications, accounting for 99.2 percent, an increase of 115 communes compared with 2011.

3.3.4. Development of Commodity-Based Agricultural Production, Job Creation, and Poverty Reduction

3.3.4.1. Development of Forms of Production Organization and Income Improvement

Regarding production development and income improvement: The Provincial People’s Committee issued Plan No. 79/KH-UBND dated September 28, 2016, on implementing Resolution No. 16-NQ/TU dated May 22, 2016, of the Sixteenth Provincial Party Committee on the development of commodity-based agriculture for the period 2016–2025. Numerous mechanisms, policies, and measures were promulgated to address issues related to support for infrastructure development, crop varieties, livestock breeds, science and technology, forms of production organization, brand building, and the creation of product consumption markets. Communes were directed to focus on developing key local products through the “four-party linkage” model. In several localities, enterprises invested in developing agricultural production according to advanced production processes, organic agriculture, and clean agriculture in order to improve product quality and value. Large-scale commodity production areas witnessed positive changes toward safe production closely linked with market demand. Agricultural economic development was promoted in the direction of mobilizing internal resources and increasing the added value of advantageous local products, in association with the One Commune One Product (OCOP) Program. By 2020, 59 out of 124 communes met the income criterion, accounting for 47.6 percent—an increase of 59 communes compared with 2011.

Regarding production organization: The Provincial People’s Committee directed the renewal and enhancement of production organization models toward greater suitability and effectiveness. Across the province, there were 65 enterprises directly engaged in production and business activities in the fields of agriculture, forestry, and fisheries; the household economy continued to be facilitated for development; the farm economy experienced strong growth; and the cooperative

economy recorded improvements in both quantity and quality. By 2020, 116 out of 124 communes met the production organization criterion, accounting for 93.5 percent-an increase of 103 communes compared with 2011.

3.3.4.2. Job Creation and Poverty Reduction

Regarding vocational training and job creation: The province implemented planning and development of vocational education networks in combination with investment in facilities and equipment, while placing emphasis on improving the capacity of cadres and teachers at vocational education institutions throughout the province. Solutions for vocational training were implemented in accordance with the project on vocational training for rural laborers in association with job creation, with a focus on reviewing and closely monitoring labor supply and demand and the labor market. Efforts were intensified to promote career counseling, job placement, and labor market information through job fairs and through national and provincial electronic information portals. By 2020, all 124 out of 124 communes in the province met the employment criterion, accounting for 100 percent-an increase of 121 communes compared with 2011.

Regarding poverty reduction and social welfare: Poverty reduction and the improvement of people's living standards were identified as important criteria in NRD. The Provincial Party Committee focused on decisively and synchronously implementing rapid and sustainable poverty reduction solutions, with the participation of the entire political system and the broader community. On October 20, 2017, the Standing Board of the Provincial Party Committee issued Resolution No. 46-NQ/TU, directing the mobilization of resources and the active, coordinated implementation of poverty reduction measures. By 2020, 77 out of 124 communes met the poverty reduction criterion, accounting for 62.1 percent-an increase of 73 communes compared with 2011.

3.3.5. Improving the Quality of Education, Promoting Sustainable Poverty Reduction, and Protecting the Rural Environment

3.3.5.1. Improving the Quality of Education

The Provincial Party Committee issued a number of guiding documents, including Conclusion No. 51-KL/TU dated August 17, 2016; Conclusion No. 226-KL/TU dated July 10, 2018; and Resolution No. 73-NQ/TU dated December 10, 2018. The Provincial People's Committee issued Plan No. 77/KH-UBND dated October 26, 2015. These documents focused on strengthening leadership and direction to improve the quality of education and training, enhance the quality of human resources, and promote the fulfillment of the education and training criterion in NRD. During the 2015-2020 period, the school system was constructed and renovated, while solutions to improve the quality of education and training continued to be implemented. The Provincial People's Council issued Resolution No. 05/2019/NQ-HĐND dated August 1, 2019, stipulating several incentive policies to encourage the development of non-public preschool education in Tuyen Quang province. By 2020, all 124 out of 124 communes met the education and training criterion, accounting for 100 percent-an increase of 116 communes compared with 2011.

3.3.5.2. Improving the Quality of Grassroots Healthcare

With the guiding viewpoint of creating substantial improvements in the quality of healthcare for the people, during the 2015–2020 period, the protection and care of public health received close leadership and direction from the provincial Party committees and achieved notable progress. On March 6, 2018, the Provincial Party Committee issued Plan No. 172-KH/TU to implement Resolution No. 20-NQ/TW dated October 25, 2017, of the Sixth Plenum of the Twelfth Central Committee of the Communist Party of Vietnam, and Plan No. 173-KH/TU to implement Resolution No. 21-NQ/TW dated October 25, 2017, of the same plenum. These plans clearly identified objectives, tasks, and solutions to improve the quality of grassroots healthcare, thereby contributing to the fulfillment of the healthcare criterion in NRD. The Provincial People's Committee focused on directing the health sector to implement solutions to improve preventive healthcare and primary healthcare services for the people. By 2020, 114 out of 124 communes met the national standards for commune-level healthcare, accounting for 91.9 percent—an increase of 48 communes compared with 2011.

3.3.5.3. Cultural Development and Improvement of the Spiritual Life of Rural Residents

In order to concentrate on building rural cultural institutions, the Standing Board of the Provincial Party Committee issued Resolution No. 15-NQ/TU dated May 22, 2016, setting the target that by 2020, “more than 40 percent of villages, hamlets, and residential groups would have cultural houses associated with sports grounds and standardized premises in accordance with regulations.” Implementing the direction of the Provincial Party Committee, the Provincial People's Committee issued the Project on constructing cultural houses in villages, hamlets, and residential quarters in association with sports grounds and premises for the period 2016-2025 in Tuyen Quang province. The province directed efforts to build a healthy cultural environment, promote the movement “All People Unite to Build Cultural Life,” foster civilized lifestyles, and develop cultural families, cultural villages, hamlets, and residential groups. Attention was paid to strengthening education on historical and cultural traditions; preserving and promoting historical and cultural values in association with tourism development; and creating favorable conditions for the development of literature, arts, information, and communications. By 2020, 119 out of 124 communes met the cultural criterion, accounting for 95.97 percent—an increase of 53 communes compared with 2011.

3.3.5.4. Improving the Quality of Environmental Protection

The Project on NRD in Tuyen Quang province for the 2010–2020 period specified concrete contents for implementing the environmental criterion during the 2016-2020 period. Under the focused and decisive direction of the Provincial People's Committee, the management and protection of the rural environment received attention from local authorities and achieved positive results. By 2020, 48 out of 124 communes met the environmental criterion, accounting for 38.7 percent—an increase of 48 communes compared with 2011.

3.3.6. Improving the Effectiveness of Grassroots Political System Operations and Continuing to Maintain Political Security and Social Order in Rural Areas

3.3.6.1. Building the Grassroots Political System

The Project on NRD in Tuyen Quang province for the period 2010–2020 identified specific targets to be achieved by 2020. Under the leadership of the Provincial Party Committee, the work of Party building and the construction of the political system continued to receive close attention and direction from commune-level Party committees, and achieved important results. By 2020, 115 out of 124 communes met the criterion on the grassroots political system, accounting for 92.7 percent—an increase of 19 communes compared with 2011.

3.3.6.2. Building and Ensuring National Defense and Security at the Grassroots Level

The Project on NRD in Tuyen Quang province for the period 2010–2020 set the target that by 2020, “100 percent of communes would experience no security or public order hotspots.” The Provincial People’s Committee directed all communes to establish and consolidate military and defense organizational structures and to formulate and implement annual military and defense plans. The role of the people in participating in activities to ensure security, public order, and social safety was promoted, contributing to the building of a firm all-people national defense posture in close association with people’s security at the grassroots level. By 2020, 109 out of 124 communes met the national defense and security criterion, accounting for 87.9 percent.

Conclusion of Chapter 3

In the context of developments in the international, regional, and domestic situations during the 2015–2020 period, and on the basis of the Party’s and the Government’s guidelines and policies, as well as the achievements attained in NRD during 2010–2015, the Tuyen Quang Provincial Party Committee formulated guidelines and exercised leadership to accelerate NRD in the 2015–2020 period, achieving clear results. Socio-economic infrastructure was prioritized for investment, contributing to fundamental changes in the rural landscape; production development recorded many new and notable advances; people’s living standards were steadily improved; culture, education, healthcare, and environmental protection witnessed positive changes in many aspects; and the grassroots political system was consolidated while security and public order were maintained. These outcomes contributed to local economic development and further strengthened the people’s confidence in the Party’s leadership. Alongside the achievements, disparities in NRD remained among localities, and in some areas the quality of criteria attainment lacked sustainability.

Chapter 4

ASSESSMENTS AND LESSONS LEARNED

4.1. Assessment of the Tuyen Quang Provincial Party Committee’s Leadership in New Rural Development (2010–2020)

4.1.1. Strengths and Their Causes

4.1.1.1. Strengths

First, awareness of NRD among the entire political system and the people was gradually enhanced.

Second, the Provincial Party Committee promptly formulated guidelines on NRD that were well suited to local realities.

Third, in the process of organizing implementation, the Tuyen Quang Provincial Party Committee applied appropriate methods and approaches and achieved notable results.

4.1.1.2. Causes of the Strengths

First, throughout the leadership and direction of NRD, the Provincial Party Committee consistently received attention, assistance, guidance, and regular direction from the Party Central Committee, the Government, and central ministries and sectors.

Second, the proactiveness and initiative of the Provincial Party Committee, together with the solidarity, unity, and coordinated engagement of the entire political system.

Third, the consensus and active participation of the people.

4.1.2. Limitations and Their Causes

4.1.2.1. Limitations

First, the awareness of grassroots Party committees and authorities in some localities regarding NRD remained incomplete and insufficiently comprehensive.

Second, although the province promptly issued guidelines and policies for implementing the Program on an annual and phased basis, the organization and implementation in certain assigned agencies and units were slow, particularly in the execution of annual capital plans and tasks.

Third, the results of NRD in several localities were not truly sustainable; limitations persisted in maintaining, consolidating, and improving the quality of criteria that had already been met.

4.1.2.2. Causes of the Limitations

Objective causes

First, Tuyen Quang is a mountainous province facing many difficulties, with a low starting point in NRD across its communes. Its rugged and fragmented terrain is prone to frequent natural disasters such as flash floods and landslides; infrastructure remains underdeveloped, resources among the population are limited, and the poverty rate is high.

Second, the system of guiding documents and support mechanisms and policies from the Central Government were slow to be revised, or contained provisions that were not fully suited to local realities, creating difficulties in implementation. Each program and project has its own investment mechanism, which also led to certain challenges during implementation.

Subjective causes

First, propaganda and dissemination regarding the roles and responsibilities of cadres and Party members, as well as the role of the people as “subjects” in NRD, failed in some places to bring about profound changes in awareness. Leadership and direction by Party committees and authorities in certain localities were not given adequate attention. Coordination among sectors and levels in organizing implementation lacked synchronization and creativity, and was slow in addressing difficulties and obstacles faced at the grassroots level during implementation.

Second, guidance on organizing the assisting apparatus of steering committees at various levels lacked specific regulations. Many staff members of the Provincial and district-level NRD Coordination Offices were seconded from other agencies and departments, which to some extent affected their mindset, personnel arrangements, and professional capacity.

Third, inspection, supervision, and evaluation of Program implementation in many localities were not conducted regularly or rigorously.

4.2. Selected Lessons from the Leadership of the Tuyen Quang Provincial Party Committee in New Rural Development (2010-2020)

4.2.1. Thoroughly Grasping the Party's and the State's Guidelines and Policies and Creatively Applying Them to the Province's Practical Conditions

First, the Tuyen Quang Provincial Party Committee thoroughly studied and deeply understood the Party's and the State's guidelines and policies on NRD.

Second, these guidelines and policies were creatively applied in a manner consistent with the province's specific practical conditions.

4.2.2. Leadership, Direction, and Organization of Implementation Must Be Decisive, Proactive, Flexible, with Appropriate Roadmaps Grounded in Provincial Realities

First and foremost, there must be decisive leadership and direction from Party committees and authorities at all levels, mobilizing the participation of the entire political system and the people.

The process of organizing and implementing NRD must be flexible and creative, promoting the initiative and accountability of grassroots localities.

The pilot model approach in NRD was effectively promoted by the Provincial Party Committee.

Priority should be given to key contents in the development of rural infrastructure.

The principle “the people undertake the work, and the State provides support” must be thoroughly implemented in order to promote the people's initiative and creativity.

4.2.3. Mobilizing the Combined Strength of the Entire Political System and Society as a Whole, with the People as the Central Actors in New Rural Development

To achieve success in NRD, a key lesson drawn is that Tuyen Quang effectively mobilized the combined strength of the entire political system.

To promote the people's role as central actors, information dissemination and propaganda are of vital importance. Promoting the people's central role means effectively implementing the principle that “the people proactively propose implementation contents, while the State provides support through mechanisms and policies,” thereby ensuring unity in carrying out NRD tasks. Promoting the people's central role in mobilizing resources for NRD encouraged them to contribute labor, ideas, and initiatives. Promoting this role in mutual assistance for economic development, income improvement, the elimination of temporary and dilapidated houses, and poverty alleviation was widely implemented throughout the population.

4.2.4. Closely Combining Propaganda Work with the Promotion of Emulation Movements in New Rural Development

First, importance must be attached to formulating propaganda plans appropriate to each stage of implementation.

Second, Party committees, authorities, the Vietnam Fatherland Front, and socio-political organizations should diversify forms of propaganda.

Third, the exemplary role of cadres, Party members, and individuals of prestige should be promoted in propaganda and mobilization for NRD.

4.2.5. Strengthening Inspection and Supervision; Emphasizing Review and Lesson-Drawing in Implementation

To enhance and effectively carry out inspection and supervision, the lessons drawn are as follows: *First*, supervision must be conducted regularly and continuously, while inspections should focus on key areas and priorities. *Second*, coordination should be strengthened and the roles of Party committees, authorities, the Vietnam Fatherland Front, and socio-political organizations should be promoted in inspection and supervision of NRD. *Third*, the role of the people in inspection and supervision should be fully promoted.

In leading NRD, the Provincial Party Committee consistently paid attention to directing all levels and sectors to regularly conduct reviews, draw lessons, and replicate advanced models. Pilot implementation was also carried out even when issuing new resolutions, in order to ensure feasibility, alignment between the Party's will and the people's aspirations, and high effectiveness in practice. The review of leadership in NRD must be conducted prior to the formulation of new guidelines by the Provincial Party Committee. Practical reviews of NRD should be carried out from the grassroots level, ensuring systematic implementation under centralized direction.

Conclusion of Chapter 4

Under the leadership of the Tuyen Quang Provincial Party Committee, over the ten-year period from 2010 to 2020, the implementation of the Program, together with the persistent efforts of Party committees and authorities at all levels-particularly through mobilizing the creativity and community spirit of the people-brought about positive transformations in the rural areas of Tuyen Quang province. Alongside the achievements attained, the process of the Provincial Party Committee's leadership in NRD during the 2010–2020 period still revealed certain limitations: the awareness of a segment of cadres and Party members within the Provincial Party Committee regarding NRD was not fully unified; in some aspects, leadership and direction were not entirely suited to local realities; and several criteria failed to meet the established targets.

Nevertheless, the process of the Tuyen Quang Provincial Party Committee's leadership in NRD (2010-2020) generated valuable lessons that can be referenced and applied by the Provincial Party Committee to continue leading efforts to improve the quality and effectiveness of NRD in the province in the years to come.

CONCLUSION

1. NRD is a strategic guideline of the Party, holding significant political, economic, and socio-cultural importance.

2. In implementing the Party's guidelines and lines as well as the State's policies and laws, the Tuyen Quang Provincial Party Committee thoroughly grasped and creatively applied them in the process of leading NRD.

3. In the course of the Provincial Party Committee's leadership in NRD, due to both objective and subjective factors, certain limitations remained in leadership outcomes.

4. Based on a study of the process by which the Tuyen Quang Provincial Party Committee led NRD from 2010 to 2020, the dissertation draws five key lessons: First, thoroughly grasping and deeply understanding the Party's and the State's guidelines and lines, and applying them appropriately to provincial realities. Second, leadership, direction, and organization of implementation must be decisive, proactive, flexible, with appropriate roadmaps grounded in practical realities. Third, mobilizing the combined strength of the entire political system and society as a whole, with the people as the central actors in NRD. Fourth, effectively carrying out propaganda work to raise awareness among cadres, Party members, and the people, in association with promoting emulation movements in NRD. Fifth, strengthening inspection and supervision, and emphasizing review and lesson-drawing in the implementation process.

5. In the context of rapidly evolving international and domestic situations, together with strong developments in science and technology, artificial intelligence, organic agriculture, the green economy, and the circular economy-which generate both new opportunities and challenges for agricultural production and NRD-Party committees and authorities in Tuyen Quang province need to enhance their capacity for policy formulation and practical leadership. It is also necessary to innovate and refine policy mechanisms in order to promote comprehensive agricultural development, advance NRD in greater depth, and enhance the effectiveness and competitiveness of agricultural products.

**LIST OF THE AUTHOR’S PUBLISHED SCIENTIFIC WORKS
RELATED TO THE DISSERTATION TOPIC**

1. Bui Huu Them (2024), “The Leadership of the Tuyen Quang Provincial Party Committee in NRD (2010-2020),” *Journal of Party History*, No. 408, pp. 96-101.
2. Bui Huu Them (2024), “Applying Ho Chi Minh Thought in NRD in Tuyen Quang Province,” *Journal of Political Theory*, Special Issue, Quarter IV-2024, pp. 129-137.
3. Bui Huu Them (2025), “The Leadership of the Tuyen Quang Provincial Party Committee in Implementing the Emulation Movement for NRD (2010-2020),” *Journal of Party History*, No. 414, pp. 107-112.