

HO CHI MINH NATIONAL ACADEMY OF POLITICS

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**MASS MOBILIZATION WORK OF PROVINCIAL-LEVEL
PEOPLE'S COMMITTEES IN THE RED RIVER DELTA
IN THE CURRENT PERIOD**



DOCTORAL DISSERTATION ABSTRACT

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INTRODUCTION

1. The urgency of the topic

Mass mobilization work (MMW) of provincial-level People's Committees (PPCs) constitutes a vital component within the overarching mass mobilization framework of the political system, reflecting the direct role of provincial-level state administrative agencies in organizing the implementation of the Party's guidelines and policies, and the State's laws, while simultaneously promoting the people's right to mastery and attending to their legitimate aspirations. Provincial-level People's Committees are state administrative agencies responsible for organizing the execution of the Party's lines and guidelines, the State's policies and laws, and local political tasks; they serve as the focal point for mobilizing the people's strength to successfully achieve development objectives. Therefore, the MMW of PPCs is of significant importance, directly contributing to the effective fulfillment of the functions and duties of provincial People's Committees, strengthening the close bond between the government and the people, and ensuring local stability and development. Resolution No. 25-NQ/TW, dated June 3, 2013, of the Central Committee (11th Tenure) on 'strengthening and innovating the Party's leadership over mass mobilization work in the new situation,' and Directive No. 16/CT-TTg, dated May 16, 2016, of the Prime Minister on 'strengthening and innovating mass mobilization work in state administrative agencies and authorities at all levels in the new situation,' clearly define the roles and responsibilities of People's Committees at all levels in mass mobilization, affirming it as both a strategic task and a specific requirement in local governance and administration.

The Red River Delta (RRD) is a key socio-economic region, as well as the political, cultural, and educational-scientific center of the country, where there is a high population density, a relatively advanced level of education, and a dynamic economy, while also containing many complex social issues. This region is home to a concentration of various religions and beliefs, with diversity in population composition, rapid urbanization and industrialization, which give rise to new issues in social management and development administration. These characteristics both create favorable conditions and pose specific requirements for the mass mobilization work of local authorities.

In recent years, in implementing resolutions, conclusions, and guidelines of the Party Central Committee, the Government, and the Central Commission for Propaganda and Mass Mobilization, many provinces and cities in the RRD have gradually improved the quality of MMW of PPCs and achieved many notable results. Provincial-level PPCs have actively developed documents and plans defining

objectives, directions, and solutions for MMW; renewed the content and methods of mobilizing the people; effectively coordinated with agencies and forces in carrying out MMW; consolidated and improved the organizational apparatus and enhanced the capacity of mass mobilization personnel; and at the same time conducted inspection, supervision, review, and summarization of MMW on a regular basis, gradually bringing it into order. As a result, the position and role of provincial-level PPCs in maintaining close relations with the people, strengthening public trust, and reinforcing the great national unity bloc have been clearly affirmed. However, besides the achieved results, the MMW of some provincial-level PPCs still has limitations. Some localities have not paid adequate attention to developing and implementing programs and plans on MMW; the content and methods of mass mobilization have not been sufficiently attractive, have not been strongly renewed, and are sometimes confused with routine administrative activities. Many cadres and civil servants have not fully and deeply perceived the MMW of the government in general and of PPCs in particular; they have not closely listened to the opinions of the people, and their working style remains bureaucratic, authoritarian, and overbearing, lacking a sense of responsibility and closeness to the people.

In the context of globalization, digital transformation, and the development of the knowledge economy, together with profound changes in social structure, psychology, and the needs of the people, the MMW of PPCs in the RRD is facing many new challenges. In particular, the implementation of the arrangement and merger of provincial-level administrative units, along with the organization of local government into two levels (provincial and commune), has posed and continues to pose urgent requirements for leadership, management, and administration. These changes in the organizational apparatus both create opportunities to enhance the effectiveness and efficiency of state management and impose requirements for strong renewal of the content and methods of mass mobilization, ensuring close linkage between the government and the people under new conditions. Therefore, it is necessary to overcome limitations and shortcomings, while promoting achieved advantages, in order to strengthen public trust and social consensus. For that reason, conducting a fundamental and systematic study of the MMW of provincial-level PPCs in the RRD is of both theoretical and practical urgency, contributing to providing a scientific basis for policymaking and solutions to improve the effectiveness of MMW of provincial-level PPCs in the coming period.

To contribute to addressing the above urgent issue, the doctoral candidate has selected and conducted the dissertation entitled: “Mass mobilization work of provincial-level People’s Committees in the Red River Delta in the current period.”

2. Objectives and tasks of the dissertation

2.1. Objectives

On the basis of clarifying theoretical and practical issues concerning the MMW of PPCs in the RRD in the current period, the dissertation proposes orientations and major solutions to strengthen the MMW of PPCs in the RRD up to 2035.

2.2. Tasks

First, to review domestic and international scientific works related to the dissertation topic, identifying achieved results and issues requiring further research.

Second, to clarify theoretical and practical issues concerning the MMW of PPCs in the RRD in the current period.

Third, to survey and assess the current situation of the MMW of PPCs in the RRD from 2013 to the present; to identify advantages, limitations, causes, and lessons learned.

Fourth, to propose orientations and major solutions to strengthen the MMW of PPCs in the RRD up to 2035.

3. Research object and scope

3.1. Research object

The dissertation studies the MMW of provincial-level PPCs in the RRD in the current period.

3.2. Research scope

The dissertation focuses on studying the MMW of 11 provincial- and municipal-level PPCs in the RRD from 2013, when the 11th Central Committee issued Resolution No. 25-NQ/TW dated June 3, 2013 “on strengthening and renewing the Party’s leadership over mass mobilization work in the new situation,” to 2024, prior to the implementation of the merger of provincial-level administrative units. The orientations and solutions proposed by the dissertation are valid up to 2035.

4. Theoretical, practical foundations and research methods

4.1. Theoretical foundation

The dissertation is conducted on the basis of the theoretical foundations of Marxism-Leninism, Ho Chi Minh Thought, and the Party’s viewpoints on mass mobilization and MMW.

4.2. Practical foundation

The practical basis of the dissertation is the current situation of the MMW of provincial-level PPCs in the RRD from 2013 to 2024; scientific research works, practical reviews, and reports on the preliminary and final reviews of the MMW of provincial-level PPCs in the RRD.

4.3. Research methods

The dissertation applies the methodology of Marxism-Leninism and methods including: combination of analysis and synthesis; historical and logical approaches; surveys; practical summaries; statistics; sociological investigation, etc.

5. New scientific contributions of the dissertation

First, to establish the concept of MMW of PPCs in the RRD, clarify its content and the main components of MMW of PPCs in the RRD, including: formulating and issuing documents to concretize and institutionalize the Party's resolutions and directives, and the State's policies and laws on MMW; organizing the mobilization of the people in accordance with the content and methods of MMW of PPCs; organizing coordination among forces in carrying out MMW of PPCs; building organizations and forces engaged in MMW of PPCs; conducting inspection, supervision, preliminary and final reviews of the implementation of MMW of PPCs.

Second, to generalize five lessons drawn from the current situation of the MMW of PPCs in the RRD from 2013 to 2024.

Third, to propose orientations and solutions to strengthen the MMW of PPCs in the RRD up to 2035, focusing on two breakthrough solutions: promoting the implementation of administrative reform, with emphasis on administrative procedure reform, improving the capacity of cadres and civil servants; strengthening inspection and supervision, and resolutely handling weak cadres, civil servants, and public employees who violate the law; effectively implementing the motto "The people know, the people discuss, the people do, the people inspect, the people supervise, the people benefit," ensuring that the Party's guidelines and the State's policies and laws originate from the legitimate interests and aspirations of the People.

6. Theoretical and practical significance of the dissertation

6.1. Theoretical significance

The research results of the dissertation contribute to further clarifying theoretical issues concerning the MMW of PPCs in the RRD in the current period.

6.2. Practical significance

The research results of the dissertation contribute to providing a scientific basis for the Party and the State to study and determine guidelines and measures for leadership and direction to strengthen the MMW of the government in the coming period.

The research results of the dissertation can be used as reference materials for provincial and municipal Party Committees, Party committees at all levels, and provincial-level PPCs nationwide in implementing MMW in their localities. The research results of the dissertation can also be used as reference materials for research, teaching, and learning in provincial and municipal political schools nationwide.

7. Dissertation structure

In addition to the introduction, conclusion, list of the author's published works related to the dissertation, references, and appendices, the dissertation is structured into four chapters and nine sections.

Chapter 1

OVERVIEW OF THE RESEARCH STATUS RELATED TO THE DISSERTATION TOPIC

1.1. RESEARCH WORKS BY FOREIGN AUTHORS

The dissertation has reviewed groups of foreign research works related to the topic: works on mass mobilization work; and works on mass mobilization work of authorities at all levels. These groups of studies, in the form of scientific projects, monographs, reference books, doctoral dissertations, and scientific articles related to the dissertation topic, have suggested many issues for the study of the MMW of PPCs in the RRD in the current period.

1.2. RESEARCH WORKS WITHIN THE COUNTRY

The dissertation has reviewed groups of domestic research works related to the topic: works on mass mobilization work; and works on mass mobilization work of authorities at all levels. These groups of studies, in the form of scientific projects, monographs, reference books, doctoral dissertations, and scientific articles related to the dissertation topic, have suggested many issues for the study of the MMW of PPCs in the RRD in the current period.

1.3. SUMMARY OF RESEARCH RESULTS FROM RELATED SCIENTIFIC WORKS AND ISSUES THE DISSERTATION FOCUSES ON ADDRESSING

1.3.1. Summary of research results from scientific works related to the dissertation topic

First, domestic studies have systematized and clarified many theoretical and practical issues concerning MMW of the Party and the government. Many authors have supplemented and developed the scientific foundations of MMW, affirming the role of “the people as the root,” emphasizing the necessity of renewing the content and methods of MMW, and considering this an inevitable requirement to strengthen the close relationship between the Party, the State, and the People. Some works have also identified criteria for assessing the Party-People relationship, thereby affirming that MMW is a strategic task with decisive significance for the success of the revolutionary cause.

Second, studies have focused on analyzing MMW of the government, especially PPCs at all levels, thereby affirming that this is an important component of the overall MMW of the HTCT. These works have clarified the concept, content, and methods of MMW of the government; analyzed the current situation, identified advantages, limitations, and causes; and at the same time proposed many solutions to enhance the effectiveness of MMW of PPCs at the provincial, district, and commune

levels. Many in-depth studies have also provided practical lessons, such as linking MMW with new rural development, administrative reform, promoting the people's mastery, and strengthening supervision and social criticism.

Third, foreign studies, particularly those drawing on the experiences of China, Laos, and others, have provided valuable scientific arguments and practical lessons. These works emphasize the pivotal role of maintaining close ties with the masses, regarding the people as paramount, and highlighting the responsibility of the government in serving the people. At the same time, many studies identify effective principles and methods of MMW, such as promoting democracy, addressing the legitimate interests of the people, properly handling social contradictions, renewing state management methods, and promoting the role of grassroots Party organizations and the contingent of MMW cadres.

Fourth, a number of both domestic and foreign studies have initially proposed orientations and solutions to improve the quality of MMW in the new context. These solutions focus on renewing the content and methods of MMW in a direction that is closer to the people and responsive to their legitimate interests; promoting the role of the MTTQ, socio-political organizations, and government cadres and civil servants in MMW; strengthening coordination among forces; and linking MMW with administrative reform, anti-corruption, and the building of a clean and strong government.

To varying degrees, each of the above-mentioned works is related to the dissertation topic and serves as an important reference for fulfilling the objectives and tasks of the dissertation. However, up to now, there has been no comprehensive and in-depth scientific study on the MMW of provincial-level PPCs in the RRD.

1.3.2. Issues the dissertation needs to continue to research and clarify

First, the dissertation studies and clarifies theoretical and practical issues concerning the MMW of PPCs in the RRD. It outlines the geographical location and socio-economic, national defense and security characteristics of provinces and cities in the region; the characteristics of the people in the RRD; the position, role, functions, tasks, powers, organizational structure, and basic features of provincial-level PPCs; the concept, content, and methods of MMW of PPCs in the RRD; as well as the concept, content, and role of MMW of PPCs in the RRD. The analysis and clarification of these issues provide an important basis for assessing the current situation and proposing solutions to strengthen MMW in the new period. *Second*, the dissertation analyzes and evaluates the current situation of MMW of PPCs in the RRD from 2013 to 2024 according to the contents of MMW of PPCs in the RRD; identifies the causes of advantages and limitations, and draws lessons from the practice of MMW of PPCs in the RRD. *Third*, on the basis of the theoretical and

practical framework, the dissertation forecasts advantages and difficulties affecting the MMW of PPCs in the RRD; and proposes orientations and key solutions to strengthen the MMW of PPCs in the RRD up to 2035.

Chapter 2

MASS MOBILIZATION WORK OF PROVINCIAL-LEVEL PEOPLE'S COMMITTEES IN THE RED RIVER DELTA - THEORETICAL AND PRACTICAL ISSUES

2.1. PROVINCES AND CITIES IN THE RED RIVER DELTA (RRD), PROVINCIAL-LEVEL PEOPLE'S COMMITTEES (PPCs), AND CHARACTERISTICS OF THE POPULATION IN THE RRD AT PRESENT

2.1.1. Overview of provinces and cities in the Red River Delta region

2.1.1.1. Natural characteristics

In terms of geographical location, the provinces in the RRD hold a strategic position, surrounding the capital city of Hanoi. According to Decision No. 368/QĐ-TTg dated May 4, 2024, issued by the Prime Minister on approving the master plan for the Red River Delta for the period 2021-2030, with a vision to 2050, the RRD consists of 9 provinces and 2 centrally governed cities: 9 provinces, namely Hai Duong, Bac Ninh, Vinh Phuc, Hung Yen, Thai Binh, Nam Dinh, Ha Nam, Ninh Binh, and Quang Ninh; and 2 cities, namely Hanoi and Hai Phong. To the north, northeast, west, and southwest, the region borders the Northern midlands and mountainous region; to the south, it borders the North Central and Central Coastal region; and to the east, it borders the Gulf of Tonkin. The RRD serves as a gateway to the East Sea and the world, and is one of the direct bridges between two dynamic development regions, Southeast Asia and Northeast Asia. In accordance with Resolution No. 202/2025/QH15 dated June 12, 2025, of the National Assembly on the reorganization of provincial-level administrative units, the RRD currently comprises six provinces and cities: Hanoi, Hai Phong, Bac Ninh, Hung Yen, Ninh Binh, and Quang Ninh.

The RRD is a vast alluvial plain formed by the Red River and Thai Binh River systems, characterized by fertile and flat land, which is favorable for agricultural production, especially wet rice cultivation. The region has a tropical monsoon climate with four distinct seasons, abundant water resources, and a dense river network. However, it is also frequently affected by storms, floods, and localized inundation. The RRD holds a favorable geographical position, bordering the sea and located near major economic centers, serving as an important hub of trade for the whole country.

2.1.1.2. Socio-economic characteristics

The RRD is a strategic economic region of the country, with its economic structure shifting strongly toward industry and services, attracting high-tech FDI, while agriculture is developing in a modern direction; however, it faces environmental pollution and pressure to renew its growth model. The region has the

highest population density in the country, a well-qualified human resource base, and a strong tradition of valuing education, but is under pressure from urbanization, migration, and population management. In terms of socio-cultural aspects, it is the cradle of wet-rice civilization, with rich value systems, beliefs, folk arts, and a cohesive village structure, which is undergoing significant transformation under the impact of industrialization and international integration. The region also holds a particularly important position in national defense and security, serving as a key defensive area for protecting the capital, yet facing numerous traditional and non-traditional security challenges in the context of rapid development.

2.1.2. Provincial-level People’s Committees in the Red River Delta - Concept, position, role, functions, tasks, powers, organizational structure, and characteristics

2.1.2.1. Concept of provincial-level People’s Committees in the Red River Delta

Pursuant to the provisions of Article 6 of the Law on Organization of Local Government, adopted by the 15th National Assembly of the Socialist Republic of Vietnam at its 9th session on June 16, 2025, provincial-level People’s Committees in the Red River Delta are elected by provincial-level People’s Councils, serving as their executive bodies and as local state administrative agencies. They have the fundamental functions and tasks of organizing the implementation of the Constitution, the laws of the State, and the resolutions of provincial-level People’s Councils, and are accountable to the local People, the People’s Councils at the same level, and the Government for their activities. The term of office of provincial-level People’s Committees follows that of the People’s Councils at the same level.

Provincial-level People’s Committees in the Red River Delta operate on a collective basis under the principle of democratic centralism, ensuring both the leadership role of the collective and the individual responsibility of the Chairpersons, Vice Chairpersons, and members of the Committees.

2.1.2.2. Position and role of provincial-level People’s Committees in the Red River Delta

Provincial-level People’s Committees are elected by provincial-level People’s Councils to organize the implementation of the resolutions of the People’s Councils and the policies, laws, and documents of higher authorities. The People’s Councils are decision-making bodies, while the People’s Committees are responsible for organizing and implementing those decisions in practice. Although the People’s Committees are not decision-making bodies on local issues, they may propose or advise the People’s Councils during the process of discussing and deciding on matters related to socio-economic development, national defense, security, and other policies in the locality. The roles of provincial-level People’s Committees in the Red River Delta are as follows:

First, provincial-level People’s Committees ensure the strict implementation of the Party’s guidelines and policies, and the State’s laws and regulations at the local level.

Second, the activities of provincial-level People's Committees in the Red River Delta determine the quality of implementation of political tasks, as well as socio-economic development programs and plans, national defense, security, and external relations in the locality.

Third, provincial-level People's Committees in the Red River Delta directly build and organize the apparatus of specialized agencies under the Committees to operate effectively and efficiently; and develop a contingent of cadres and civil servants with strong qualities, qualifications, and capacities to meet assigned tasks.

Fourth, provincial-level People's Committees guide, direct, and ensure that commune-level People's Committees perform their functions and tasks in accordance with regulations.

2.1.2.3. Functions, tasks, and powers of Provincial-Level People's Committees in the Red River Delta

- Regarding functions:

Provincial-Level People's Committees in the Red River Delta perform the function of state management within their respective provincial territories, contributing to ensuring unified direction and management within the state administrative apparatus from the central to the grassroots levels.

- Regarding tasks and powers:

Pursuant to Articles 15 and 16 of the Law on Organization of Local Government 2025, the PPCs in the Red River Delta possess the following specific tasks and powers:

First, to perform tasks concerning the organization and assurance of the implementation of the Constitution and the law.

Second, to formulate and submit to the Provincial-Level People's Council for decision-making on contents regarding matters within the tasks and powers of the Provincial-Level People's Council.

Third, to stipulate the organizational structure and specific tasks and powers of specialized agencies under the Provincial-Level People's Committee.

Fourth, to organize the implementation of the provincial budget and socio-economic development tasks, while simultaneously developing and deploying programs, projects, and schemes for ethnic minority areas and areas with especially difficult socio-economic conditions.

Fifth, to perform tasks and powers decentralized or authorized by central-level state agencies.

Sixth, to decentralize or authorize lower-level People's Committees and other agencies or organizations to perform the tasks and powers of the Provincial-Level People's Committees in the Red River Delta.

2.1.2.4. Organizational structure of Provincial-Level People's Committees in the Red River Delta

Quantity and composition of Provincial-Level People's Committee members:

The Provincial-Level People's Committee comprises the Chairperson, Vice Chairpersons, and members. The PPC members include heads of specialized agencies under the PPC, the member in charge of military affairs (Commander of the Provincial Military Command), and the member in charge of public security (Director of the Provincial Public Security). Decree No. 300/2025/ND-CP dated November 17, 2025, of the Government specifically stipulates the number of Vice Chairpersons of Provincial-Level People's Committees.

Specialized agencies under Provincial-Level People's Committees in the Red River Delta:

Specialized agencies under the PPC include Departments and agencies of equivalent status. Departments uniformly organized across localities include: Department of Home Affairs; Department of Justice; Department of Finance; Department of Industry and Trade; Department of Agriculture and Environment; Department of Construction; Department of Science and Technology; Department of Culture, Sports, and Tourism; Department of Education and Training; Department of Health; Provincial Inspectorate; and the Office of the People's Committee. Additionally, specific departments are only established in certain localities upon satisfying all required conditions, including: Department of Foreign Affairs; Department of Ethnic and Religious Affairs; and Department of Tourism. Particularly in Hanoi City, an additional Department of Planning and Architecture may be established.

2.1.2.5. Characteristics of Provincial-Level People's Committees in the Red River Delta

First, Provincial-Level People's Committees in the Red River Delta operate within a region of particularly important geo-political and geo-economic significance, holding strategic importance for the entire country.

Second, PPCs in the Red River Delta perform state management functions in a region characterized by a large population size, high population density, and rapid urbanization, alongside diverse and increasing demands for public services.

Third, the organizational structure and operational methods of PPCs in the Red River Delta both comply with the unified regulations of the Government and exhibit flexibility to suit the developmental specificities of each locality.

Fourth, in the process of executing functions and tasks, the role of the Chairperson of the Provincial People's Committee is prominent and more decisive compared to the collective People's Committee.

Fifth, the activities of PPCs in the Red River Delta are subject to the governance and intertwined impacts of various objective and subjective factors within the context of renewal and integration.

2.1.3. Characteristics of the people in the Red River Delta provinces

First, the people of the RRD provinces possess a rich historical tradition and revolutionary will, with a distinctive and sustainable cultural identity.

Second, the people of the RRD region exhibit a profound sense of community, with social life organized through the institutions of villages and lineages.

Third, the people of the RRD provinces possess a comprehensive and flexible perspective, with high adaptability in responding to natural and social fluctuations.

Fourth, the people of the RRD provinces maintain a tradition of village autonomy and a tendency towards stability in the organization of social life.

Fifth, the people of the RRD provinces have high public intellectual standards and rapidly assimilate scientific and technological progress; however, development remains uneven across localities and population groups.

Sixth, the people of the RRD region possess a spirit of studiousness, valuing knowledge and emphasizing the significance of academic attainment in establishing social status.

2.2. MASS MOBILIZATION AND THE MASS MOBILIZATION WORK OF PROVINCIAL-LEVEL PEOPLE'S COMMITTEES IN THE RED RIVER DELTA

2.2.1. Mass mobilization of Provincial-Level People's Committees in the Red River Delta - Concepts, contents, and methods

2.2.1.1. Concepts

** Concept of Mass Mobilization*

Mass mobilization refers to the activities of the Party, the State, the Fatherland Front, and socio-political organizations aimed at propagating, mobilizing, persuading, organizing, and guiding the people to implement the Party's guidelines and lines, and the State's policies and laws; while simultaneously listening to, gathering, and reflecting the legitimate opinions and aspirations of the people to supplement and improve guidelines and policies, contributing to strengthening the flesh-and-blood relationship between the Party, the State, and the people.

** Concept of Mass Mobilization of Provincial-Level People's Committees in the Red River Delta:*

Mass mobilization of Provincial-Level People's Committees in the Red River Delta refers to the activities of the PPCs using a comprehensive set of forms and methods to propagate, explain, encourage, organize, and guide the people to participate in the implementation of the Party's guidelines and lines, and the State's policies and laws; promoting the right to mastery and the strength of the people's unity in socio-economic development, government building, maintaining security and order, and developing local culture.

2.2.1.2. Contents of mass mobilization of Provincial-Level People's Committees in the Red River Delta

First, Provincial-Level People's Committees in the Red River Delta propagate and mobilize the people to comply with the Party's guidelines and resolutions, and the State's policies and laws.

Second, to propagate and mobilize the people to actively participate in production and economic development, improving material and spiritual living standards; and building a clean and healthy living environment.

Third, to propagate and mobilize the people to implement ethnic and religious policies; strengthen hunger eradication and poverty reduction, and care for and protect the legitimate interests of the people.

Fourth, to propagate and mobilize the people to promote patriotic traditions; and to propagate national pride and the revolutionary traditions of the people in the RRD provinces.

Fifth, to propagate and mobilize the people to actively participate in building the Party and the government, constructing a new cultural life, and maintaining social security, order, and safety.

2.2.1.3. Mass mobilization methods of Provincial-Level People's Committees in the Red River Delta

First, Provincial-Level People's Committees in the Red River Delta conduct mass mobilization through the propagation, dissemination, education, and encouragement of the people to participate in the implementation of the functions and tasks of the People's Committees.

Second, PPCs in the RRD conduct mass mobilization through dialogue and direct contact with the people.

Third, PPCs in the RRD conduct mass mobilization by promoting democracy and the people's right to mastery.

Fourth, PPCs in the RRD conduct mass mobilization through close coordination and linkage with the Party Committees' commissions for propaganda and mass mobilization, the Fatherland Front, and socio-political organizations at the provincial level.

Fifth, PPCs in the RRD conduct mass mobilization through the activities and exemplary conduct of the cadre and civil servant contingent within the functional agencies under the People's Committees.

Sixth, PPCs in the RRD conduct mass mobilization through the implementation of social security policies, integrated with economic and cultural development.

2.2.2. Mass mobilization work of Provincial-Level People's Committees in the Red River Delta - Concepts, contents, and roles

2.2.2.1. Concepts

Mass mobilization work of Provincial-Level People's Committees in the Red River Delta refers to the entire range of activities performed by organizations and the contingent of cadres and civil servants under the PPCs in institutionalizing and organizing the implementation of guidelines and policies on mass mobilization; simultaneously organizing the coordination of forces, building organizations and the contingent in charge of MMW, associated with inspection, supervision, and preliminary and final reviews of practice, aimed at propagating, mobilizing, gathering, and promoting the role of the people in implementing socio-economic development tasks, ensuring national defense and security, strengthening the close relationship between the government and the people, and contributing to building a clean and strong government.

The subjects of MMW of PPCs in the RRD include: the Party committees and Party organizations of the PPCs, directly the Party Committee of the PPCs; the Chairperson, Vice Chairpersons, and members of the PPCs; specialized agencies under the PPCs; and all cadres, civil servants, and public employees working in agencies under the PPCs.

Coordinating forces in the MMW of PPCs in the RRD include: judicial agencies; the provincial Party committees' commissions for propaganda and mass mobilization; Party committees and Party organizations within the provincial Party apparatus; the Fatherland Front, provincial and communal socio-political mass organizations; and organizations, agencies, and units located within the province.

The objects of MMW of PPCs in the RRD include: all citizens within the province and relevant organizations and forces located in the province that sympathize with and provide material and spiritual support to contribute to the successful fulfillment of tasks by the PPCs.

The objectives of MMW of PPCs in the RRD are to mobilize the provincial population and relevant organizations and forces to implement resolutions, directives, decisions, programs, and schemes on economic, cultural, and social development; comply with the law; maintain security and national defense; stabilize and improve the material and spiritual lives of the people; ensure and promote the right to mastery of all social strata; strengthen the bond between the government and the people; and build a clean and strong government that is truly of the people, by the people, and for the people, while constantly enhancing the material and spiritual well-being of the provincial citizens.

2.2.2.2. Contents of the mass mobilization work of Provincial-Level People's Committees in the Red River Delta

First, to formulate and promulgate documents to concretize and institutionalize the resolutions and directives of the Party, the State, and the Provincial Party Committees regarding mass mobilization work.

Second, to organize the mobilization of the people in accordance with the contents and methods of mass mobilization of the Provincial-Level People's Committees.

Third, to organize the coordination of forces in conducting the MMW of the PPCs.

Fourth, to develop organizations and forces in charge of the MMW of the PPCs.

Fifth, to conduct inspection, examination, and supervision of the implementation, as well as preliminary and final reviews of the MMW of the PPCs.

2.2.2.3. Roles of the mass mobilization work of Provincial-Level People's Committees in the Red River Delta

First, the MMW of PPCs in the RRD constitutes an important component of the mass mobilization work of the Party and the entire provincial political system.

Second, the MMW of PPCs in the RRD is a vital factor for the effective fulfillment of the functions and tasks of the PPCs and the provincial political tasks, contributing decisively to ensuring local stability and development.

Third, the MMW of the PPCs plays a significant role in building a clean, strong, and effectively operating provincial government.

Fourth, the MMW of the PPCs strengthens the relationship between the government and the people and ensures the effective implementation of the grassroots democracy regulations.

Chapter 3

MASS MOBILIZATION WORK OF PROVINCIAL-LEVEL PEOPLE'S COMMITTEES IN THE RED RIVER DELTA - CURRENT STATUS, CAUSES, AND EXPERIENCE

3.1. CURRENT STATUS OF THE MASS MOBILIZATION WORK OF PROVINCIAL-LEVEL PEOPLE'S COMMITTEES IN THE RED RIVER DELTA

3.1.1. Strengths

First, the formulation and promulgation of documents to concretize and institutionalize the resolutions and directives of the Party, the State, and the

Provincial Party Committees regarding MMW have been prioritized and implemented relatively promptly by many PPCs.

Second, the organization of mobilizing the people in accordance with the contents and methods of mass mobilization of the PPCs in the RRD has undergone innovations, becoming more aligned with practical requirements and regional characteristics.

Third, the coordination of agencies and forces in conducting the MMW of the PPCs in the RRD has been implemented in accordance with regulations and has achieved certain progress.

Fourth, the building and consolidation of organizations and forces in charge of the MMW of the PPCs in the RRD have been maintained regularly and have become increasingly stable.

Fifth, the inspection, supervision, and preliminary and final reviews of MMW by many PPCs in the RRD have been emphasized, contributing to enhancing the effectiveness of state management in this field.

3.1.2. Limitations

First, some PPCs in the RRD have been slow in promulgating documents to concretize and institutionalize the resolutions and directives of the Party, the State, and the Provincial Party Committees regarding MMW; the contents remain confused and have not closely reflected local practical conditions.

Second, the innovation of contents and methods for mobilizing the people by several PPCs in the RRD has not kept pace with new requirements, lacking proactivity and breakthroughs.

Third, the coordination mechanism between the PPCs and the agencies and forces in charge of MMW in some places remains formalistic and lacks synchronicity, revealing certain limitations during implementation.

Fourth, the development of organizations and forces in charge of MMW at some PPCs still lacks stability, with confusion in the assignment, arrangement, and assurance of resources.

Fifth, the inspection, supervision, and preliminary and final reviews of MMW at some PPCs in the RRD have not been conducted regularly, with delays in addressing existing shortcomings identified through inspections.

3.2. CAUSES AND EXPERIENCE

3.2.1. Causes

** Causes of strengths*

First, the achievements over 40 years of the country's renewal process have enhanced the material and spiritual lives of the people, thereby supporting MMW.

Second, the increasingly refined system of the Party's perspectives and the State's laws on MMW has enabled (PPCs in the RRD to effectively perform their functions and tasks, achieving positive results in MMW.

Third, the qualifications, capacity, and working style of the majority of cadres and civil servants of the PPCs have been improved, basically meeting the requirements and tasks.

Fourth, the Provincial and City Party Committees have strengthened their leadership over the MMW of the PPCs.

Fifth, the Fatherland Front and socio-political organizations in the RRD provinces and cities have demonstrated high consensus and actively coordinated closely with the PPCs in deploying MMW.

*** *Causes of limitations***

First, some cadres and civil servants of the PPCs in the RRD have not fully and deeply perceived the role of MMW and have not effectively fulfilled their responsibilities in MMW.

Second, a segment of cadres and civil servants of the PPCs in the RRD remains limited in terms of professional qualifications and operational capacity.

Third, the coordination between the PPCs and the Fatherland Front as well as socio-political mass organizations in MMW remains loose in some localities.

Fourth, the leadership and direction of Party committees, as well as the guidance and assistance from higher levels, have at times been irregular and untimely.

Fifth, the situation among the people has changed towards becoming increasingly diverse and complex, with their needs and aspirations becoming higher.

Sixth, the impacts of socio-economic development, public grievances, and the degradation of a segment of cadres and Party members.

3.2.2. Lessons learned

First, the PPCs in the RRD prioritize enhancing the quality of the contingent of cadres, civil servants, and public employees.

Second, the PPCs in the RRD promote state administrative procedure reforms to better serve the people.

Third, to maintain regular dialogue with the people and effectively implement grassroots democracy regulations.

Fourth, to ensure close coordination among the PPCs, the Vietnam Fatherland Front, socio-political organizations, and various forces in performing MMW.

Fifth, to promote the leadership role of Party committees and Party organizations toward the MMW of the PPCs.

Chapter 4

ORIENTATIONS AND MAJOR SOLUTIONS TO STRENGTHEN THE MASS MOBILIZATION WORK OF PROVINCIAL-LEVEL PEOPLE'S COMMITTEES IN THE RED RIVER DELTA THROUGH 2035

4.1. FORECAST OF IMPACTING FACTORS AND ORIENTATIONS TO STRENGTHEN THE MASS MOBILIZATION WORK OF PROVINCIAL-LEVEL PEOPLE'S COMMITTEES IN THE RED RIVER DELTA THROUGH 2035

4.1.1. Forecast of factors impacting the mass mobilization work of Provincial-Level People's Committees in the Red River Delta through 2035

4.1.1.1. *Favorable factors*

First, the context of profound international integration and the vigorous development of science and technology, especially the Fourth Industrial Revolution, artificial intelligence, and big data, create conditions to enhance the mass mobilization methods of PPCs in the RRD.

Second, the achievements of the renewal process and the socio-economic development of the region provide a favorable foundation for strengthening social consensus in MMW.

Third, the revolution in arranging and streamlining the organizational apparatus, associated with increasing decentralization and delegation of power, is creating new favorable conditions for PPCs to innovate and improve the effectiveness of MMW.

Fourth, the merger of certain provincial-level administrative units and the implementation of the two-level local government model (provincial and communal) serve as an important basis for PPCs in the RRD to deploy MMW more effectively.

4.1.1.2. *Difficult factors*

First, the global and regional situation continues to undergo complex, rapid, and unpredictable developments, posing significant pressure on state management in general and MMW in particular.

Second, the complex impacts of industrialization, modernization, and the development of the socialist-oriented market economy have been creating major shifts in social structure, leading to numerous conflicts of interest and putting pressure on MMW at the provincial level.

Third, the MMW of PPCs is still subject to certain influences from existing shortcomings within the internal government system, particularly the quality of the contingent of cadres and civil servants directly performing MMW.

Fourth, alongside positive impacts, the merger of some provincial-level administrative units and the deployment of the two-level local government model also create significant influences that may reduce the effectiveness of MMW of PPCs in the RRD.

4.1.2. Orientations to strengthen the mass mobilization work of Provincial-Level People's Committees in the Red River Delta through 2035

First, to promote the profound grasping of the Party's perspectives on MMW among the entire contingent of cadres and civil servants under the PPCs, especially leading and managerial cadres at all levels.

Second, to focus on fostering and enhancing the capacity, qualifications, and training of the working style of MMW cadres following Ho Chi Minh's thought for the contingent of PPC cadres and civil servants.

Third, to strengthen close coordination between the PPCs, the Fatherland Front, socio-political organizations, and relevant forces in the locality in deploying MMW.

Fourth, to innovate the contents and methods of MMW of the PPCs towards being close to the grassroots, close to the people, and listening to and respecting the opinions of the people.

Fifth, to build specialized agencies under the PPCs to be clean and strong, truly becoming a government of the people, by the people, and for the people.

4.2. MAJOR SOLUTIONS TO STRENGTHEN THE MASS MOBILIZATION WORK OF PROVINCIAL-LEVEL PEOPLE'S COMMITTEES IN THE RED RIVER DELTA THROUGH 2035

4.2.1. Enhancing the awareness and responsibility of People's Committees of provinces and cities in the Red River Delta regarding the strengthening of mass mobilization work of Provincial-Level People's Committees

Enhancing the awareness and responsibility of PPCs in the RRD, as well as each individual cadre, civil servant, and public employee, is an urgent requirement. This is a prerequisite for unifying perceptions and clearly defining the contents and methods of mass mobilization of the PPCs in accordance with the Party's guidelines and the State's policies and laws; simultaneously, it creates a substantive transformation in task performance. To effectively implement this solution, it is necessary to focus on the following measures: *First*, to enhance the awareness, responsibility, and unity of the collective leadership and the standing members of the PPCs in performing the MMW of the provincial government. *Second*, to strengthen propaganda work to raise the awareness and responsibility of the leadership of departments, boards, sectors, and

members of the PPCs regarding the MMW of the People's Committee. *Third*, to thoroughly grasp and create a unified perception throughout the entire contingent of PPC cadres and civil servants regarding MMW tasks.

4.2.2. Enhancing the quality of formulating and implementing mass mobilization work programs of Provincial-Level People's Committees associated with the effective implementation of socio-economic development programs and plans, and the assurance of national defense and security

This is an important solution aimed at improving the effectiveness of state management and building a close relationship between the government and the people, thereby promoting the comprehensive and sustainable development of the locality. To effectively implement this solution, it is necessary to focus on the following measures:

First, to prioritize the formulation of overall programs and plans on MMW of the PPCs.

Second, to ensure consistency between MMW plans and the socio-economic development and national defense and security programs of the PPCs, in which: Firstly, MMW contents must be integrated right from the stage of formulating socio-economic development plans, national target programs, and sector-specific development orientations; Secondly, each major plan, scheme, or project deployed in the locality needs to have a dedicated component on MMW; Thirdly, MMW must be closely linked with propagating and mobilizing the people to participate in and supervise the implementation process of development programs and plans; Fourthly, to ensure practical consistency, the PPCs should issue specific regulations or guidelines on integrating mass mobilization contents into plans, programs, and projects.

Third, to concretize MMW tasks within each field of state management of the PPCs, in which: Firstly, it is necessary to clearly define MMW contents in each specific sector and field, especially sensitive areas prone to social grievances; Secondly, to ensure organizational rigor and clear assignment, the PPCs should assign specific MMW tasks to each department, board, sector, and communal-level People's Committee; Thirdly, to ensure that "sectoral mass mobilization" and "government mass mobilization" do not stop at slogans, the PPCs should issue guidelines and criteria for evaluating MMW effectiveness according to specialized fields as a basis for annual inspection, supervision, and preliminary and final reviews.

Fourth, to consolidate the steering committees for implementing the government's work programs and plans of the PPCs towards emphasizing government mass mobilization.

Fifth, to effectively implement socio-economic development programs and plans and ensure national defense and security.

4.2.3. Accelerating the implementation of administrative reform, with a focus on administrative procedure reform and enhancing the capacity of the cadre and civil servant contingent; strengthening inspection, examination, and strictly handling incompetent or law-violating state cadres, civil servants, and public employees

Strongly promoting state administrative reform, with a focus on administrative procedure reform and enhancing the capacity of the cadre and civil servant contingent; strengthening inspection and examination, and resolutely handling bureaucratic, corrupt, and harassing state cadres, civil servants, and public employees with poor capacity, qualities, or legal violations must be considered a breakthrough in deploying the (MMW of local governments. To effectively implement this solution, it is necessary to perform the following measures:

First, to accelerate state administrative reform, in which: Firstly, to simplify administrative procedures; Secondly, to vigorously develop digital government; Thirdly, to improve the effectiveness of direction and administration.

Second, to enhance the capacity and qualities of the cadre and civil servant contingent, in which: Firstly, to provide professional training and skills development; Secondly, to heighten the sense of responsibility and public service ethics; Thirdly, to innovate the recruitment, appointment, and utilization of cadres and civil servants.

Third, to strengthen inspection and examination of the public service performance of state cadres, civil servants, and public employees, while resolutely handling cases exhibiting bureaucracy, corruption, or harassment, as well as those with poor capacity, qualities, or legal violations.

4.2.4. Enhancing the effectiveness of citizen reception, the settlement of complaints and denunciation, and the timely and lawful handling of prominent social grievances in the locality

First, Focusing on enhancing the effectiveness of citizen reception, settling complaints and denunciations, and providing timely and lawful handling of prominent social grievances is one of the vital solutions to improve the efficiency of the MMW of PPCs. This solution not only demonstrates the spirit of being close to the people, respecting the people, and listening to and honoring their opinions but also contributes to consolidating the people's trust in the government and creating

social consensus. To effectively implement this solution, it is necessary to perform the following measures synchronously:

First, to fully and synchronously implement legal regulations and central-level directives on citizen reception and the settlement of complaints and denunciations, associated with the effective control and handling of complex, prolonged cases that pose potential risks to public order.

Second, to heighten the responsibility of the heads of administrative agencies in citizen reception and direct dialogue with the people; to promptly detect and resolve conflicts from the grassroots level to prevent the emergence of "hotspots."

Third, to innovate the procedures for handling complaints and denunciations towards being proactive, effective, focused, and prioritized, associated with control mechanisms and performance evaluations.

Fourth, to strengthen the inspection and examination of the responsibilities of organizations and individuals in settling complaints and denunciations and handling prominent, complex, and prolonged cases; to promptly rectify violations and limit stagnation or the evasion of responsibility.

Fifth, to increase propaganda and ensure the publicity and transparency of case processing results; to mobilize the people to comply with administrative decisions, contributing to easing public sentiment, reducing litigation, and ensuring social security and order.

Sixth, to enhance the capacity of the contingent in charge of citizen reception and the settlement of complaints and denunciations, with particular emphasis on mass mobilization capacity, conduct, mediation skills, and the handling of sensitive situations.

4.2.5. Effectively implementing the motto "People know, people discuss, people do, people check, people supervise, people enjoy," ensuring the principle that Party guidelines and State policies and laws must originate from the legitimate interests and aspirations of the People

Effectively implementing the democratic mechanism in state management not only contributes to harmoniously promoting the Party's leadership, the State's management, and the People's right to mastery, but also serves as an important condition for enhancing the effectiveness of the MMW of PPCs, building the great national unity bloc, and strengthening the People's trust in the Party and governments at all levels in the Red River Delta today. To effectively implement this solution, it is necessary to perform the following measures synchronously:

First, to increase publicity and transparency in the formulation and implementation of guidelines and policies.

Second, to diversify the forms through which "People know, people discuss, people do, people check, people supervise, and people enjoy."

Third, to heighten accountability and the inspection and supervision work of governments at all levels.

Fourth, to promote the role of the Fatherland Front and socio-political organizations in representing the voice of the people.

Fifth, to ensure that the people fully enjoy the fruits of development.

4.2.6. Strengthening the coordination between Provincial-Level People's Committees in the Red River Delta and relevant organizations and forces regarding mass mobilization work; promoting "Good Mass Mobilization" emulation movements associated with "Studying and following Ho Chi Minh's thought, ethics, and style"

This is a vital solution that demonstrates the thorough grasping of the Party's consistent perspective on promoting the combined strength of the entire political system in MMW, placing the legitimate and legal interests of the people at the center, and consistently implementing the principle of "taking the people as the root"; while simultaneously contributing to ensuring the effectiveness and efficiency of state management in the locality. To effectively implement this solution, it is necessary to focus on the following contents and measures:

First, to implement a synchronous coordination mechanism and promote the role of each subject within the political system.

Second, to clearly define the roles and responsibilities of each agency and unit in performing mass mobilization tasks.

Third, to promote the advisory and orienting roles of the provincial and city Party committees' commissions for propaganda and mass mobilization in deploying the MMW activities of the PPCs.

Fourth, to launch emulation movements associated with the MMW of the PPCs.

4.2.7. Strengthening the leadership, direction, inspection, and supervision of provincial and city Party committees in the Red River Delta over the mass mobilization work of Provincial-Level People's Committees

Strengthening the leadership, direction, inspection, and supervision of provincial and city Party committees in the RRD over the MMW of the PPCs is a

foundational solution to ensure unity in awareness and action between the Party committees and the government, contributing to the effective implementation of the Party's guidelines on MMW in the new situation. The directing role of the Party committees not only provides ideological and political orientation but also creates motivation for governments at all levels to closely link MMW with socio-economic development tasks, building a government that is close to and for the people. To effectively implement this solution, it is necessary to focus on the following measures:

First, provincial and city Party committees must clearly define MMW as one of the central and regular political tasks, closely linked with the entire process of leading and directing socio-economic development, maintaining national defense and security, and building the local political system.

Second, provincial and city Party committees should focus on directing the PPCs to actively innovate methods, styles, and working manners according to the motto "respecting the people, being close to the people, understanding the people, learning from the people, and being responsible to the people," aimed at building a service-oriented administration that takes the people as the center.

Third, to improve the effectiveness of coordination within the political system, provincial and city Party committees must continue to direct the strengthening of close, substantive, and synchronous coordination between the PPCs and the provincial Party committees' commissions for propaganda and mass mobilization, the Vietnam Fatherland Front, and socio-political organizations at all levels in deploying MMW.

Fourth, provincial and city Party committees must pay special attention to building a contingent of cadres and civil servants within the PPCs in charge of MMW who possess firm political mettle, good moral qualities, innovative thinking, and practical skills to meet the increasing requirements of state management in the new situation.

Fifth, provincial and city Party committees must increase direct and regular inspection and supervision of the MMW of the PPCs, ensuring that all mass mobilization contents, programs, and plans are implemented seriously, methodically, synchronously, and achieve substantive results.

CONCLUSION

The mass mobilization work of PPCs in the RRD is a vital integral part of the mass mobilization work of the entire political system, directly contributing to consolidating the close-knit relationship between the Party, the State, and the People. Enhancing the effectiveness and efficiency of state management and the quality of local government operations is inseparable from strengthening and innovating the contents and methods of mass mobilization of the PPCs. Therefore, systematically researching and proposing solutions to improve the MMW of the PPCs in the RRD in the current period is an objective and urgent requirement with particularly important theoretical and practical significance.

In recent times, the MMW of the PPCs in the RRD has achieved remarkable results, contributing to affirming the role of the PPCs in maintaining close ties with the People, consolidating trust, and strengthening social consensus during the region's development process. However, the MMW of the PPCs in some localities still reveals certain limitations.

To strengthen the MMW of the PPCs in the RRD in the coming years, multiple solutions must be implemented, particularly the synchronous and effective execution of the following: *First*, enhancing the awareness and responsibility of the People's Committees of provinces and cities in the RRD regarding the strengthening of the MMW of the PPCs; *Second*, improving the quality of formulating and implementing MMW programs of the PPCs associated with the effective implementation of socio-economic development programs and plans, and the assurance of national defense and security; *Third*, accelerating the implementation of administrative reform, with a focus on administrative procedure reform and enhancing the capacity of the cadre and civil servant contingent; strengthening inspection, examination, and strictly handling incompetent or law-violating state cadres, civil servants, and public employees; *Fourth*, enhancing the effectiveness of citizen reception, the settlement of complaints and denunciations, and the timely and lawful handling of prominent social grievances in the locality; *Fifth*, effectively implementing the motto “People know, people discuss, people do, people check, people supervise, people enjoy,” ensuring the principle that Party guidelines and State policies and laws must originate from the legitimate interests and aspirations of the People; *Sixth*, strengthening the coordination between the PPCs in the RRD and relevant organizations and forces regarding mass mobilization work; promoting “Good Mass Mobilization” emulation movements associated with “Studying and following Ho Chi Minh’s thought, ethics, and style”; *Seventh*, strengthening the leadership, direction, inspection, and supervision of provincial and city Party committees in the RRD over the mass mobilization work of the PPCs./.

**LIST OF PUBLICATIONS BY THE AUTHOR RELATED
TO THE DISSERTATION TOPIC**

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