HO CHI MINH NATIONAL ACADEMY OF POLITICS

TRAN VAN CUONG

LEADERSHIP OF PROVINCIAL AND MUNICIPAL PARTY COMMITTEES IN DEVELOPING THE INTELLECTUAL WORKFORCE IN THE MEKONG DELTA IN THE CURRENT PERIOD

SUMMARY OF THE DOCTORAL THESIS

MAJOR: BUILDING UP THE PARTY AND STATE GOVERNMENT
Code: 9310202

HA NOI - 2026

The doctoral research was completed at
Ho Chi Minh National Academy of Politics

Supervisor: **Prof. Dr. Le Van Loi**



Reviewer 1: .....
.....

Reviewer 2: .....
.....

Reviewer 3: .....
.....

The thesis will be defended before the Academy-level Thesis Examination Committee at the Ho Chi Minh National Academy of Politics

At ..... on ..... / ..... / 2026

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

INTRODUCTION

1. The Urgency of the Research Topic

Intellectuals are a core force in creating, disseminating, and applying knowledge. In the context of the knowledge economy, digital transformation, artificial intelligence, and competition for high-quality human resources, developing the intellectual workforce is not only a task of human resource development but also a prerequisite for enhancing the Party's leadership capacity, the operational effectiveness of the political system, and the competitiveness of the economy.

The Communist Party of Vietnam has consistently paid attention to the development of the intellectual workforce. Resolution No. 27-NQ/TW dated August 6, 2008, identified investment in intellectual workforce development as an investment in sustainable development. Conclusion No. 52-KL/TW dated May 30, 2019, called for addressing the limitations identified after ten years of implementing the Resolution. Resolution No. 45-NQ/TW dated November 24, 2023, emphasised that comprehensively developing a strong intellectual workforce constitutes an investment in nurturing the "the nation's vital essence". The Documents of the 14th National Party Congress further underscore the need to develop an intellectual workforce with a rational structure and high quality. These policy orientations require provincial and municipal Party committees to enhance their capacity to concretise Party guidelines, lead local authorities in institutionalising them, mobilise resources, promote the role of intellectuals, and inspect implementation outcomes.

In the Mekong Delta, these requirements are particularly urgent. The region occupies a position of special strategic importance as the country's major centre for rice, aquaculture, and fruit production. At the same time, it faces numerous inter-sectoral, inter-provincial, and transboundary challenges, including climate change, land subsidence, erosion, saltwater intrusion, water security, the transition to a green growth model, logistics, the digital economy, the circular economy, and regional connectivity. Addressing these challenges requires a strong intellectual workforce with practical knowledge, forecasting capabilities, policy advisory expertise, research capacity, technological mastery, and the ability to organise and drive innovation.

From 2020 to June 2026, provincial and municipal Party committees in the region paid considerable attention to leading the development of the intellectual workforce and promoting its role. As a result, the size, qualifications, and contributions of this workforce gradually increased. However, awareness and responsibility among some Party committees and their leaders remained inadequate. In some localities, the concretisation of Party guidelines was slow and lacked clear priorities. Policies for attracting, employing, and valuing intellectuals were insufficiently competitive, while the environment for creativity, dialogue, consultation, policy critique, and regional cooperation remained constrained. Data systems, verifiable indicators, mechanisms for monitoring outputs, and accountability arrangements were not yet sufficiently coordinated.

The restructuring of provincial-level administrative units, effective July 1, 2025, has transformed the region's development space, administrative scale, organisational

structures, and the geographical distribution of intellectuals. After one year of operation, the five newly established provinces and cities have had to simultaneously consolidate organisational structures, inherit and integrate policies, data, and resources, reorganise professional networks, and mobilise experts across broader geographical areas. Meanwhile, existing studies have not directly and comprehensively clarified the relationship between leadership entities, leadership content, and leadership methods, on the one hand, and the outcomes of intellectual workforce development, on the other, under the specific conditions of the region. Therefore, research on the topic ***"Leadership of Provincial and Municipal Party Committees in Developing the Intellectual Workforce in the Mekong Delta in the Current Period"*** is of urgent significance both theoretically and practically.

2. Research Objectives and Tasks

2.1. Research Objectives

Based on clarifying the theoretical and practical issues concerning the leadership of provincial and municipal Party committees in the Mekong Delta in intellectual workforce development, the thesis proposes orientations and key solutions to strengthen their leadership in this task through 2030.

2.2. Research Tasks

First, to review domestic and international studies relevant to the research topic; identify findings on which the study can build, existing research gaps, and issues requiring further investigation by the thesis.

Second, to analyse and elucidate the theoretical and practical issues concerning the leadership of provincial and municipal Party committees in the Mekong Delta in intellectual workforce development.

Third, to conduct surveys and assess the current situation of the intellectual workforce and the leadership exercised in its development; identify achievements, limitations, underlying causes, and lessons learned from practice.

Fourth, to forecast factors affecting such leadership; determine orientations and propose key solutions to strengthen leadership in intellectual workforce development through 2030.

3. Research Subjects and Scope

3.1. Research Subject

The thesis examines the leadership of provincial and municipal Party committees in the Mekong Delta in intellectual workforce development.

3.2. Research Scope

In terms of content, the thesis examines the leadership of provincial and municipal Party committees in intellectual workforce development, excluding intellectuals serving in the armed forces. The primary focus is on leadership content, leadership methods, and the outcomes of intellectual workforce development as a basis for evaluating leadership effectiveness.

In terms of time, the thesis focuses on the period from 2020 to June 30, 2026, in connection with the implementation of Conclusion No. 52-KL/TW, the Resolution of the 13th National Party Congress, Resolution No. 45-NQ/TW, the Resolution of the 14th National Party Congress, and the first year of operation of the newly established

provincial-level administrative units, from July 1, 2025, to June 30, 2026. Where necessary, the thesis references selected Party guidelines and data from before 2020 to clarify continuity and development trends. The proposed orientations and solutions extend through 2030.

In terms of geographical scope, from 2020 to June 30, 2025, the thesis examines the 13 provinces and centrally governed cities within their pre-restructuring boundaries: An Giang, Bac Lieu, Ben Tre, Ca Mau, Can Tho City, Dong Thap, Hau Giang, Kien Giang, Long An, Soc Trang, Tien Giang, Tra Vinh, and Vinh Long. From July 1, 2025, to June 30, 2026, the thesis examines the five current provinces and cities: An Giang, Ca Mau, Dong Thap, Vinh Long, and Can Tho City. The former Long An Province was merged with Tay Ninh Province and is therefore no longer within the geographical scope of the Mekong Delta region. All comparisons extending through June 2026 are conducted within the same geographical scope of the five localities and exclude the former Long An Province. The results of the first year following administrative restructuring are treated only as indicators of transitional progress and do not substitute for an assessment of long-term impacts.

4. Theoretical and Practical Foundations and Research Methodology of the Thesis

4.1. Theoretical Foundations

The thesis is grounded in the theoretical foundations of Marxism-Leninism, Ho Chi Minh Thought, and the viewpoints of the Communist Party of Vietnam on intellectuals, the intellectual workforce, the Party's leadership, and the leadership content and methods of provincial and municipal Party committees. It also draws upon the Party's policy orientations on the development of high-quality human resources, education and training, science and technology, innovation, digital transformation, and the rapid and sustainable development of the Mekong Delta region.

4.2. Practical Foundations

The practical foundations of the thesis comprise the current situation of the intellectual workforce and the actual leadership exercised by the 13 provincial and municipal Party committees in their development up to June 30, 2025, as well as the transitional developments under the five newly established provincial and municipal Party committees from July 1, 2025, to June 30, 2026. They also include documents, resolutions, programmes, projects, and reports issued by central and local Party organisations, authorities, and relevant agencies and organisations; statistical data; and the findings of surveys, sociological investigations, and the author's practical reviews and assessments.

4.3. Research Methodology

The thesis employs a combination of research methods, including analysis and synthesis; historical and logical methods; statistical analysis and comparison; surveys and practical reviews; questionnaire-based sociological investigations; forecasting; and cross-checking of evidence. These methods are applied appropriately in each chapter to systematise theoretical foundations, process data, assess the current situation, identify underlying causes, draw lessons from practice, and propose solutions.

The sociological investigation was conducted from January to March 2025 in the 13 localities prior to administrative restructuring, using two questionnaires based on a

common framework of 31 indicators covering five substantive areas of leadership and five leadership methods. The author distributed 230 Questionnaire No. 1 forms and 690 Questionnaire No. 2 forms, representing a sample size 15% larger than the target. A total of 211 Questionnaire No. 1 forms and 659 Questionnaire No. 2 forms were returned, amounting to 870 out of 920 forms, or a response rate of 94.57%. Following data verification and cleaning, 11 Questionnaire No. 1 forms and 59 Questionnaire No. 2 forms were excluded. Consequently, 200 valid Questionnaire No. 1 forms and 600 valid Questionnaire No. 2 forms were retained for analysis. The study employed a purposive, non-probability sampling method, with samples allocated by respondent groups and localities. The findings are used to identify trends and cross-check assessments rather than to make mechanical generalisations to the entire population. Data were processed using SPSS and Microsoft Excel.

5. New Scientific Contributions of the Thesis

First, the thesis develops and applies an analytical framework comprising five substantive areas of leadership, five leadership methods, and a system of evaluation indicators. It also examines the research subject across two administrative configurations: the 13 provinces and centrally governed cities prior to administrative restructuring and the five provinces and cities following restructuring. This approach ensures continuity and avoids mechanical comparisons when administrative boundaries, leadership entities, and administrative management scales undergo changes.

Second, the thesis identifies the major bottlenecks in the leadership of provincial and municipal Party committees, including the gap between the promulgation of policy orientations and implementation outcomes; the lack of alignment among objectives, resources, and responsibilities; the ineffectiveness of mechanisms for receiving and responding to professional opinions; an overemphasis on inputs in inspection and evaluation; and limitations in inter-provincial and inter-sectoral coordination.

Third, the thesis proposes solutions to strengthen the leadership of the five provincial and municipal Party committees in the Mekong Delta in intellectual workforce development through 2030. The central focus is on renewing leadership methods towards a results-based approach, linking the objectives, resources, and responsibilities of leadership entities with evaluation indicators, inspection and feedback mechanisms, accountability, and inter-provincial coordination.

6. Theoretical and Practical Significance of the Thesis

The thesis contributes to enriching the theoretical and practical foundations concerning the leadership of provincial and municipal Party committees in intellectual workforce development. It provides a basis for provincial and municipal Party committees in the region to formulate and improve their policy orientations, institutional and policy frameworks, and methods of organising implementation. The research findings can serve as reference materials for teaching, learning, and scientific research on Party building at the Ho Chi Minh National Academy of Politics and provincial and municipal political schools.

7. Structure of the thesis

The thesis comprises an introduction; four chapters with ten sections; a conclusion; a list of the author’s publications related to the thesis; references; and appendices.

Chapter 1
OVERVIEW OF RESEARCH WORKS RELATED TO THE THESIS TOPIC

The thesis reviews research works within two scopes: international and domestic studies. Within each scope, the studies are organised by thematic groups, ranging from theoretical issues concerning political parties, ruling parties, and Party leadership to intellectuals and intellectual workforce development. Particular attention is also paid to the relationships among different research approaches, their relevance to the thesis topic, and their chronological order of publication. This approach clarifies the findings on which the study can build, the limitations of their applicability as references, and the issues requiring further investigation by the thesis.

1.1. INTERNATIONAL RESEARCH WORKS RELATED TO THE THESIS TOPIC

1.1.1. Research Works on Political Parties and Ruling Parties

International studies on the leadership capacity and governing capacity of communist parties and ruling parties primarily clarify the pivotal role of Party organisations, the relationship between the Party, the State, and society, and the requirements for scientific, democratic, and law-based governance. They also address the renewal of leadership methods, organisational structures, and the development of cadres and officials. These studies suggest an approach to examining the leadership of provincial and municipal Party committees that goes beyond the promulgation of policy orientations to encompass their capacity to institutionalise Party guidelines, mobilise resources, coordinate relevant stakeholders, organise implementation, and monitor and control outcomes.

1.1.2. Research Works on Intellectuals and Intellectual Workforce Development

Studies on intellectuals, talented human resources, and knowledge-based economic development affirm that people equipped with skills and creative capabilities constitute the central driving force of economic growth and competitiveness. International experience emphasises the importance of long-term strategies, high-quality higher education, investment in research, and linkages among the State, universities, research institutes, and enterprises. At the same time, these studies highlight the importance of the institutional environment, career opportunities, mechanisms for employing and evaluating intellectuals, remuneration policies, and the capacity to translate research outcomes into economic and social value. These studies also warn of the risk of declining research capacity when evaluation systems place excessive emphasis on formal criteria, highly qualified personnel are not effectively utilised, or linkages between education and training and the labour market remain inadequate.

1.2. DOMESTIC RESEARCH WORKS RELATED TO THE THESIS TOPIC

1.2.1. Research Works on the Leadership of the Party and Provincial and Municipal Party Committees in Various Areas of Social Life

At the national level, domestic studies clarify the concepts, position, role, content, and methods of Party leadership; the relationship between the Party and the State, the Vietnam Fatherland Front, socio-political organisations, and the People; as well as the requirements for improving the quality of Party resolutions and renewing ideological,

organisational, personnel, inspection, and supervision work. At the local level, studies on the leadership exercised by provincial and municipal Party committees in specific fields provide comparative grounds for examining leadership entities, geographical areas, leadership content, and leadership methods. However, no study has directly addressed the task of developing the intellectual workforce across the entire Mekong Delta region.

1.2.2. Research Works on Intellectuals and Intellectual Workforce Development

Domestic studies on intellectuals and intellectual workforce development are reviewed and classified into seven thematic groups: (1) ideological foundations, concepts, characteristics, and roles of intellectuals; (2) the relationship between the Party and intellectuals and the development of the Party's policy orientations in this field; (3) the current situation, mechanisms, and policies concerning the development of the Vietnamese intellectual workforce and the promotion of its role; (4) international experience; (5) emerging requirements in the context of the Fourth Industrial Revolution and digital transformation; (6) studies conducted in other regions and localities; and (7) studies directly addressing the Mekong Delta region.

These studies demonstrate a relatively consistent understanding that intellectuals constitute a workforce engaged in intellectual labour, possessing professional qualifications, independent and creative thinking, and a sense of social responsibility. Intellectual workforce development must link its size, quality, structure, and distribution with the identification, training, attraction, employment, evaluation, remuneration, recognition, and provision of an enabling environment for intellectuals to make their contributions. Studies on Kien Giang Province and ethnic minority intellectuals in the Southwestern region provide evidence closely related to the thesis topic. However, their scope remains limited to a single locality or a specific group of intellectuals. They have yet to comprehensively examine the entire intellectual workforce and the leadership exercised by provincial and municipal Party committees across the Mekong Delta region.

1.3. RESEARCH FINDINGS OF THE REVIEWED SCIENTIFIC WORKS AND ISSUES REQUIRING FURTHER INVESTIGATION BY THE THESIS

1.3.1. Overview of the Reviewed Research Works

The thesis selectively draws on the theoretical foundations concerning political parties, ruling parties, leadership capacity, and leadership methods; concepts of intellectuals, their roles, and the various stages of intellectual workforce development; data on the Vietnamese intellectual workforce and that of selected localities and regions; and experience in higher education, talent attraction, research governance, and innovation linkages. These studies provide insights for developing an analytical framework encompassing the promulgation of policy orientations, institutionalisation, implementation, resource mobilisation, inspection, and supervision.

Overall, previous studies have provided theoretical foundations, practical evidence, and evaluation criteria. However, they have not yet established a comprehensive theoretical framework on the leadership of provincial and municipal Party committees in the Mekong Delta in intellectual workforce development. Nor have they conducted a coordinated, region-wide investigation from the perspective of the discipline of Building up the Party and State Government.

The remaining research gaps are also reflected in the absence of a systematic

assessment of both leadership content and leadership methods, as well as an insufficient clarification of the process through which Party resolutions are translated into policies, resources, outputs, and impacts. Existing solutions tend to focus on general orientations or individual localities and have not been comprehensively linked to digital transformation, innovation, climate change, competition for human resources, and administrative restructuring.

1.3.2. Issues Requiring Further Investigation by the Thesis

First, to establish the theoretical foundations and clarify the concepts, leadership entities, subjects, objectives, content, methods, and role of provincial and municipal Party committees in leading intellectual workforce development in the Mekong Delta.

Second, to conduct surveys and assess the current situation of the intellectual workforce and the leadership exercised in its development; identify achievements, limitations, underlying causes, and lessons learned, in accordance with the research scope and changes in provincial-level administrative units.

Third, to forecast factors affecting such leadership, determine orientations, and propose a comprehensive and feasible system of solutions through 2030, clearly specifying the implementing entities, enabling conditions, and coordination mechanisms.

Chapter 1 Summary

The review demonstrates that previous studies have provided theoretical foundations, practical evidence, and numerous valuable insights. However, no study has directly, comprehensively, and systematically examined the leadership of provincial and municipal Party committees in the Mekong Delta in intellectual workforce development in the current period. This research gap establishes the originality of the thesis and defines the issues requiring further investigation.

Chapter 2
PROVINCIAL AND MUNICIPAL PARTY COMMITTEES IN THE MEKONG DELTA REGION LEADING THE DEVELOPMENT OF THE INTELLECTUAL WORKFORCE - THEORETICAL AND PRACTICAL ISSUES

2.1. PROVINCIAL AND MUNICIPAL PARTY COMMITTEES AND THE INTELLECTUAL WORKFORCE IN THE MEKONG DELTA REGION

2.1.1. Overview of the characteristics of provinces and cities in the Mekong Delta region

The Mekong Delta is located in the southernmost part of Vietnam, covering an area of approximately 40,600 square kilometres and having a population of around 17.5 million. The region enjoys significant advantages in agriculture, fisheries, inland waterway transportation, the marine economy, and renewable energy. However, it is also severely affected by climate change, saltwater intrusion, riverbank and coastal erosion, land subsidence, and fluctuations in water resources. Before July 2025, the region comprised 13 provinces and centrally governed cities. Following the administrative reorganisation, it consists of five provincial-level administrative units with 495 commune-level administrative units. This newly reorganised administrative space creates favourable conditions for integrating resources while simultaneously placing demands on the harmonisation of organisational structures, data systems, policies, and the distribution of the intellectual workforce across the formerly separate localities.

The regional economy relies heavily on agriculture, fisheries, processing industries, tourism, and renewable energy. Its socio-cultural landscape is characterised by diversity, shaped by the coexistence and cultural exchanges among the Viet, Khmer, Chinese, and Cham ethnic groups. Education, healthcare, and social security have made considerable progress; nevertheless, infrastructure, local employment opportunities, human resource quality, and access to public services remain uneven across the region. These characteristics both generate demand for the intellectual workforce and shape its structure, distribution, and working environment.

2.1.2. Provincial and municipal Party committees in the Mekong Delta region - their functions, tasks, roles, and characteristics

Provincial and municipal Party committees are the leading bodies of their respective Party organisations between two consecutive Party congresses. They provide leadership in implementing Party congress resolutions, the Party's guidelines and policies, and the State's policies and laws; exercise comprehensive leadership over the political system; lead Party building; and conduct practical reviews. Following the administrative reorganisation, the number of Party committee members and organisational units has decreased in line with the reduction in the number of provincial-level administrative units, while the scope and range of entities under their leadership have become broader and more diverse. These Party committees are required to operate under the two-tier local government model, maintain close ties with grassroots organisations, and strengthen integrated governance, data management, and regional connectivity. Members of the 2025-2030-term Party committees have demonstrated improvements in professional qualifications and political theory education, as well as an increased proportion of women and ethnic minority representatives; however, the pool of young cadres remains limited.

2.1.3. The intellectual workforce in the Mekong Delta region - concept, roles, and characteristics

2.1.3.1. Concept

The intellectual workforce in the Mekong Delta region constitutes a component of Vietnam's national intellectual workforce. It comprises individuals engaged in intellectual labour who possess high educational qualifications and specialised expertise in one or more particular fields, demonstrate good moral qualities and independent and creative thinking, and currently live and work in the provinces and cities of the Mekong Delta region. They participate in disseminating and enriching knowledge, creatively applying knowledge, and generating valuable intellectual and material products, thereby contributing to the region's rapid and sustainable development.

2.1.3.2. Roles

The intellectual workforce provides scientific evidence, consultation, policy advice, and policy critique; plays a pivotal role in training high-quality human resources; conducts research, applies and transfers science and technology, and promotes innovation and digital transformation; directly addresses practical issues and drives sustainable development; contributes to developing cultural life, improving the population’s educational and cultural levels, and strengthening social consensus; facilitates linkages

among the State, universities, research institutes, enterprises, and the public; and expands cooperation while enhancing the region's capacity for international integration.

2.1.3.3. Characteristics

The intellectual workforce in the region has a diverse occupational and disciplinary structure, with concentrations in fields closely associated with the region's comparative advantages and specific development requirements. Its professional activities are strongly practice-oriented and closely linked to the region's pressing issues. The workforce is predominantly concentrated in urban areas, administrative centres, universities, hospitals, and scientific organisations. Its quality and creative capacity vary according to educational qualifications, professional fields, and working environments. Intellectuals are required to address numerous interdisciplinary and inter-locality issues and are increasingly involved in networks connecting management agencies, educational and research institutions, enterprises, and communities. At the same time, the workforce is relatively dynamic due to the migration of highly qualified personnel to major development centres.

2.2. PROVINCIAL AND MUNICIPAL PARTY COMMITTEES IN THE MEKONG DELTA REGION LEADING THE DEVELOPMENT OF THE INTELLECTUAL WORKFORCE - CONCEPT, CONTENTS, METHODS, AND ROLE

2.2.1. Concept of provincial and municipal Party committees in the Mekong Delta region leading the development of the intellectual workforce

Provincial and municipal Party committees in the Mekong Delta region leading the development of the intellectual workforce refers to the entirety of activities undertaken by provincial and municipal Party committees to thoroughly grasp and concretise the Party's guidelines and policies; formulate viewpoints, objectives, tasks, and solutions; and issue leadership decisions. They also provide leadership and direction to Party committees at all levels, Party organisations, local authorities, the Vietnam Fatherland Front, socio-political organisations, agencies, units, and relevant stakeholders in organising implementation; and conduct inspection, supervision, interim reviews, and final reviews to develop the intellectual workforce in terms of size, quality, and structure, as well as moral qualities and capacity to fulfil political tasks, thereby contributing to the region's development.

The direct leadership entities are provincial and municipal Party committees, primarily the executive committees, standing boards, and the secretaries and deputy secretaries constituting the standing leadership. Those subject to leadership, while also participating in the process, include Party committees at all levels, Party organisations, local authorities, the Vietnam Fatherland Front, socio-political organisations, associations, educational and research institutions, enterprises, organisations employing intellectuals, and the intellectual workforce itself.

2.2.2. Contents of provincial and municipal Party committees' leadership over the development of the intellectual workforce in the Mekong Delta region

The contents of provincial and municipal Party committees' leadership over the development of the intellectual workforce in the Mekong Delta region comprise the entirety of fundamental issues and tasks identified and prioritised by provincial and municipal Party committees to develop a local intellectual workforce of appropriate size

and structure, with continuously improving quality, political qualities, professional ethics, professional competence, and creative capacity to meet development requirements. At the same time, they involve establishing an enabling environment, conditions, mechanisms, policies, and resources to attract, bring together, train, provide further education and professional development for, effectively employ, recognise, honour, and promote the role of intellectuals in fulfilling political tasks, thereby contributing to the rapid and sustainable development of individual localities and the region as a whole.

First, providing leadership in thoroughly grasping, disseminating, and communicating the Party's guidelines and policies, as well as conducting education to raise awareness and responsibility among relevant stakeholders; clarifying that developing the intellectual workforce and promoting its role are responsibilities shared by the entire political system and society, with particular emphasis on the responsibility of heads of agencies and organisations.

Second, concretising the Party's guidelines and policies; formulating viewpoints, objectives, orientations, tasks, breakthrough areas, and solutions suited to the specific circumstances of each locality, the newly reorganised development space, and the requirements of regional connectivity.

Third, providing leadership in institutionalising and comprehensively implementing mechanisms and policies, together with measures relating to investigation and data collection, database development, identification, talent pipeline development, recruitment, training, assignment, employment, evaluation, attraction, effective utilisation, remuneration, and recognition and honouring of intellectuals; shifting from administrative management towards task-, output-, and performance-based governance.

Fourth, providing leadership in establishing a democratic environment that respects academic freedom and scientific integrity; ensuring adequate resources; and promoting the role of intellectuals and the combined strength of local authorities, educational and research institutions, enterprises, professional associations, and communities.

Fifth, providing leadership in inspection, supervision, and evaluation of results, and adjusting guidelines and solutions accordingly; establishing a monitoring system that combines quantitative and qualitative assessments, with particular attention to the size, structure, and quality of the intellectual workforce, as well as policies, resources, outputs, impacts, and the responsibilities of each stakeholder.

2.2.3. Methods of Provincial and Municipal Party Committees' Leadership over the Development of the Intellectual Workforce in the Mekong Delta Region

The methods of provincial and municipal Party committees' leadership over the development of the intellectual workforce in the Mekong Delta region refer to the overall set of forms, methods, measures, and procedures employed by provincial and municipal Party committees to exercise leadership over the intellectual workforce and relevant organisations and stakeholders, translating the Party's guidelines, viewpoints, and leadership content concerning the development of the intellectual workforce into practice, to expand the size of this workforce, improve its quality, ensure an appropriate structure, and effectively promote its role to meet the requirements of

rapid and sustainable development in individual localities and throughout the Mekong Delta region.

First, exercising leadership through resolutions, programmes, plans, conclusions, and political orientations. Such documents must be grounded in data and demand forecasts, clearly defining objectives, priorities, resources, implementation timelines, responsible entities, and expected outcomes.

Second, exercising leadership through communication, education, persuasion, mobilisation, and dialogue; combining the study and implementation of Party resolutions with scientific forums, digital platforms, meetings with heads of agencies and organisations, and mechanisms for receiving and responding to recommendations and feedback.

Third, exercising leadership through local authorities in institutionalising policies, allocating resources, organising implementation, creating an enabling environment, and coordinating relevant stakeholders; clearly distinguishing the leadership of Party committees from the administrative management and executive functions of local authorities.

Fourth, exercising leadership through organisational and personnel work; operating through Party organisations and promoting the pioneering and exemplary role of cadres and Party members; while also bringing into full play the roles of the Vietnam Fatherland Front, provincial and municipal unions of science and technology associations, and associations of intellectuals.

Fifth, exercising leadership through inspection, supervision, interim reviews, and final reviews; identifying effective models and good practices, addressing stagnation and shortcomings, clarifying responsibilities, and establishing feedback mechanisms to adjust guidelines and policies accordingly.

2.2.4. The Role of Provincial and Municipal Party Committees' Leadership in the Mekong Delta Region in the Development of the Intellectual Workforce

The sound leadership of provincial and municipal Party committees is the foremost factor in ensuring proper political orientation and effective implementation. It brings into play the combined strength of the entire political system and promotes coordination across sectors, among localities, and between the region and the central level; translates the Party's guidelines and policies into mechanisms, policies, and resources; shapes an intellectual workforce with an appropriate size, quality, structure, and distribution; and ensures that the development of this workforce is carried out on a regular and continuous basis, subject to effective oversight and capable of self-adjustment.

Chapter 2 Summary

Chapter 2 has clarified the characteristics of the region, provincial and municipal Party committees, and the intellectual workforce; and established the concepts, leadership entities, objects of leadership, objectives, contents, methods, and roles of Party leadership in developing the intellectual workforce. The theoretical framework, comprising five substantive areas of leadership and five leadership methods, provides the direct basis for examining and assessing the current situation in Chapter 3 and formulating solutions in Chapter 4.

Chapter 3
PROVINCIAL AND MUNICIPAL PARTY COMMITTEES IN THE MEKONG DELTA REGION LEADING THE DEVELOPMENT OF THE INTELLECTUAL WORKFORCE - CURRENT SITUATION, CAUSES, AND LESSONS LEARNED

3.1. OVERVIEW OF THE CURRENT SITUATION OF THE INTELLECTUAL WORKFORCE IN THE MEKONG DELTA REGION

3.1.1. Strengths of the intellectual workforce in the Mekong Delta region

First, the size and educational qualifications of the intellectual workforce have increased considerably. Based on the administrative boundaries of the 13 localities prior to the reorganisation, the total number of intellectuals increased from 725,462 in 2020 to 884,163 in 2025, representing an increase of 21.88%. The number of university graduates increased by 21.50%, those holding master's degrees by 29.96%, and those holding doctoral degrees by 24.15%. Within the same geographical scope of the five current localities, excluding former Long An Province, the size of the intellectual workforce increased from 802,308 in 2025 to 834,939 as of June 2026, representing an increase of 4.07%. Its density rose from 506.1 to 527.4 intellectuals per 10,000 inhabitants, while the proportion of intellectuals with postgraduate qualifications increased from 4.99% to 5.05%.

Second, the occupational and disciplinary structure has continued to diversify. Within the same geographical scope of the five localities, all eight occupational groups recorded increases between 2020 and June 2026, with the science, technology, and digital transformation group registering the highest growth rate of 52.76%. The 30-49 age group continues to constitute the core workforce. The number of ethnic minority intellectuals increased from 17,929 to 26,250, representing an increase of 46.41%, while their proportion of the total intellectual workforce rose from 2.7% to 3.1%. The ten universities included in the statistics had a total of 8,568 academic staff, lecturers, and employees, including 47 professors, 394 associate professors, and 2,233 holders of doctoral degrees or Specialist Level II qualifications in medicine.

Third, the political qualities, professional ethics, sense of social responsibility, and close connection with practical realities of the majority of intellectuals have continued to be maintained. Many remain committed to their work at educational institutions, research institutes, hospitals, production facilities, and in disadvantaged areas.

Fourth, their capacities for scientific and technological research and application, innovation, and addressing the region's pressing issues have made significant progress. Numerous valuable achievements have been recorded in plant and animal breeding, agriculture, fisheries, biotechnology, healthcare, natural resources, environmental protection, and climate change adaptation.

Fifth, the intellectual workforce continues to play a pivotal role in training high-quality human resources, providing healthcare services, developing culture, and improving the population’s educational and cultural levels.

Sixth, intellectuals' participation in consultation, policy critique, and the provision of scientific evidence for the formulation of Party guidelines and State policies has

expanded. Associations, universities, and research institutes have gradually become channels for bringing together and mobilising intellectual resources both within and beyond individual localities.

Seventh, domestic and international linkages and cooperation have gradually expanded, providing access to additional technologies, data, research methodologies, and training opportunities. These developments have contributed to addressing issues that transcend provincial and regional boundaries, as well as transboundary challenges within the Mekong River Basin.

3.1.2. Limitations of the Intellectual Workforce in the Mekong Delta Region

First, the size, density, and proportion of highly qualified intellectuals remain inadequate in relation to the region's development requirements. As of June 2026, the region accounted for 15.4% of the national population but only 9.3% of the country's intellectual workforce. Its density stood at 527.4 intellectuals per 10,000 inhabitants, the lowest among the six socio-economic regions, equivalent to 44.1% of that in the Red River Delta and 50.6% of that in the Southeast region. Of the total 834,939 intellectuals, those holding master's degrees accounted for 4.72%, while doctoral degree holders accounted for only 0.33%.

Second, the workforce structure remains imbalanced in terms of geographical distribution, professional fields, educational qualifications, sectors of employment, and generational composition. Can Tho accounts for 27.3% of the region's total intellectual workforce but concentrates 31.7% of all master's degree holders and 40.8% of all doctoral degree holders. Nearly half of the doctoral degree holders are aged 50 or above, while young doctoral degree holders account for a very small proportion. Ethnic minority intellectuals represent only 3.1% of the total workforce and remain unevenly distributed across the region.

Third, the quality of the intellectual workforce remains uneven. There is still a shortage of leading experts, reputable scientists, chief designers and engineers responsible for major scientific and technological programmes and projects, strong research teams, and individuals with the capacity to organise and lead innovation activities. Some intellectuals also have limited foreign language proficiency, digital skills, interdisciplinary research capabilities, forecasting skills, and project management competencies.

Fourth, research, application, and innovation outcomes remain disproportionate to the region's potential and its pressing development challenges. Many research tasks and projects conclude upon acceptance testing, remain at the pilot stage, or result only in limited-scale technology transfer. The numbers of patents, commercialised technologies, and science and technology enterprises remain relatively small.

Fifth, the capacity to attract, effectively employ, and retain highly qualified personnel remains limited. Existing policies tend to focus on one-time support measures and have not been adequately linked to job positions, professional autonomy, research conditions, and career development pathways.

Sixth, linkages among the State, universities, research institutes, enterprises, farmers, and communities remain weak. There is a lack of mechanisms for joint commissioning of research tasks, co-funding, and sharing data, equipment, and experts to address issues spanning multiple provinces.

Seventh, professional and scientific associations have not fully fulfilled their role in bringing together young intellectuals, intellectuals working in enterprises and outside their home localities, and overseas Vietnamese intellectuals. Their activities in consultation and policy critique, research commissioning mechanisms, information provision, and the receipt and response to recommendations and feedback have not been conducted on a regular basis.

3.2. CURRENT SITUATION OF PROVINCIAL AND MUNICIPAL PARTY COMMITTEES' LEADERSHIP OVER THE DEVELOPMENT OF THE INTELLECTUAL WORKFORCE IN THE MEKONG DELTA REGION

3.2.1. Strengths in leading the development of the intellectual workforce

3.2.1.1. Strengths in implementing the leadership content

First, provincial and municipal Party committees have paid attention to thoroughly grasping, disseminating, and communicating the Party's guidelines and policies, as well as conducting educational activities, thereby gradually raising awareness and enhancing the sense of responsibility among relevant stakeholders. Thorough dissemination and communication have been rated most positively by the two surveyed groups.

Second, localities have attached importance to concretising the Party's guidelines and policies. Their objectives and tasks have increasingly been aligned with science and technology, education, healthcare, high-quality human resources, ecological agriculture, digital transformation, water resources, climate change, and regional connectivity. During the first year following the administrative reorganisation, the five newly established provincial-level Party committees initially consolidated their organisational structures, updated their programmes, and reorganised their tasks to accommodate the expanded development space.

Third, Party committees have provided leadership in institutionalising and implementing various policies on training, further education and professional development, attraction, assignment, employment, and remuneration of intellectuals, thereby establishing an initial policy framework. A total of 71.3% of intellectuals gave positive assessments of training and professional development opportunities, while 61.3% acknowledged that recruitment, assignment, employment, and evaluation had become increasingly aligned with their professional qualifications, capabilities, and work performance.

Fourth, localities have initially demonstrated concern for establishing an enabling environment, ensuring resources, strengthening organisations that bring intellectuals together, expanding dialogue, and promoting innovation movements. A total of 70.8% of intellectuals gave positive assessments of opportunities to participate in research, consultation, policy critique, training, and technology transfer, while 67.8% acknowledged that their working environments were democratic and respectful of professional expertise.

Fifth, inspection, supervision, interim reviews, and final reviews have been conducted in accordance with the implementation milestones of Party resolutions. Initial evaluation results have been used to supplement and adjust guidelines and policies, gradually establishing a cycle of policy formulation - implementation - inspection and evaluation - adjustment.

3.2.1.2. Strengths in applying leadership methods

First, provincial and municipal Party committees have applied, with a relatively proactive approach, the method of exercising leadership through resolutions, programmes, plans, conclusions, and political orientations concerning the development of the intellectual workforce.

Second, leadership through communication, education, persuasion, mobilisation, and dialogue has been applied relatively widely, with increasingly diverse forms and approaches.

Third, provincial and municipal Party committees have brought into play the role of local authorities in institutionalising, concretising, and organising the implementation of the Party's guidelines and policies on developing the intellectual workforce.

Fourth, provincial and municipal Party committees have exercised leadership through organisational and personnel work, operating through Party organisations and promoting the role of cadres and Party members to translate the guidelines and policies on developing the intellectual workforce into practice within individual agencies and organisations.

Fifth, inspection, supervision, interim reviews, and final reviews have been maintained, contributing to ensuring discipline in implementation and providing feedback to Party committees.

3.2.2. Limitations in Leading the Development of the Intellectual Workforce

3.2.2.1. Limitations in implementing the leadership content

First, awareness and a sense of responsibility among certain Party committees, agencies, and heads of organisations have not been sufficiently profound. The transition from studying Party resolutions to respecting and effectively employing intellectuals, engaging in dialogue with them, and protecting their creativity has been uneven. Among the surveyed cadres, 64.2% gave positive assessments of the timeliness of the dissemination and implementation of Party resolutions, but only 44.7% acknowledged clear improvements in awareness and a sense of responsibility.

Second, objectives and tasks in some localities remain general in nature, lacking baseline data, output indicators, demand forecasts, unified databases, and orientations for regional connectivity. Only 44.0% of the surveyed cadres gave positive assessments of the alignment of Party guidelines and policies with the region's specific characteristics and regional connectivity requirements. Meanwhile, 58.0% identified shortcomings in forecasting, statistics, and data, while 54.0% pointed to limitations in inter-provincial and inter-sectoral linkages.

Third, mechanisms, policies, and the organisation of various stages in developing the intellectual workforce remain insufficiently coordinated, while the attractiveness of policies for highly qualified intellectuals and the effectiveness of their employment remain limited. A total of 61.5% of the surveyed cadres considered policies on attracting, effectively utilising, and providing remuneration for intellectuals insufficiently attractive. Furthermore, 23.3% of intellectuals indicated that they were either likely or certain not to continue their professional activities in their localities over the next five years.

Fourth, the working environment, conditions, and resources have not yet met requirements. Research infrastructure, data, and funding remain fragmented, while

linkages among research, application, and commercialisation remain weak. Only 24.6% of the surveyed cadres gave positive assessments of resource provision. Meanwhile, 42.0% of intellectuals identified the lack of funding, facilities, data, and research conditions as major barriers.

Fifth, inspection, supervision, evaluation, and adjustment in some localities have not sufficiently focused on effectiveness, impact, and responsibility. Evaluation criteria remain overly focused on inputs. Only 28.9% of intellectuals reported that their professional opinions were always or frequently received and responded to, whereas 39.7% indicated that this rarely or never occurred.

3.2.2.2. Limitations in applying leadership methods

First, leadership documents in some localities are overly broad and repetitive, reiterating central-level orientations without clearly defined priorities, baseline data, resources, or expected outputs. The participation of intellectuals, enterprises, and beneficiaries in policy formulation remains limited.

Second, communication, education, and mobilisation remain heavily reliant on one-way information dissemination, without sufficient differentiation among target groups. Dialogue with heads of agencies and organisations, digital platforms, and mechanisms for responding to recommendations have not yet become regular institutionalised practices.

Third, leadership exercised through local authorities in some localities has not been sufficiently timely, coordinated, or adequately resourced. Coordination among agencies lacks clearly designated focal points. Mechanisms for co-funding, sharing data and experts, and jointly implementing inter-provincial tasks have not yet been established.

Fourth, organisational and personnel work, the activities of Party organisations, and the promotion of exemplary conduct have not generated uniform improvements. Advisory staff remain insufficient in number and have limited capacities in science governance, human resource forecasting, policy design, and output evaluation.

Fifth, inspection, supervision, interim reviews, and final reviews remain overly reliant on integration into existing activities and periodic reporting. There is a lack of interconnected data systems, output indicators, clearly assigned responsibilities, deadlines for corrective action, and follow-up inspections. This leadership method received the lowest average rating from intellectuals, at 2.99 out of 5.

3.3. CAUSES OF THE STRENGTHS AND LIMITATIONS, AND LESSONS LEARNED BY PROVINCIAL AND MUNICIPAL PARTY COMMITTEES IN THE MEKONG DELTA REGION IN LEADING THE DEVELOPMENT OF THE INTELLECTUAL WORKFORCE

3.3.1. Causes of the strengths and limitations

3.3.1.1. Causes of the strengths

First, the Party's guidelines and policies on developing the intellectual workforce and promoting its role have been increasingly refined, providing strategic orientations and a unified political foundation.

Second, the objective requirements of development and the region's increasingly pressing issues have made more evident the need for scientific evidence, experts, and innovation capacity.

Third, the majority of provincial and municipal Party committees and their heads have demonstrated concern for this work and proactively organised the thorough

grasping and concretisation of the Party's guidelines and policies, linking intellectual-related work to local development tasks.

Fourth, the participation of local authorities, advisory bodies, universities, scientific organisations, associations, and organisations employing intellectuals has generated combined strength in organising implementation.

Fifth, educational, scientific, and technological capacities have been gradually strengthened; intellectuals themselves have actively pursued learning and made contributions; and inspection and reviews have created conditions for accumulating experience and adjusting policies.

3.3.1.2. Causes of the limitations

First, socio-economic conditions, budgetary resources, research infrastructure, and the labour market for highly qualified personnel remain limited, while development requirements are becoming increasingly complex.

Second, mechanisms, policies, and guidelines lack coordination and consistency; criteria for identifying, compiling statistics on, and evaluating the intellectual workforce remain inconsistent; and the integration of policies following administrative reorganisation has resulted in implementation delays.

Third, the awareness and sense of responsibility of some Party committees, local authorities, agencies, heads of organisations, and a section of intellectuals remain inadequate; moreover, a culture that values genuine talent, encourages policy critique, and emphasises responsibility for using research outcomes has not yet been firmly established.

Fourth, the capacities of some advisory bodies and local authorities in research, forecasting, concretising the Party's guidelines and policies, policy design, and implementation remain limited.

Fifth, organisational structures, the assignment of responsibilities, coordination, and the capacity of advisory personnel remain inadequate; the roles of some Party organisations and representative organisations of intellectuals have not been fully brought into play.

Sixth, insufficient attention has been paid to fostering an environment conducive to creativity, mobilising resources, and establishing linkages within the knowledge ecosystem, particularly across provinces and regions; the central role of Can Tho City has not yet generated its full spillover effects.

Seventh, some leadership methods have been slow to innovate; dialogue, inspection, supervision, reviews, and assessments of the fulfilment of responsibilities have tended to be formalistic, focusing more on inputs and periodic reporting than on substantive outcomes.

3.3.2. Lessons learned by provincial and municipal Party committees in the Mekong Delta region in leading the development of the intellectual workforce

First, regularly raise awareness and build a consensus on the responsibilities of the entire political system, particularly Party committees and their heads; link political education with respect for intellectuals, dialogue with them, and efforts to build their confidence.

Second, the concretisation of the Party's guidelines and policies must be timely, appropriate, and innovative; objectives and breakthrough areas must be grounded in data, local development needs, and regional connectivity requirements.

Third, Party committees must lead local authorities in comprehensively institutionalising policies and ensuring the smooth organisation and implementation of all stages of intellectual workforce development; the effectiveness of utilisation, capacity to make contributions, and actual outputs should serve as the primary criteria for evaluation.

Fourth, establish a democratic environment, mobilise resources, promote the role of organisations that bring intellectuals together, and build sustainable linkages among Party committees, local authorities, universities, research institutes, enterprises, and society.

Fifth, apply leadership methods in a coordinated and flexible manner; clearly distinguish the role of Party committees from that of local authorities; emphasise the responsibility of heads of organisations; and regard inspection, supervision, interim reviews, and final reviews as mechanisms for feedback from practice.

Chapter 3 Summary

From 2020 to June 2026, when assessed within the geographical boundaries applicable in each respective period, the intellectual workforce in the region increased in size, qualifications, occupational diversity, and contributions. However, its overall size, density, and proportion of highly qualified personnel remained low; its distribution was still inappropriate; and the region continued to lack leading experts and strong research teams. Innovation, linkages, attraction, effective utilisation, and retention of intellectuals also remained limited. Provincial and municipal Party committees achieved considerable results in thoroughly grasping and concretising the Party's guidelines and policies, institutionalising policies, creating a favourable environment, and conducting inspections. The five newly established Party committees have initially adapted to the new development space and the two-tier local government model. Nevertheless, limitations in awareness, data, policies, resources, coordination, consultation, policy critique, and inspection persist. Subjective causes relating to capacity, responsibility, and leadership methods play a direct and decisive role. The five lessons learned provide a basis for formulating orientations and solutions through 2030.

Chapter 4
ORIENTATIONS AND KEY SOLUTIONS FOR STRENGTHENING THE LEADERSHIP OF PROVINCIAL AND MUNICIPAL PARTY COMMITTEES IN THE MEKONG DELTA REGION OVER THE DEVELOPMENT OF THE INTELLECTUAL WORKFORCE THROUGH 2030

4.1. FORECAST OF FACTORS AFFECTING THE LEADERSHIP OF PROVINCIAL AND MUNICIPAL PARTY COMMITTEES IN THE MEKONG DELTA REGION OVER THE DEVELOPMENT OF THE INTELLECTUAL WORKFORCE, AND ORIENTATIONS FOR STRENGTHENING SUCH LEADERSHIP THROUGH 2030

4.1.1. Forecast of factors affecting the leadership of provincial and municipal Party committees in the Mekong Delta region over the development of the intellectual workforce through 2030

Favourable conditions and opportunities:

First, the Party's system of viewpoints and guidelines on the intellectual workforce, science and technology, innovation, digital transformation, education, and training has

been increasingly refined, providing a direct political foundation for renewing thinking, defining objectives, and quantifying leadership responsibilities.

Second, the achievements made after 40 years of Doi Moi (Renewal), the experience gained in implementing resolutions on intellectuals, and the region's development orientations through 2030 provide a practical foundation and clearly establish human resource needs in key fields.

Third, the Fourth Industrial Revolution, digital transformation, green transition, and international integration are expanding opportunities to access knowledge, establish research linkages, and mobilise experts through task-based and project-based arrangements, networks, and online platforms.

Fourth, the new development space and the two-tier local government model create opportunities to integrate organisational structures, policies, data, and resources, while expanding the labour market for intellectuals. Networks of universities, research institutes, healthcare facilities, scientific organisations, and intellectual associations continue to be strengthened, with Can Tho City being well positioned to promote its role as the regional centre.

Difficulties and challenges:

First, technological competition, the rapid development of artificial intelligence, the adverse effects of the market economy, and the digital environment are imposing new requirements regarding professional capacity, political steadfastness, professional ethics, data security, and academic integrity.

Second, climate change, saltwater intrusion, erosion, declining water resources, and changes in the flow regime of the Mekong River continue to give rise to interdisciplinary, interregional, and transboundary challenges, while the availability of experts and shared data remains limited.

Third, the region's starting point in science and technology, higher education, innovation capacity, technology enterprises, and the high-quality labour market remains low; the ecosystem for knowledge utilisation and commercialisation has not developed evenly.

Fourth, the size, quality, and structure of the intellectual workforce do not yet meet requirements; the region lacks leading experts, strong research teams, and a succeeding generation of intellectuals, while the risk of intellectual migration remains. The survey indicates that 23.3% of intellectuals are likely or certain not to continue their professional activities in their localities over the next five years.

Fifth, mechanisms and policies remain insufficiently coordinated and lack competitiveness; the process of integrating newly reorganised localities has given rise to transitional difficulties concerning leadership entities, data, organisational structures, policies, and the distribution of human resources.

4.1.2. Orientations for Strengthening the Leadership of Provincial and Municipal Party Committees in the Mekong Delta Region over the Development of the Intellectual Workforce through 2030

The overall orientation is to thoroughly grasp and implement the Resolution of the 14th National Party Congress and Resolution No. 45-NQ/TW; ensure the direct and regular leadership of Party committees, the responsibility of heads of organisations, and

coordinated action across the political system. The aim is to develop a strong, high-quality intellectual workforce with an appropriate structure, possessing political steadfastness, ethical qualities, a sense of responsibility, independent and creative thinking, international integration capabilities, and mastery of technology. Particular attention should be paid to leading experts, chief designers and engineers responsible for major scientific and technological programmes and projects, strong research teams, and the succeeding generation of intellectuals.

The leadership process must closely reflect the region's specific characteristics and the new development space following administrative reorganisation, while combining a unified regional approach with the promotion of the strengths of each subregion and locality. Workforce development must be closely linked to the promotion of its role, with effectiveness in addressing practical problems serving as the key measure. Political orientation must be combined with academic freedom, democracy, the effective utilisation of genuine talent, and social responsibility.

First, build consensus in awareness and responsibility; continue to renew the leadership content and methods of Party committees, Party organisations, and their heads.

Second, review, inherit, integrate, and improve policies; comprehensively renew training, recruitment, utilisation, evaluation, remuneration, and recognition on the basis of capacity, outputs, and contributions.

Third, develop the intellectual workforce in a coordinated manner in terms of size, quality, and structure; address existing imbalances and prioritise key fields, young intellectuals, women intellectuals, ethnic minority intellectuals, and disadvantaged localities.

Fourth, establish a democratic, knowledge-oriented environment and ensure adequate resources; promote consultation, policy critique, social appraisal, and the innovation ecosystem.

Fifth, strengthen regional connectivity, linkages with leading centres nationwide, and international integration; regard the intellectual resources of each locality as an integral component of the intellectual capacity of the entire region.

4.2. KEY SOLUTIONS FOR STRENGTHENING THE LEADERSHIP OF PROVINCIAL AND MUNICIPAL PARTY COMMITTEES IN THE MEKONG DELTA REGION OVER THE DEVELOPMENT OF THE INTELLECTUAL WORKFORCE THROUGH 2030

4.2.1. Enhancing and Building Consensus in Awareness and Responsibility; Fostering a Culture that Values Knowledge, Genuine Talent, and Respect for Creativity under the Two-Tier Local Government Model

Renew learning and the thorough dissemination and implementation of the Party's guidelines and policies in a manner that clarifies the responsibilities, bottlenecks, and expected outcomes of each stakeholder. Shift from one-way communication to regular dialogue between Party committees, local authorities, and intellectuals, with designated focal points for receiving recommendations, specified deadlines for handling them, and feedback mechanisms. Foster a culture that values genuine talent, respects academic differences, encourages creativity, and accepts risks under appropriate controls;

recognise intellectuals on the basis of their outputs and impact rather than academic qualifications alone. Incorporate the results of developing the intellectual workforce and promoting its role into the evaluation of Party organisations and their heads. Translate awareness into concrete responsibilities and action in the operation of the two-tier local government model.

4.2.2. Innovating Leadership Content and Methods; Enhancing Advisory and Coordination Capacities and the Responsibility of Heads of Agencies under the Two-Tier Local Government Model

Review and integrate resolutions, programmes and policies following the administrative restructuring; and formulate an action programme through 2030, with clearly defined objectives, priorities, responsible entities, timelines, resources and performance indicators. Consolidate advisory units and enhance their capacities in policy analysis, data analysis and human resource forecasting. Clearly delineate the respective roles of provincial- and commune-level authorities, and implement decentralisation and delegation of authority in tandem with resource allocation and accountability mechanisms. Heads of agencies shall be held accountable for institutionalising policies, mobilising resources, assigning tasks, creating an enabling environment and delivering results. For decisions involving substantial scientific and technological content, consultation, critical review and impact assessment must be conducted.

4.2.3. Strengthening Leadership over Local Governments in Improving and Implementing a Comprehensive System of Mechanisms and Policies for Identifying, Training, Attracting, Valuing, Employing, Rewarding and Honouring Intellectuals in Association with Job Positions, Geographical Areas and Contributions

Review, integrate and differentiate policies to ensure continuity, fairness and suitability to specific target groups, fields and geographical areas; restructure job positions and strengthen implementation oversight. Identify human resources on the basis of professional qualities, competencies, outputs and potential, while linking training to job positions, assigned responsibilities and utilisation plans. Diversify approaches to attracting intellectuals, moving beyond permanent residence-based recruitment towards task-based and project-based cooperation, consultancy, rotational assignments and remote working arrangements. Make the effective utilisation of intellectuals, appropriate task assignments commensurate with their capabilities, and the granting of professional autonomy central priorities. Evaluate, reward and honour intellectuals on the basis of their competencies, outputs, capacity to transfer knowledge and technologies, and actual impact.

4.2.4. Focusing Leadership on Establishing a Democratic Environment, Ensuring Resources, Managing Shared Data and Developing a Science, Technology and Innovation Ecosystem, while Strengthening Linkages and Cooperation

Improve regulations to ensure that intellectuals have access to information and opportunities for academic exchange, proposal submission, critical review and the expression and preservation of dissenting opinions. Protect those who provide feedback in good faith, while ensuring academic and professional integrity, information

confidentiality, and intellectual property rights. Prioritise resource allocation for infrastructure, shared databases and common-use equipment. Commission research and development tasks based on the Mekong Delta's specific challenges, linking research with practical application, technology transfer and impact assessment. Develop an interconnected ecosystem involving the State, universities, research institutes, enterprises, cooperatives, farmers and communities. Establish a database of experts, a regional repository of research and development challenges, and interprovincial programmes based on mechanisms for joint commissioning, co-financing and shared utilisation of research outcomes. Expand linkages with Ho Chi Minh City, the Southeast Region, leading centres of excellence and targeted international cooperation. Promote the central role of Can Tho City while capitalising on the specialised strengths and comparative advantages of each locality.

4.2.5. Promoting the Initiative, Responsibility, Professional Ethics and Creative Capacities of the Intellectual Workforce

Recognise intellectuals both as beneficiaries of development policies and as active agents in their own development and in the direct creation of social value. Each intellectual must strengthen their political commitment, professional ethics, civic responsibility and academic integrity; proactively pursue lifelong learning; and enhance their digital and foreign language competencies, interdisciplinary working capabilities and international integration. Promote their pioneering role in providing policy advice and consultancy, conducting critical reviews and research, and transferring knowledge and technology. Encourage intellectuals to proactively identify practical challenges and assume responsibility for the rationale, outputs and impacts of their work. Encourage intellectuals to work closely with grassroots communities and respect indigenous knowledge. Experienced experts should mentor younger generations, share data, develop a successor workforce, and establish networks at both domestic and international levels.

4.2.6. Innovating the Organisation, Content and Operational Methods of the Vietnam Fatherland Front, Socio-Political Organisations and Intellectual Associations towards Substantive Engagement, Stronger Linkages and Grassroots Orientation

Consolidate provincial and municipal unions of science and technology associations, literary and artistic associations, and specialised professional associations following the administrative restructuring. Shift their focus away from administrative procedures and meetings towards delivering practical value to members and localities. Improve mechanisms for task assignment and commissioning, and ensure funding is allocated on the basis of outputs. Promote the role of the Vietnam Fatherland Front and socio-political organisations in mobilising and bringing together intellectuals, conducting supervision and social criticism, understanding their concerns and aspirations, and bringing knowledge and expertise to grassroots communities. Improve coordination regulations among Party committees, local governments, organisations and institutions employing intellectuals. Strengthen Party organisations and promote Party membership among young intellectuals, intellectuals working outside the public sector and those in emerging fields, while respecting their professional autonomy.

4.2.7. Strengthening Inspection, Supervision, Interim Reviews and Final Reviews; Establishing Data-Driven Mechanisms for Evaluation, Early Warning and Adjustment Based on Outputs, Impacts and Accountability

Incorporate intellectual affairs into the Party's inspection and supervision programmes for the entire Party committee term and for each year. During 2026-2027, prioritise policy integration, the designation of focal agencies and the development of databases. During 2028-2030, focus on improving the effectiveness of attracting and employing intellectuals, commissioning research tasks, applying research outcomes and strengthening regional linkages. Develop a system of input, process, output and impact indicators, together with digital monitoring and reporting systems and early warning mechanisms, clearly specifying data sources, responsible agencies and updating cycles. Combine documentary inspections with field surveys and verification of actual outputs. Link evaluation results to power control, accountability, personnel assessment, resource allocation, policy adjustment and follow-up supervision.

Chapter 4 Summary

The seven groups of solutions are closely interrelated. The awareness, responsibility and leadership capacities of Party committees and heads of agencies constitute the prerequisite; mechanisms, policies, the enabling environment, data and resources represent the breakthrough areas; while data-, output-, impact- and accountability-based inspection and supervision provide the necessary assurance for implementation. Within this framework, the solution concerning the enabling environment, resources and innovation ecosystem is organically integrated with regional linkages and cooperation. Meanwhile, the solution aimed at promoting the initiative and responsibility of the intellectual workforce is clearly distinguished from that concerning the innovation of the operational activities of the Vietnam Fatherland Front, socio-political organisations and intellectual associations. The synchronous implementation of these solutions will promote a shift from a leadership approach primarily based on issuing guidelines and policy directives towards one based on objectives, institutions, data, outputs, impacts and accountability; and from management organised according to administrative boundaries and staffing quotas towards the development and mobilisation of intellectual resources based on assigned tasks and networks.

CONCLUSION

Building the intellectual workforce is a strategic task for the rapid and sustainable development of the Mekong Delta region. In response to the requirements of transforming the growth model, advancing science and technology, promoting innovation, accelerating digital transformation, adapting to climate change, and pursuing international integration, the intellectual workforce plays an important role in knowledge creation and application, human resource training, providing scientific evidence, policy consultancy and critical review, and addressing the region's practical challenges.

From 2020 to June 2026, provincial and municipal Party committees across the region paid attention to disseminating and implementing Party guidelines, translating

them into concrete measures, leading local governments in implementing policies, mobilising resources, promoting the role of relevant institutions and organisations, and conducting inspection, supervision, interim reviews and final reviews. The current situation was examined with reference to the 13 former administrative units as of June 30, 2025, and the initial transition undertaken by the five newly established Party committees during their first year of operation. However, in certain localities, awareness, objectives, data, policies and implementation arrangements have not been sufficiently coordinated. The environment for creativity, linkages, dialogue, consultancy, critical review and performance-based inspection remains limited. Subjective factors, particularly shortcomings in awareness, policy concretisation, coordination and the innovation of leadership methods, constitute the direct and decisive causes of these limitations.

The thesis draws five key lessons from practice: emphasising the responsibility of Party committees and heads of agencies; concretising Party guidelines based on data and development requirements; strengthening leadership over local governments in institutionalising policies and organising their coordinated implementation; linking intellectual workforce development with the enabling environment and resources, while promoting the role of intellectuals and strengthening stakeholder linkages; and regarding inspection, supervision, interim reviews and final reviews as essential feedback mechanisms. After one year of operating under the two-tier local government model, the five newly established Party committees have initially consolidated focal units, integrated policies, data and resources, and reorganised professional networks. However, there is not yet sufficient evidence to assess the long-term impacts of these changes. Towards 2030, developments in science and technology, digital transformation and international integration will create new opportunities. Nevertheless, competition for human resources, the mobility of intellectuals, climate change and limitations in scientific and technological capacity will continue to pose major challenges.

The thesis proposes seven groups of solutions: enhancing awareness and responsibility, and fostering a culture that values knowledge and intellectual contributions; innovating leadership content and methods, while enhancing advisory and coordination capacities and the responsibility of heads of agencies; strengthening leadership over local governments in improving and comprehensively implementing mechanisms and policies for intellectuals; establishing a democratic environment, ensuring resources, strengthening data governance, and developing a science, technology and innovation ecosystem in association with linkages and cooperation; promoting the initiative, responsibility, professional ethics and creative capacities of the intellectual workforce; innovating the organisation, content and operational methods of the Vietnam Fatherland Front, socio-political organisations and intellectual associations towards substantive engagement, stronger linkages and grassroots orientation; and strengthening inspection, supervision, interim reviews, final reviews and evaluation based on data, outputs, impacts and accountability.

LIST OF PUBLISHED WORKS BY THE AUTHOR RELATED TO THE THESIS

1. Tran Van Cuong (2023), "Developing the Vietnamese Intellectual Workforce in the Period of Accelerated Industrialization and Modernization of the Country", *Political Theory Journal*, Special Issue, November 2023, pp. 29-35.
2. Tran Van Cuong (2024), "Applying Ho Chi Minh's Thought to the Development of the Vietnamese Intellectual Workforce and the Promotion of Its Role", *Political Theory Journal*, Special Issue, Fourth Quarter 2024, pp. 39-44.
3. Tran Van Cuong (2024), "Developing the Intellectual Workforce and Promoting Its Role in Meeting the Requirements of Socio-Economic Development in Tien Giang Province in the New Situation", *Journal of Political Theory and Communication*, available at: https://lyluanchinhtrivatruyenthong.vn/xay-dung-va-phat-huy-vai-tro-cua-doi-ngu-tri-thuc-dap-ung-yeu-cau-phat-trien-kinh-te-xa-hoi-o-tinh-tien-giang-trong-tinh-hinh-moi-p28809.html, accessed November 25, 2024.
4. Tran Van Cuong (2026), "Requirements for the Rapid and Sustainable Development of the Intellectual Workforce in the Mekong Delta in the Current Period", *Scientific Socialism - Theory and Practice*, No. 45, pp. 23-27.
5. Tran Van Cuong (2026), "Provincial and Municipal Party Committees in the Mekong Delta Leading the Development of the Intellectual Workforce in the Current Period", *Journal of Political Theory and Communication*, Special Issue No. 03, 2026, pp. 177-181.