

HO CHI MINH NATIONAL ACADEMY OF POLITICS

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**DEVELOPING THE LEADERSHIP CAPACITY OF THE NINH
BINH PROVINCIAL PARTY COMMITTEE IN THE CURRENT
CONTEXT OF DIGITAL TRANSFORMATION**

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INTRODUCTION

1. Rationale for the study

Throughout the course of human history, each industrial revolution has led to profound transformations in power structures and systems of national governance. Today, the Fourth Industrial Revolution, with digital transformation as its core, is creating a new “sphere of existence” - the digital space. Digital transformation is not merely a technical shift or the application of information technology but in fact it represents a fundamental transformation in modes of leadership and governance.

For political parties, especially ruling parties such as the Communist Party of Viet Nam, digital transformation poses an urgent requirement to restructure leadership capacity. Leadership capacity today is no longer confined to the formulation of policies through traditional documents; Instead, it must increasingly encompass the ability to guide, regulate, and govern society based on big data, artificial intelligence (AI), and digital platforms. Delays in awareness and adaptation to the digital environment may result in the risk of a “governance lag,” weakening the effectiveness of policy implementation and widening the gap between the Party and the people in cyberspace. Therefore, developing the leadership capacity of the Party in the context of digital transformation has become an objective necessity and a decisive factor in ensuring the Party’s legitimacy and its leading role in the new era.

For Ninh Binh Province - a locality of strategic significance in the Red River Delta region - the development trajectory is entering a pivotal phase, with the strategic objective of becoming a centrally governed city before 2030, grounded in its core value as a “Millennial Heritage City.” Within this trajectory, digital transformation is identified as one of the key strategic breakthroughs, serving as a “critical lever” to address the inherent tensions between heritage preservation and modern development, as well as between traditional administrative management and smart urban governance.

However, the practical operation of the political system in Ninh Binh Province reveals several “bottlenecks” in leadership capacity in response to the demands of digital transformation. These include the lack of

synchronization between technological infrastructure and the managerial mindset of the cadre contingent; the difficulty faced by a segment of leaders in effectively utilizing digital data for forecasting and political decision-making; and having challenges in safeguarding the Party's ideological foundation within the digital environment at the local level. To realize its development aspirations, the Ninh Bình Provincial Party Committee must achieve a qualitative leap in leadership capacity - transitioning from conventional administrative management to a model of dynamic, transparent, and effective digital leadership.

Although leadership capacity attracts lots of attention from scholars, studies on the development of leadership capacity of provincial-level Party Committees in the context of digital transformation remain fragmented, and are predominantly approached from a managerial or technical perspective rather than from the standpoint of political science. Notably, there is still a lack of systematic research on the theoretical framework of digital leadership capacity of local Party organizations, as well as in-depth empirical assessments of the impact of digital technologies on leadership methods and leadership capacity of the Ninh Bình Provincial Party Committee. Research on this topic is expected to contribute to enriching the body of scientific arguments, clarifying the conceptual content, evaluation criteria, and solutions for developing leadership capacity of provincial Party Committees in the current context of digital transformation.

Based on the theoretical and practical issues identified, and with the aim of contributing to a clearer understanding of the development of leadership capacity of the Ninh Bình Provincial Party Committee in the context of digital transformation, this study seeks to identify influencing factors, assess the current state of leadership capacity in light of requirements, analyze the causes of both achievements and existing limitations, and propose orientations and solutions for leadership capacity development in the current period. On that basis, the author selects the topic entitled: “*Developing the Leadership Capacity of the Ninh Bình Provincial Party Committee in the Current Context of Digital Transformation*” as the doctoral dissertation topic in Political Science.

2. Research Objectives and Research Tasks

2.1. Research Objectives

Based on a study of the general theoretical framework on the development of the leadership capacity of provincial Party Committees in the context of digital transformation, and on an investigation and assessment of the current state of leadership capacity development of the Ninh Binh Provincial Party Committee in this context, the dissertation proposes viewpoints, orientations, and solutions aimed at developing the leadership capacity of the Ninh Binh Provincial Party Committee in the context of digital transformation up to 2030, with a vision to 2045.

2.2. Research Tasks

- To review previous studies related to the dissertation topic.
- To develop a theoretical framework for the development of the leadership capacity of Provincial Party Committees in the current context of digital transformation.
- To analyze and assess the current situation of leadership capacity development of the Ninh Binh Provincial Party Committee from 2016 (since the 12th National Congress of the Communist Party of Vietnam) to July 1st, 2025.
- To propose viewpoints, orientations, and solutions for further developing the leadership capacity of the Ninh Binh Provincial Party Committee in the context of digital transformation up to 2030, with a vision to 2045.

3. Research Object and Scope of the Dissertation

3.1. Research Object

The leadership capacity of the Provincial Party Committee in the current context of digital transformation.

3.2. Research Scope

- *In terms of content:* The development of the leadership capacity of the Ninh Binh Provincial Party Committee in the current context of digital transformation.

- *In terms of space:* The dissertation investigates and studies the current state of leadership capacity development of the Ninh Binh Provincial Party Committee (excluding Nam Dinh and Ha Nam prior to the merger)

- *In terms of time:* The dissertation examines the development of the leadership capacity of the Ninh Binh Provincial Party Committee from 2016 to July 1st, 2025, and proposes orientations for leadership capacity development up to 2030, with a vision to 2045, in the context of digital transformation.

4. Theoretical Foundations and Research Methods

4.1. Theoretical Foundations

The dissertation is conducted based on the theoretical foundations of Marxism-Leninism, Ho Chi Minh Thought, and the viewpoints, guidelines, and policies of the Communist Party of Vietnam concerning leadership capacity and the development of leadership capacity of organizations in general and political parties in particular.

4.2. Research Methods

The dissertation is grounded in the methodology of dialectical materialism and historical materialism of Marxist-Leninist philosophy.

The dissertation employs specialized methods of Political Science, such as political system analysis, structural and functional analysis, policy analysis, conflict analysis, and comparative politics, as well as interdisciplinary methods including analysis and synthesis, historical and logical methods, statistics, comparison, and forecasting, in order to accomplish the research tasks set out by the dissertation.

In addition, the dissertation inherits findings from relevant published scientific works and makes reference to reports and statistical data related to the research topic.

5. New Scientific Contributions of the Dissertation

First, the dissertation clarifies the context of digital transformation and analyzes the relationship between digital transformation and the activities of political parties in general and the Communist Party of Vietnam in particular. It identifies the requirements, opportunities, and challenges posed to the leadership capacity of the Party and Provincial Party Committees.

Second, the dissertation clarifies the theoretical framework and content of leadership capacity development of Provincial Party Committees in the context of digital transformation.

Third, the dissertation not only identifies the current situation but also points out emerging issues concerning the development of leadership

capacity of the Party and Provincial Party Committees arising from leadership practice in the current context of digital transformation in Vietnam.

Fourth, the dissertation proposes viewpoints, orientations, and solutions for developing the leadership capacity of the Ninh Binh Provincial Party Committee in the context of digital transformation.

6. Theoretical and Practical Significance of the Dissertation

The research results of the dissertation make a positive contribution to establishing scientific foundations for proposing solutions to develop the leadership capacity of the Ninh Binh Provincial Party Committee in the current context of digital transformation.

- In theoretical terms, the dissertation contributes to clarifying the concept and content of the leadership capacity of Provincial Party Committees under conditions of digitalization-an area that has not yet been extensively studied in Vietnamese political science.

- In practical terms, the research findings provide scientific arguments for the Ninh Binh Provincial Party Committee and its subordinate Party Committees in policy formulation, leadership effectiveness enhancement, and the building of a modern, adaptive, and innovative Provincial Party organization in the digital era. The dissertation may also serve as a reference source for scientific research, practical reviews, and teaching activities at academies, provincial political schools, and universities. In particular, it provides useful references for agencies and individuals involved in advising and formulating policies related to leadership capacity and the development of leadership capacity of the Party and the Ninh Binh Provincial Party Committee in the current context of digital transformation.

7. Structure of the Dissertation

In addition to the Introduction, Conclusion, list of the author's published works related to the dissertation, references, and appendices, the dissertation consists of four chapters with thirteen sections.

Chapter 1

OVERVIEW OF RESEARCH WORKS RELATED TO THE DISSERTATION

1.1. RESEARCH WORKS RELATED TO LEADERSHIP CAPACITY DEVELOPMENT IN THE CONTEXT OF DIGITAL TRANSFORMATION

This section reviews scholarly works by authors such as Anderson, Matthew, Laura Cortellazzo, Elena Bruni and Rita Zampieri, and Jay A. Conger, who have addressed leadership capacity development in the context of digital transformation. These studies highlight the important role of digital transformation in the development of both public and private organizations. They analyze perceptions, achieved outcomes, positive aspects, as well as challenges and limitations in leadership capacity and civil servants' competencies in the implementation of digital transformation.

1.2. RESEARCH WORKS ON THE DEVELOPMENT OF THE PARTY'S LEADERSHIP CAPACITY IN THE CONTEXT OF DIGITAL TRANSFORMATION

This group of studies systematizes research on the development of the Party's leadership capacity in the context of digital transformation by prominent Vietnamese scholars such as Nguyen Phu Trong, To Huy Rua, Tran Khac Viet, Nguyen Van Dung, Le Nguyen Truong Giang, Luong Khac Hieu, Truong Ngoc Nam, Bui Thi Ngoc Mai, Tran Van Phong, and others. Domestic studies focus on theoretical perspectives and analyses of the Party's leadership capacity and fighting strength in the context of digital transformation, emphasizing the role of technology in management, cadre training, and capacity building.

1.3. OVERVIEW OF MAIN FINDINGS OF PUBLISHED STUDIES RELATED TO THE DISSERTATION AND ISSUES REQUIRING FURTHER RESEARCH

This subsection synthesizes the main findings of domestic and international studies on digital transformation and leadership capacity development in the context of digital transformation. These studies address various aspects, including enhancing awareness, innovating leadership methods, developing digital skills for cadres, and strengthening citizen participation. Overall, the reviewed works provide a comprehensive perspective on the roles, benefits, and challenges of digital transformation, as well as on the development of the Party's leadership capacity in this context.

On that basis, the dissertation identifies the following key research tasks to be addressed:

First, to clarify theoretical and practical issues and to develop a theoretical framework for the development of leadership capacity of Provincial Party Committees in the current context of digital transformation.

Second, to analyze and assess the current state of leadership capacity and leadership capacity development of the Ninh Binh Provincial Party Committee from 2016 (since the 12th National Congress of the Communist Party of Vietnam) to July 1st, 2025.

Third, to clarify viewpoints and propose orientations and solutions for further developing the leadership capacity of the Ninh Binh Provincial Party Committee in the context of digital transformation up to 2030, with a vision to 2045.

Chapter 1 Summary

Chapter 1 has systematized and classified published research works related to the dissertation topic through a scientifically grounded and persuasive review of studies approaching the issue of the Party's leadership capacity in the context of digital transformation from various perspectives. Accordingly, the issues that the dissertation will focus on include: developing a theoretical framework for leadership capacity development of Provincial Party Committees in the current context of digital transformation; analyzing and assessing the current state of leadership capacity and leadership capacity development of the Ninh Binh Provincial Party Committee; and proposing viewpoints, orientations, and solutions to develop the leadership capacity of the Ninh Binh Provincial Party Committee in the coming period.

Chapter 2

THEORETICAL ISSUES ON THE DEVELOPMENT OF THE LEADERSHIP CAPACITY OF THE NINH BINH PROVINCIAL PARTY COMMITTEE IN THE CONTEXT OF DIGITAL TRANSFORMATION

2.1. GENERAL ISSUES CONCERNING THE PROVINCIAL PARTY COMMITTEE AND ITS LEADERSHIP CAPACITY

2.1.1. Overview of the Provincial Party Committee

2.1.1.1. Position and Role of the Provincial Party Committee

Analyzing the position and role of the Provincial Party Committee is not only merely an organizational matter but also reflects its strategic

significance in ensuring comprehensive leadership and meeting local development requirements in the new context. In its relationship with the central and grassroots levels, the provincial level serves as a crucial intermediary, connecting the strategic orientations of the Central Committee with grassroots realities, thereby ensuring coherence and unity within the political system from top to bottom.

2.1.1.2. Functions, Tasks, and Organizational Structure of the Provincial Party Committee

The dissertation focuses on clarifying the functions, tasks, and organizational structure of the Provincial Party Committee as stipulated in the Party Charter and Regulation No. 232-QĐ/TW, and further specified in Regulation No. 305-QĐ/TW dated June 13th, 2025, issued by the Politburo, which defines the functions, tasks, and organizational structure of provincial and municipal Party Committees under the Central Committee. The dissertation also examines the working relationships between the Provincial Party Committee and various levels and agencies to ensure comprehensive and effective leadership.

2.1.2. Fundamental Issues Concerning the Leadership Capacity of the Provincial Party Committee

2.1.2.1. Concept of Capacity and Leadership Capacity

The leadership capacity of the Provincial Party Committee refers to its ability to formulate orientations, guidelines, provide leadership and direction, and effectively organize the implementation of political, economic, social, security, defense, and political system-building tasks at the local level; to effectively implement the Party's platform, lines, and policies, as well as the State's laws and policies; and to propose and advise the Party and the State on new and appropriate guidelines and policies to address local and national issues in order to achieve socio-economic development goals.

2.1.2.2. Concept and Content of the Leadership Capacity of the Provincial Party Committee

The leadership capacity of the Provincial Party Committee is manifested in its ability to formulate strategic visions and local development orientations; inspire, propagate, unite Party members and the people; and organize the implementation of these orientations through Party leadership methods such as issuing resolutions and decisions, conducting ideological and mass mobilization work, promoting the pioneering and exemplary role of Party members, building an effective and efficient local political system,

developing a contingent of competent and morally qualified cadres, and effectively performing inspection and supervision functions through Party inspection bodies and public oversight.

2.2. DIGITAL TRANSFORMATION AND REQUIREMENTS FOR THE LEADERSHIP CAPACITY OF THE PROVINCIAL PARTY COMMITTEE

2.2.1. General Issues Concerning Digital Transformation

2.2.1.1. Concept of Digital Transformation

With major achievements in information technology and the requirements of global socio-economic development, digital transformation has become an inevitable trend in all human activities. Digital transformation represents the next stage of informatization, enabled by breakthrough advances in new technologies, particularly digital technologies. It involves the comprehensive digitization of an entire organization, including changes in processes, organizational models, and methods of service delivery, as well as the creation of new services.

2.2.1.2. Contents of Digital Transformation in Vietnam

The current standard framework identifies six core components-also referred to as objective factors-that form the foundation for digital transformation at the local level. These components constitute an integrated system in which each element supports and complements the others, ensuring that local digital transformation goes beyond superficial application toward fundamental transformation. These components include: digital infrastructure; digital data; digital platforms and applications; digital human resources; cybersecurity and information security; and institutional frameworks and policies.

2.2.2. Requirements for the Leadership Capacity of the Provincial Party Committee in the Context of Digital Transformation

Digital transformation has profoundly impacted the way Provincial Party Committees work and think. Whereas leadership was previously based mainly on experience and traditional methods, it now requires digital thinking and the ability to analyze big data to make accurate and timely decisions. The leadership capacity of the Provincial Party Committee must meet new requirements to ensure its core, guiding, and driving role in developing the digital economy, digital society, and digital government at the local level; enhance its capacity for vision-building, inspiration, and effective organization and implementation. This entails specific requirements for

leadership subjects, leadership objects, leadership content, and leadership methods.

2.3. CONCEPTS, CONTENTS, AND CRITERIA FOR ASSESSING THE DEVELOPMENT OF THE LEADERSHIP CAPACITY OF THE PROVINCIAL PARTY COMMITTEE IN THE CONTEXT OF DIGITAL TRANSFORMATION

2.3.1. The concept of leadership capacity development of the Provincial Party Committee in the context of digital transformation

The development of the leadership capacity of the Provincial Party Committee refers to *activities that influence*: (i) viewpoints, approaches, attitudes, and political determination regarding the leadership role of the Provincial Party Committee in the context of national and local digital transformation; (ii) the enhancement and refinement of awareness concerning the functions, roles, and leadership tasks of the Provincial Party Committee in the new context; (iii) the improvement of skills in policy and guideline formulation; communication and mass mobilization; organization of Party members and the public; organizational and operational management of the apparatus; identification, selection, training, and utilization of qualified cadres; and inspection and supervision of Party organizations and Party members in fulfilling their missions and tasks.

2.3.2. Contents of Leadership Capacity Development in the Context of Digital Transformation

The dissertation identifies key areas for developing the leadership capacity of the Provincial Party Committee in the context of digital transformation, including: enhancing the capacity for formulating resolutions, policies, and mass mobilization; reforming organizational structures and developing cadres and Party members adaptable to digital transformation; improving leadership methods in organizing task implementation in the new context; and enhancing the effectiveness of inspection and supervision activities in the context of digital transformation.

2.3.3. Criteria for Evaluating Leadership Capacity Development

In the context of digital transformation, evaluating the leadership capacity of the Provincial Party Committee should be based on specific criteria, including: effectiveness in policy and plan formulation and mass mobilization; the level of streamlining and efficiency of the Party apparatus; the proportion of cadres and Party members meeting digital competency requirements and work effectiveness; public and business satisfaction with

provincial leadership; effectiveness of inspection and supervision activities; innovation and adaptability of Party Committees and organizations in leadership and direction; and effectiveness in implementing provincial Party resolutions in conjunction with digital transformation applications.

2.3.4. The Necessity of Developing Leadership Capacity in the Context of Digital Transformation

In the context of rapid digital transformation, developing the leadership capacity of the Provincial Party Committee is vital to ensuring comprehensive leadership. It requires innovation in thinking, technological competence, data-driven decision-making, cybersecurity management, information governance, and enhanced interaction with and responsiveness to public expectations. Without leadership capacity development, Provincial Party Committees risk diminished leadership effectiveness and loss of public trust. Therefore, enhancing leadership capacity is an urgent task that necessitates investment in training, mindset transformation, and technological application.

2.3.5. Factors Affecting the Development of Leadership Capacity

In the context of digital transformation, the development of the leadership capacity of the Provincial Party Committee is influenced by multiple factors, including:

Objective factors: domestic and international political, economic, and social contexts; local socio-economic characteristics and geographical location; institutional frameworks, mechanisms, policies, and the digital ecosystem; and material and technical conditions.

Subjective factors: leadership methods of the Provincial Party Committee; political culture; and the adaptability of organizations and individuals.

Chapter 2 Summary

Chapter 2 affirms that developing the leadership capacity of the Provincial Party Committee in the context of digital transformation is an inevitable requirement to ensure comprehensive and effective leadership. Key contents include enhancing political leadership and mass mobilization capacity; reforming organizational structures and developing cadres and Party members; improving leadership methods suitable to the new context; and strengthening inspection and supervision effectiveness. This process is influenced by institutional mechanisms, material and technical conditions, human resources, and adaptability. Practical implementation still faces many

challenges, requiring an accurate assessment of current leadership capacity in order to propose feasible solutions that promote successful digital transformation.

Chapter 3

THE CURRENT SITUATION OF DEVELOPING THE LEADERSHIP CAPACITY OF THE NINH BINH PROVINCIAL PARTY COMMITTEE IN THE CONTEXT OF CONTEMPORARY DIGITAL TRANSFORMATION

3.1. OVERVIEW OF THE NINH BINH PROVINCIAL PARTY COMMITTEE AND THE DIGITAL TRANSFORMATION PROCESS IN NINH BINH PROVINCE

3.1.1. Overview of the Ninh Binh Provincial Party Committee

3.1.1.1. Natural, Economic, and Social Characteristics of Ninh Binh Province

Prior to July 1st, 2025, the former Ninh Binh Province was located in the southern part of the Red River Delta, approximately 90 km from Hanoi, and occupied a strategic position bordering Ha Nam, Nam Dinh, Thanh Hoa provinces, and the East Sea.

From July 1st, 2025, the new Ninh Binh Province was established as a centrally governed province through the merger of Ha Nam, Ninh Binh, and Nam Dinh provinces, retaining the name Ninh Binh Province, with its political-administrative center located in the current Ninh Binh area. The province enjoys a favorable geographical position, synchronized socio-economic infrastructure, and convenient connectivity within the province, to major cities and economic centers nationwide, as well as to the maritime spatial system.

3.1.1.2. Characteristics of the Ninh Binh Provincial Party Committee

From its establishment until before July 1st, 2025, the Ninh Binh Provincial Party Committee convened 22 Party Congresses. Each Congress marked an important stage in the development of the Provincial Party Committee in formulating guidelines and leadership solutions to successfully fulfill the province's political tasks in each specific revolutionary period.

From July 1st, 2025, pursuant to Decision No. 313-QĐ/TW dated June 18th, 2025, of the Politburo, the Ninh Binh Provincial Party Committee came directly under the Central Committee of the Communist Party of Vietnam

through the merger of three provincial Party Committees: Ninh Binh, Ha Nam, and Nam Dinh. The Provincial Party Committee comprises Party organizations and Party members from the three former provincial Party Committees. Its functions, tasks, and organizational structure are stipulated by the Politburo.

3.1.2. Overview of Digital Transformation Outcomes in Ninh Binh Province

Over nearly a decade (2016-2024), Ninh Binh Province has undergone a significant transformation from a locality primarily dependent on agriculture and traditional tourism to a new development space based on digital foundations. Achievements have been evident across all three pillars-digital government, digital economy, and digital society-and have covered all six core components of digital transformation: digital infrastructure, digital data, digital applications and platforms, digital human resources, cybersecurity and information security, and institutional frameworks and policies.

3.2. CURRENT SITUATION OF DEVELOPING THE LEADERSHIP CAPACITY OF THE NINH BINH PROVINCIAL PARTY COMMITTEE IN THE CONTEXT OF DIGITAL TRANSFORMATION

3.2.1. Current Situation of Developing Capacity for Policy Formulation, Resolution-Making, and Mass Mobilization

The Ninh Binh Provincial Party Committee has demonstrated proactiveness, creativity, and determination in formulating and issuing leadership and directive documents to concretize tasks and solutions in response to digital transformation requirements. The capacity for resolution formulation among grassroots Party organizations has shown positive progress and gradual improvement. The dissemination and implementation of Party guidelines and regulations have been strengthened through large-scale online formats reaching grassroots levels, yielding practical benefits. However, at certain times, the preparation and issuance of leadership documents-such as resolutions, directives, programs, and plans-have not kept pace with practical realities. The content of some documents has occasionally been inappropriate or insufficient to meet practical demands, particularly in the context of digital transformation.

3.2.2. Current Situation of Organizational Structure and Cadre Development Adapted to Digital Transformation

Ninh Binh is among the early localities to implement the four-layer cybersecurity assurance model and complete connectivity with the National Cybersecurity Monitoring Center, ensuring information security for accessing and utilizing the national population database. Currently, provincial agencies and localities employ approximately 744 civil servants and public employees working full-time or part-time in information technology, network administration, and digital transformation (with at least one officer in each unit), holding qualifications from college level upward. Personnel responsible for operating information systems and the provincial data center possess university degrees or higher, with some holding international certifications such as CCNA. Nevertheless, limitations remain in developing leadership capacity in organizational and personnel work, as well as in enhancing the competencies and qualities of cadres and Party members in the context of digital transformation.

3.2.3. Current Situation of Improving Leadership Methods in Implementing Tasks in the New Context

In economic leadership, the Provincial Party Committee has guided the development of the digital economy, including digital technology industries, telecommunications, and platform-based commercial activities.

In cultural and social fields, digital transformation in education and training has been implemented comprehensively. Over 40% of the adult population uses online health consultation and telemedicine services; approximately 50% of tuition and medical fees are paid via cashless methods. Internet penetration among households reaches 90%, fiber-optic Internet usage 70.8%, and smartphone usage among adults 89.1%.

In national defense and security, Ninh Binh has effectively implemented the national population database project and chip-based citizen identification cards. As of December 15th, 2023, the province activated 529,510 electronic identification accounts, exceeding the target assigned by the Ministry of Public Security by 18%.

In Party building, the Provincial Party Committee and its Standing Committee have emphasized the application of information technology in leadership and administration. Party documents and reports have been digitized to enhance transparency and efficiency. Ideological work has been innovated through the Internet and social media, promoting the dissemination of positive information. Training courses have been flexibly organized in both online and in-person formats to enhance Party members' capacities.

Regarding the political system, the Provincial Party Committee has led the coordinated participation of the Vietnam Fatherland Front and socio-political organizations in digital transformation efforts.

3.2.4. Current Situation of the Effectiveness of Inspection and Supervision Activities

In the context of digital transformation, the Provincial Party Committee has applied information technology to inspection and supervision processes, thereby improving effectiveness and accuracy. Investment has been made in electronic reporting systems and online databases to manage inspection-related information. Digital technologies have enhanced transparency, efficiency, and data accessibility, facilitating information storage and sharing.

3.2.5. Current Situation of Innovation and Adaptability of Party Committees and Organizations

During the 2021-2024 period, the Ninh Binh Provincial Party Committee demonstrated positive changes in leadership thinking and methods in response to digital transformation requirements. Innovation has been reflected in a gradual shift from direct, command-based leadership to data-driven and platform-based leadership. Adaptability has been shown through timely adjustments to changes in the digital environment. However, disparities and limitations remain in the consistency and depth of innovation.

3.2.6. Current Situation of Implementing Provincial Party Resolutions Linked to Digital Transformation

During 2021-2024, Ninh Binh achieved notable results, particularly in the rapid and relatively synchronized implementation of thematic resolutions on digital transformation. Nevertheless, implementation effectiveness has not fully matched the province's potential and remains uneven across different pillars.

3.3. ASSESSMENTS OF LEADERSHIP CAPACITY DEVELOPMENT IN THE CONTEXT OF DIGITAL TRANSFORMATION

3.3.1. Achievements and Causes

****Achievements***

First, the effectiveness of policy formulation, planning, and mass mobilization has improved, aligning more closely with digital transformation requirements.

Second, the Party organizational apparatus has been gradually streamlined and made more effective, with an increasing proportion of cadres and Party members meeting digital competency requirements.

Third, public and business satisfaction with provincial leadership has increased

Fourth, inspection and supervision effectiveness has improved significantly.

*** Causes of Achievements**

First, the strong and decisive leadership of the Ninh Binh Provincial Party Committee in implementing the digital transformation strategy through specific resolutions and action plans tailored to provincial strengths.

Second, support from central mechanisms and policies enabling the implementation of technology projects.

Third, unity within the Provincial Party Committee and the political system, along with consensus among citizens and businesses, fostering innovation in leadership methods.

3.3.2. Limitations and Causes

*** Limitations**

First, in some cases, policy formulation, planning, and mass mobilization have been slow and have not kept pace with practical developments.

Second, although organizational streamlining and digital capacity have improved, shortcomings remain, particularly at the grassroots level, where digital skill proficiency among cadres and Party members is still limited.

Third, public and business satisfaction has not yet reached the highest levels.

Fourth, inspection, review, theoretical research, and evaluation activities remain limited due to insufficient proactiveness.

*** Causes of Limitations**

First, the pace of information technology infrastructure development and local socio-economic conditions pose challenges to digital transformation.

Second, awareness, skills, and political determination regarding digital transformation among some organizations and cadres remain limited, with insufficient decisiveness in implementation.

Third, mechanisms and policies for developing digital capacity among cadres, Party members, and Party organizations have not yet achieved desired effectiveness.

3.3.3. Issues Raised

First, difficulties and delays in transitioning from traditional leadership thinking to digital leadership thinking.

Second, an incomplete and insufficiently synchronized digital leadership ecosystem and technical infrastructure.

Third, contradictions between traditional training methods and the requirements for developing digital human resources.

Chapter 3 Summary

The Ninh Binh Provincial Party Committee has achieved notable accomplishments in digital transformation through the issuance of resolutions and coordinated implementation across multiple sectors. However, contradictions persist between innovative leadership thinking and traditional practices, between the development of a digital ecosystem and limitations in infrastructure and cadre capacity, and between expectations and actual levels of interaction. Addressing these challenges requires continued renewal of leadership thinking toward digitization, data-driven governance, a people- and business-centered approach, and the development of a synchronized digital leadership ecosystem.

Chapter 4

VIEWPOINTS, ORIENTATIONS, AND SOLUTIONS FOR CONTINUING TO DEVELOP THE LEADERSHIP CAPACITY OF THE NINH BINH PROVINCIAL PARTY COMMITTEE IN THE CONTEXT OF DIGITAL TRANSFORMATION IN THE COMING PERIOD

4.1. FORECAST OF THE DIGITAL TRANSFORMATION CONTEXT IN THE COMING PERIOD

Digital transformation is taking place extensively on a global scale and in Viet Nam. It is expected to shape an entirely new development context with distinctive characteristics, exerting direct and profound impacts on the leadership and governance methods of Party committees at the local level.

4.2. VIEWPOINTS ON DEVELOPING THE LEADERSHIP CAPACITY OF THE NINH BINH PROVINCIAL PARTY COMMITTEE IN THE CONTEXT OF DIGITAL TRANSFORMATION IN THE COMING PERIOD

The development of the leadership capacity of the Ninh Binh Provincial Party Committee in the context of digital transformation must, on the one hand, strictly adhere to the guidelines and regulations of the Central authorities, and on the other hand, demonstrate proactiveness and creativity in responding to the specific requirements of the locality.

It is necessary to formulate a long-term strategic vision, in which digital transformation is not merely regarded as a technical issue but recognized as a revolution in the development of productive forces, which will subsequently lead to corresponding transformations in production relations.

The Ninh Binh Provincial Party Committee must take the lead and maintain its leading role throughout the digital transformation process.

The development of leadership capacity in the context of digital transformation should aim toward rapid, green, and sustainable development, while continuously enhancing the lawful and legitimate rights and interests of the people.

4.3. ORIENTATIONS FOR DEVELOPING THE LEADERSHIP CAPACITY OF THE NINH BINH PROVINCIAL PARTY COMMITTEE IN THE CONTEXT OF DIGITAL TRANSFORMATION IN THE COMING PERIOD

4.3.1. Developing the leadership capacity of the Provincial Party Committee to meet the requirements of the three strategic breakthroughs under the Resolution of the Provincial Party Congress for the 2025-2030 term

To establish a solid foundation for sustainable development, the Ninh Binh Provincial Party Committee has identified three strategic breakthroughs, in which digital transformation is clearly defined as a strategic, overarching, and breakthrough task in the current period.

These three strategic breakthroughs serve not only as solutions to promote economic growth but also as a fundamental basis for enhancing the leadership capacity of Party organizations throughout the province, ensuring a high level of adaptability to the requirements of the Fourth Industrial Revolution.

4.3.2. Building digital leadership methods and enhancing the leadership capacity of the Provincial Party Committee in developing e-government and digital government; promoting administrative reform and creating favorable conditions for local socio-economic development

One of the key orientations implemented by the province is the renewal of leadership methods of Party committees at all levels in a scientific, practical, and effective manner. The working methods of Party agencies have been improved toward promoting democracy, increasing proactiveness, and strengthening individual responsibility, particularly that of heads of Party

committees and organizations. At the same time, greater emphasis has been placed on improving the quality of grassroots Party organizations through assessing their practical capacity and that of Party members, linking the responsibilities of Party organizations with the outcomes of implementing political, economic, and social tasks at localities and units.

4.3.3. Investing in information technology infrastructure and enhancing the capacity of the contingent of cadres

The province has intensified investment in information technology infrastructure, digital equipment, and shared data platforms from the provincial to the communal level. Management software systems, public service portals, and smart operation systems have been synchronously deployed to facilitate leadership, administration, and the provision of digital services.

Attention has also been paid to training and further training for cadres, civil servants, and public employees in order to improve their levels of political theory, professional expertise, and digital skills.

4.4. SOLUTIONS FOR DEVELOPING THE LEADERSHIP CAPACITY OF THE NINH BINH PROVINCIAL PARTY COMMITTEE IN THE CONTEXT OF DIGITAL TRANSFORMATION IN THE COMING PERIOD

4.4.1. Promoting the development of a digital leadership mindset throughout the entire Party Committee

The Provincial Party Committee should prioritize the formulation and implementation of intensive training and capacity-building programs on digital knowledge for cadres, especially key leaders. At the same time, developing and strengthening research and technology transfer centers will play a crucial role in providing scientific, technological, and practical foundations to support leadership and direction in digital transformation. Party committees at all levels need to exercise proactive and flexible leadership while establishing mechanisms and policies to encourage cadres and Party members to actively learn, apply new technologies, and promote innovative initiatives in practical work.

4.4.2. Innovating the Leadership Methods of the Party Committee to Meet the Requirements of Digital Transformation

This includes innovating organizational structures toward streamlining, integration, and digital connectivity; modernizing leadership methods through the digitalization of decision-making processes; restructuring

organizations in accordance with the digital environment; applying digital technologies to internal administrative governance; enhancing digital leadership capacity for cadres; developing centers for research and transfer of digital political-administrative technologies; and establishing mechanisms for monitoring, evaluation, and continuous improvement.

4.4.3. Gradually Improving the Ecosystem and Technical Infrastructure Serving Digital Leadership in Line with the Province's Socio-Economic Conditions

Improving the ecosystem and technical infrastructure for digital leadership must stem from the practical reality that, without a solid technological foundation and an appropriate digital environment, efforts to innovate leadership thinking and methods may remain merely rhetorical. Limitations in information technology infrastructure and digital connectivity among levels and sectors-especially between urban and rural or mountainous areas-directly slow down the digitalization of leadership and direction, reducing cadres' access to data and knowledge. Therefore, improving the ecosystem and technical infrastructure is not merely a technical issue but a prerequisite for providing a stable material foundation and operational environment for the development of digital leadership capacity of the Ninh Binh Provincial Party Committee.

4.4.4. Fundamentally Innovating Training, Capacity-Building, and Human Resource Development toward Harmonizing Tradition and Modernity

Fundamental innovation in training and capacity-building should be understood as a "dual renewal" process: consolidating traditional foundations such as political theory, guidelines, viewpoints, and revolutionary ethics, while substantively integrating modern elements including knowledge, skills, and working attitudes suited to the digital environment. Training should not separate "political learning" from "digital learning" but rather design integrated programs in which digital transformation is viewed as a tool and method to better achieve political objectives, rather than a purely technical goal. This requires reviewing and updating curricula, teaching materials, and thematic modules based on a competency-based approach, clearly identifying core competencies in political thinking, leadership, and digital skills for different groups of cadres, and developing a "competency matrix" to design appropriate training content, duration, and methods.

4.4.5. Improving Mechanisms and Policies for Developing Digital Capacity among Cadres, Party Members, and Party Organizations

Improving mechanisms and policies for developing digital capacity means transforming digital transformation requirements from “recommendations” into “standards,” from “mobilization” into “responsibility” and “motivation.” When digital capacity is institutionalized as a criterion for cadre evaluation and utilization; when digital models and initiatives are protected and encouraged through concrete policies; and when manifestations of stagnation or avoidance of digital transformation are seriously considered in the assessment of Party organizations and Party members, shortcomings in political determination and implementation will gradually be addressed. On this basis, the digital leadership capacity of the Ninh Binh Provincial Party Committee can develop in a synchronized and sustainable manner, meeting the demands of the digital transformation era.

4.4.6. Strengthening Leadership, Direction, Inspection, and Supervision of the Digital Transformation Process in Connection with Leadership Capacity Development

Strengthening leadership and direction requires institutionalizing digital transformation as an official political task, consistently incorporated into the resolutions, programs, and work plans of the Provincial Party Committee and Party committees at all levels. Party committees should clearly define objectives, priorities, roadmaps, and key indicators for digital transformation in close linkage with socio-economic development, Party building, and political system building, and assign specific responsibilities to organizations and individuals. At the same time, the implementation of digital transformation tasks must be considered an important criterion for evaluating the leadership and direction capacity of Party organizations and their heads, thereby narrowing the gap between leadership capacity articulated in policy documents and that demonstrated in digital practice.

Inspection and supervision should be strengthened and properly positioned as the disciplinary safeguard of the digital transformation process.

The strengthening of leadership, direction, inspection, and supervision must be closely aligned with the objective of developing the leadership capacity of the Provincial Party Committee. Results from inspection and supervision should be effectively utilized to adjust training and capacity-building programs, improve cadre planning and utilization, and further refine leadership methods in the digital context, contributing to a more coordinated

and effective digital transformation process and substantive improvement in leadership capacity in the digital era.

4.4.7. Linking Leadership Capacity Development in the Context of Digital Transformation with the Orientation of “Rapid, Green, and Sustainable Development” and a People-Centered Approach

Linking leadership capacity development with the orientation of rapid, green, and sustainable development, while placing people at the center, is not merely an added value dimension but a means to ensure that digital transformation in Ninh Binh proceeds within a sustainable, humane development strategy consistent with the nature of a ruling Party. Under this foundation, digital transformation will go beyond technological modernization to become a method for enhancing the Party Committee’s capacity for policymaking, implementation, and serving the people in a new stage of development.

4.4.8. Promoting Digital Transformation in the Organization and Operations of the Ninh Binh Provincial Party Committee

For digital transformation to be substantive, effective, and sustainable, a synchronized system of solutions must be implemented, grounded in correct awareness, decisive action, and a clear roadmap. A harmonious combination of strategic thinking, flexible institutions, modern infrastructure, and adaptive human resources is essential.

When effectively implemented, digital transformation will not only enhance the quality of Party work but also contribute to building a modern Provincial Party Committee capable of guiding and driving development in the digital era.

Chapter 4 Summary

Based on the current situation of leadership capacity development of the Ninh Binh Provincial Party Committee in the context of digital transformation and guided by established development viewpoints, this chapter identifies specific orientations and proposes comprehensive solutions. These include raising awareness of leadership capacity development in the digital context; formulating concrete plans and policies; strengthening leadership training and capacity-building; promoting the role of political organizations and the people; increasing investment in financial resources and infrastructure; and enhancing the responsibility of Party committee leaders.

CONCLUSION

Digital transformation has become an inevitable trend, exerting profound and comprehensive impacts on all spheres of social life. It has brought about fundamental changes in modes of production, social governance, as well as the leadership and management activities of political organizations, including the Communist Party of Viet Nam. In this context, developing the leadership capacity of provincial and municipal Party Committees has emerged as an urgent requirement to ensure that the Party is capable of leading and organizing the successful implementation of political tasks, thereby meeting the demands of rapid and sustainable national development. As a Provincial Party Committee located in the Red River Delta region, Ninh Binh early recognized the importance of digital transformation, identified e-government development and digital transformation as one of the three strategic breakthroughs for the 2020-2025 term, and promulgated a thematic resolution with specific targets for digital transformation rankings toward 2025 and 2030. During implementation, the Ninh Binh Provincial Party Committee has achieved notable results in enhancing its leadership capacity, as reflected in the issuance of strategic guidelines and policies, coordinated implementation across multiple sectors, mobilization of the entire political system, enterprises, and the people, and initial formation of e-government, the digital economy, and digital society in line with local conditions.

Based on the research findings, the dissertation systematizes and analyzes the theoretical and practical foundations for developing the leadership capacity of Party Committees in the context of digital transformation. It clarifies the concepts, contents, requirements, influencing factors, and evaluation criteria of leadership capacity at the provincial level, and affirms that leadership capacity development involves not only the enhancement of knowledge and skills but also fundamental innovation in leadership thinking, organizational methods, and leadership style in accordance with the characteristics of the digital era. The dissertation further provides an in-depth analysis of factors affecting the development of leadership capacity of the Ninh Binh Provincial Party Committee, including subjective factors such as the quality of the cadre contingent, the awareness and responsibility of key leaders, the organizational structure of Party organizations, and provincial socio-economic conditions, as well as objective factors arising from national development requirements, technological advancement, international integration, and the participation of the people and enterprises.

Based on theoretical research and empirical investigation, the dissertation proposes three fundamental orientations for developing the leadership capacity of the Ninh Binh Provincial Party Committee in the context of digital transformation. On the basis of these orientations, the dissertation puts forward a system of eight coherent groups of solutions. *First*, to intensify the development of a digital leadership mindset throughout the entire Party Committee. *Second*, to renew the leadership methods of the Party Committee in response to the requirements of digital transformation. *Third*, to gradually improve the digital ecosystem and technical infrastructure serving digital leadership, in alignment with the specific socio-economic conditions of the province. *Fourth*, to fundamentally reform education, training, and human resource development in a manner that harmoniously integrates tradition and modernity, addressing the contradictions between traditional training approaches and the requirements for building digital human resources. *Fifth*, to improve mechanisms and policies for developing digital capacity among cadres, Party members, and Party organizations, thereby creating strong motivation and overcoming limitations such as insufficient political determination, weak implementation, and slow progress. *Sixth*, to strengthen leadership, direction, inspection, and supervision of the digital transformation process in association with leadership capacity development, ensuring coherence and effectiveness. *Seventh*, to link leadership capacity development in the context of digital transformation with maintaining the orientation of “rapid, green, and sustainable” development while placing the people at the center. *Eighth*, to accelerate digital transformation in the organization and operation of the Ninh Binh Provincial Party Committee.

Overall, the research results of the dissertation not only contribute to clarifying the theoretical basis for developing the leadership capacity of local Party Committees in the context of digital transformation, but also provide important scientific and practical arguments that can be referenced and applied by the Ninh Binh Provincial Party Committee and other localities in the process of leadership renewal and capacity enhancement. These findings aim to meet the requirements of rapid and sustainable national development in the digital era. The dissertation also offers valuable reference materials for researchers, training institutions, and policy-making bodies, making a practical contribution to Party building and rectification, strengthening public confidence in the Party’s leadership role, and promoting Ninh Binh as a dynamic locality capable of keeping pace with the development trends of the Fourth Industrial Revolution.

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LIST OF THE AUTHOR'S PUBLISHED WORKS RELATED TO THE DISSERTATION

1. Le Thi Thu Huong (2025), “Developing the leadership capacity of the Ninh Binh Provincial Party Committee in the context of digital transformation”, *Electronic Journal of State Management*. <https://www.quanlynhanuoc.vn/>
2. Le Thi Thu Huong (2025), “The impact of digital transformation on the leadership capacity of the Ninh Binh Provincial Party Committee”, *Economy and Forecasting Electronic Journal*.
3. Le Thi Thu Huong (2025), “Digital transformation and the requirements for innovating the leadership methods of the Ninh Binh Provincial Party Committee”, *Journal of Socialism: Theory and Practice*.
4. Le Thi Thu Huong (2025), “Solutions to enhancing the leadership capacity of the Ninh Binh Provincial Party Committee in the current context of digital transformation”, *Electronic Journal of State Management*. <https://www.quanlynhanuoc.vn/>