

Developing the Contingent of Leaders in Vietnam's system of Party Agencies: A case study of Mekong Delta provinces

To Nai Nao

Academy of Journalism and Communication, Vietnam

Vu Hong Van

University of Transport and Communications, Vietnam

Abstract: *After more than 20 years of implementing Central Resolution 3 (Congress VIII, 1996), up to now, cadres at all levels have gradually developed both in quantity and quality, meeting the requirements of the accelerating period industrialize and modernize the country. Many cadres are dynamic, creative, adapt to integration trends, have the ability to work in an international environment. The majority of cadres at all levels are capable, qualified, and prestigious and ensure the source of cadres in transition between generations. However, the reality also shows that team of the cadres is large but not strong and the quality is not really high. In many localities, in many specific cases taking place, the leadership capacity of officials is still limited, lack of dynamism and initiative in solving jobs; even, there are still places to exist the lack of democracy, bureaucracy, harassment, and trouble for people. This study focuses on analyzing the achievements in the build and development of a team of the cadres of the Party organizations system of Vietnam, and at the same time points out the limitations and weaknesses of this work; since then, propose recommendations and solutions to continue building the contingent of Vietnamese officials to meet the country's development requirements in the new period.*

Keywords: *Contingent of leaders, Vietnam's system of Party agencies, Mekong Delta provinces*

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I. INTRODUCTION

Since its inception, the Communist Party of Vietnam has led the Vietnamese revolution in a series of glorious successes, creating extremely important turning points that contribute to the unification of territorial integrity and transition building socialism on a national scale [1]. Especially, the renovation process has been achieving great achievements, step by step bringing the position of Vietnam to be increasingly advanced in the international arena [2]. Those great victories first stemmed from the right political policy and from the Party's hard work in building and training the Party cadres [3]. From objective reality, generations of cadres have been trained and matured in challenges, with the will to overcome all difficulties and arduous, those who have a strong political stance, competence, and innovative thinking, have quickly adapted to market mechanisms, contributing to promoting industrialization, modernization, and international integration of the country [1, 4].

Along with the development of the Vietnamese revolution, the staff has made great strides to carry out their mission towards the country and the nation. It is these important contributions that the Communist Party of Vietnam has always determined to build a contingent of cadres as a key step in the development of the country [5, 6]. The Seventh Plenum of the 7th Congress (1993) pointed out in the renewal process "Contingent of Leaders have an important role to play, or promote or hinder the innovation process of the nation". By the 11th National Congress of the Party (2011)[4], the Communist Party of Vietnam continued to identify: "developing and improving the quality of human resources, especially high-quality human resources, is one of the decisive factors for fast, development sustainably the country". The Resolution of the 11th National Congress of the Party (2011) [4] also sets out the goal of building the cadre staff for the period of 2011-2020: Building a contingent of cadres, civil servants and public employees with good ethical qualities and political courage, capable, highly professional, dedicated to serving the people. The 12th National Congress of the Communist Party of Vietnam (2016) [1] continued to affirm: Focusing on building a contingent of cadres, especially the staff of strategic level, qualified, capable and prestigious, on par with the assigned task.

However, facing the challenges of the market economy, a large number of leaders and managers at all levels have revealed limitations and weaknesses in both a professional capacity and political consciousness. The Resolution of the 7th Plenum of the 12th National Congress of the Communist Party of Vietnam (2018) emphasized:

The capacity of the contingent of officials is uneven, present is limited and weak; many cadres, including high-ranking officials, lack professionalism, work not according to their specialties, forte; foreign language skills, communication skills and ability to work in an international environment are still limited. Many young cadres lack bravery and are afraid to practice. A significant number of cadres fading ideals, losing the will, working superficially, being afraid of difficulties, suffering from hardship, degradation in political ideology, morality, lifestyle, showing signs of “self-evolvement”, “self-transformation.” A number of leading and managerial officials, including strategic staff, lack of exemplary, low prestige, capacity and quality not yet on a mission, bureaucracy, far from people and individualism, entangled in corruption, waste, negativity, group interests. In fact, the capacity of the leading and managerial staff is still limited and weak. Building the capacity of this team is one of the needs of the Party

The Mekong Delta region is also known as the Southwestern region of Vietnam, is an area with an important strategic position of the country, an area with great economic potential, people have a patriotic tradition [7]. Along with the whole country, the provinces and cities in the Mekong Delta region have been promoting the industrialization and modernization in the world situation, the domestic has been happening quickly, containing difficult and complicated factors. Such a heavy task requires party committees in the Mekong Delta to quickly build a team of leaders and managers, synchronously, has quality, firmly assures the political stance, superior capacity, is really the person who plays the nuclear role, is the center of the provincial and district Party Committee [8]; the head of the government agency, a representative the legitimate voice and aspirations of the people, is the center to manage and direct all activities; to arouse all potentials, great creativity of the people in the region, to promote industrialization and modernization in the region in accordance with socialist.

However, the current situation of the capacity of the contingent of officials of the Provincial Party Committee in the Mekong Delta entered the period of industrialization and modernization, the period of industrial revolution 4.0 has revealed many inadequacies in vision and leadership capacity [9]. Ethics and management are limited due to many aspects and the decline in moral qualities [10]. The reality requires provinces and cities in the Mekong Delta to build a contingent of cadres at all levels, including the contingent of the Party's organs, firmly in the political consciousness, keeping the good morality and proper lifestyle; solid expertise, have professional manners to avoid negative impacts from the market economy and international integration.

II. RESEARCH BACKGROUND AND LITERATURE REVIEW

Today, the world is making profound changes in many aspects. Accordingly, opportunities will be an important factor, a new wind creating breakthroughs for nations; at the same time, the world's risks and fluctuations are also a big challenge for countries [2, 11, 12]. The complex transformation of the world situation requires each country to have new thinking, make the most of available resources, promote its strengths, repel risks, and create motivation for integration and development [12]. From the trend of the new situation, it shows that the development of each country, through the administrative apparatus, is directly or indirectly determined by the human factor [13]. In particular, when countries build a contingent of civil servants, especially capable and dedicated leaders, the key will determine the efficiency of the administrative apparatus and looking for the country's development [14].

As the founder, leader, and training of the Communist Party of Vietnam, President Ho Chi Minh always pays special attention to building the contingent of cadres and cadres training. He said that “cadres are the chain of apparatus” of the Party, the State and mass organizations, “all successes or failures are due to good or bad cadres” [15]. He said that cadres are the bridge between the Party, the State, and the people, are the people who communicate and organize the people to undertakings of the Party, laws and policies of the State, and at the same time capture and respond to information from the people so that the Party and the State can base on planning and adjusting policies, guidelines and policies: “Officials are those who bring the policies of the Party and the Government to explain to the people clearly and enforce. At the same time, bring the people's situation to the Party and the Government to understand and set the policies properly” [15]. He asserted and emphasized “... cadres are the root of all jobs ... cadres training is the Party's original work”.

In the book “Building a Party in terms of international integration: Challenges and experiences of the Communist Party of Vietnam and the Chinese Communist Party” [16] of the Central Theoretical Council, the Communist Party of Vietnam has share awareness, present views on the challenges that the Vietnamese Communist Party and the Chinese Communist Party are facing in building the Party in terms of international integration, introducing each other with important results [17]. During the process of building the Party in Vietnam as well as in China today, integration not only creates more resources and develops the country, but also raises a number of issues of politics, ideology, organization, and morality of cadres and party members.

General To Lam [17] in his book “Ho Chi Minh's thought on identifying and struggling with signs of decline in political ideology, morality, lifestyle among cadres and party members” pointed out 27 “illness”

(difficulties) of the country, on the basis of 27 manifestations of the “self-evolving” and “self-transforming” internal recession. To Lam [17] pointed out the manifestations, harms and measures to fight, prevent, and effectively reverse the decline of political, ethical ideology and lifestyle of officials and party members; thereby helping cadres and party members strive to cultivate a strong political stance, the morality of a clean lifestyle, proper competence, motivation and responsibility, wholeheartedly serve the country, serving people.

Loyal to Marxism-Leninism and Ho Chi Minh ideology, during the process of leading the Vietnamese revolution, especially from innovation [18], the Party has always been interested in building the team of cadre, cadre work and cadre policy, clearly identify this is a key step in the development of the country. The Central Executive Committee (Congress VIII) [18] issued Resolution No. 03-NQ/TW of June 18, 1997, on the Strategy of cadres during the period of stepping up industrialization and modernization of the country; The 9th Conference of the Central Executive Committee (Congress X) [19] has reviewed the 10-year implementation of Resolution No. 03-NQ/TW on Staff Strategy during the period of stepping up industrialization and modernization of the country and issuing conclusions on continuing to promote the implementation of the Personnel Strategy from now to 2020. Through each Party Congress, innovative viewpoints and innovative ideology about cadre work and cadre policy have been shown more and more clearly, in accordance with revolutionary requirements and tasks in each period.

III. RESEARCH METHODS

Studying documents of the Communist Party of Vietnam and the State of the Socialist Republic of Vietnam on cadre work and staff development, especially documents on personnel policies of the system Party organs. Develop a system of questionnaires and questions related to cadre work in the system of Party agencies. Conduct in-depth interviews on issues related to cadre work, namely: the need to develop a strategy for developing cadres in the system of Party organizations; the appropriateness of the policy; objects are included in the planning; quality of cadres; necessary standards of cadres, etc.
Survey and interview area: 12 provinces of the Mekong Delta of Vietnam.
Subjects conducting interviews and surveys: heads of organizations in the Party system; objects of planning.
The number of respondents and surveyors: 700 people, spread across 12 provinces in the Mekong Delta.

IV. RESEARCH RESULTS

1. Role of the team of cadres in the Mekong Delta provinces

The 3rd Central Resolution (Congress VIII, 1997) [20] presents 5 perspectives on staff building, which are: 1) Starting from the requirements and tasks of the period of accelerating industrialization and modernization of the country; 2) Thoroughly grasp the viewpoint of the working class of the Party, promote the patriotic tradition and national unity; 3) Linking the building of the contingent of officials with organizational building and renovating mechanisms and policies; 4) Through practical activities and revolutionary movements of the people, raising the intellectual level of the people to recruit, educate, train and foster officials; 5) The Party unifies the leadership of cadres work and management of cadres according to the principle of democratic centralism while promoting the responsibility of the member organizations in the political system.

The platform for building the country during the transition to socialism (supplement, development in 2011) [4] clearly defined: “leadership Party ... by the organization works. The Party introduces elite, competent and qualified party members to operate in the leading bodies of the system political. The Party's Regulation states: “The Party unifies the leadership in cadres work and management of the contingent of cadres, in parallel with promoting the responsibilities of organizations and heads of organizations in the political system for cadre works”.

Thus, cadre work has a very important role. In the undertakings of the Party, this work is always placed on the top position. To confirm the role of cadre work, the author surveyed 700 people about the important role of cadres in the system of Party agencies in the Mekong Delta region, the results showed: 39.1% of the respondents rated it as particularly important and 43.7% of the respondents rated it as very important (Fig 1).

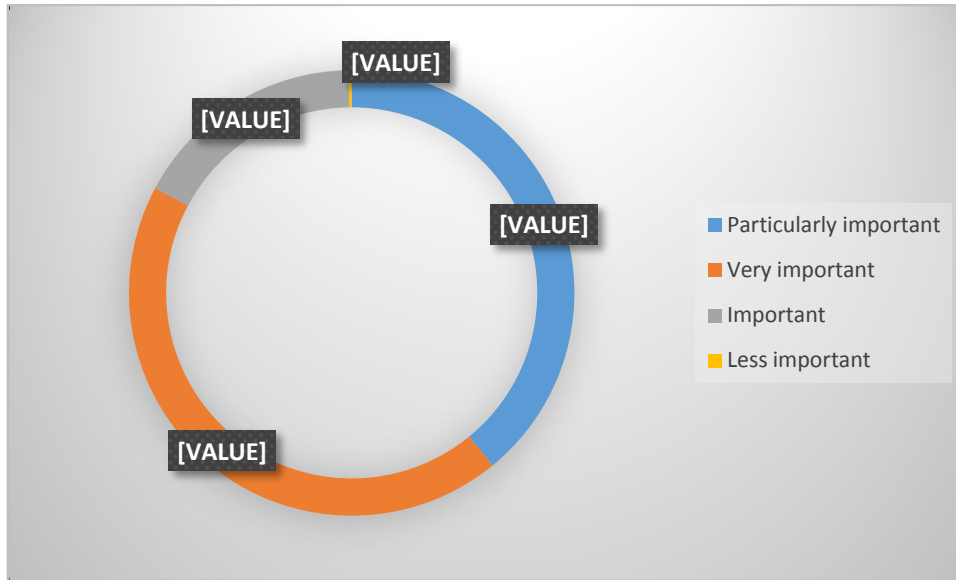


Figure 1: Role of the team of cadres at the Mekong Delta

From the above practice, it is required to have appropriate views, guidelines and policies to improve the capacity of the contingent of cadres, especially key cadres and officials of the Party's system of agencies to leader local authorities, contributing to building the Party, economic development, taking care of people's lives.

2. The reality of the capacity of the contingent of cadres in the system of Party Agencies in the Mekong Delta provinces

Marx, K., & Engels, F.[21] affirmed: socialist society can only develop in the modern industry. The modern industry is both the basis and the nature of modern society. For Vietnam, the cause of the national renewal of our Party and People in the period of accelerating industrialization and modernization of the country shows that the process of industrialization and modernization is itself a process of turning every activity of economic - politics - society, especially spiritual activities and cultural life to the advanced and modern level. It is the process of the culture of the social life and culture of people itself [1, 4].

Given the nature of industrialization and modernization, the leaders of the Party and the State in any field of activity must also be subjects who meet the respective qualities and capacities [2]. Because the leader is the person responsible for organizing the leadership of his subordinates to perform the tasks assigned by the Party and the State [5] is the head of a body that is very sensitive to all life events, knows how to choose the optimal solutions to command and control the operating system effectively. Leadership in the career of industrialization and modernization is a creative work that combines science and art with the need to recognize, analyze, link, synthesize and regulate countless relationships to outline the owner policies, guidelines, strategies, operating systems to achieve high goals [22, 23].

The leading cadre at the request of industrialization and modernization must firstly be a theoretical-practical, a bridge between scientists and operatives, who apply the Party's views and policies law of the State on a specific field of industrialization and modernization [24]; people with the right political tendencies, applying political science and art; organizing the operation of its apparatus, effectively implementing the political goals of the Party and the State.

Evaluation of the Party cadres in the 10-year summary report on the implementation of Central Resolution 3rd, Congress VIII (1997) on the strategy of cadres during the period of industrialization and modernization of the country, the Politburo confirmed: cadre has been increased in number and qualifications in all aspects (leadership, management; expertise, professionalism; political theory) has been raised. Accordingly, the number of people with university and college degrees has now been reached about 75% of the target set out of the cadre strategy: over 2,600,000 people with university or college degree or above account for 3% of the population; of which: 18,000 masters and doctors; 6,000 professors, 93.6% of vice-ministerial and equivalent officials have university and post-graduate degrees, of which 43.3% have postgraduate degrees; 93% have bachelors and senior theoretical qualifications political management; 100% of department-level and equivalent officials at central agencies have university and post-graduate degrees; 80% of the total of nearly 64,000 heads of department-level and equivalent offices in provinces and cities university degree or higher.

Based on the overall achievements of the whole country on building a contingent of cadres and party committees at all levels in the provinces and cities in the Mekong Delta region, to properly assess the status of the capacity of the general staff in general, the system of Party agencies in particular; Since then, building a

contingent of cadres in general and cadres in the system of Party agencies in particular developed in both quality and quantity, ensuring task requirements in the new situation.

However, in the process of developing the team of cadres also revealed some weaknesses, in which the level of informatics and foreign languages of the team of cadres is very low (Fig 2).

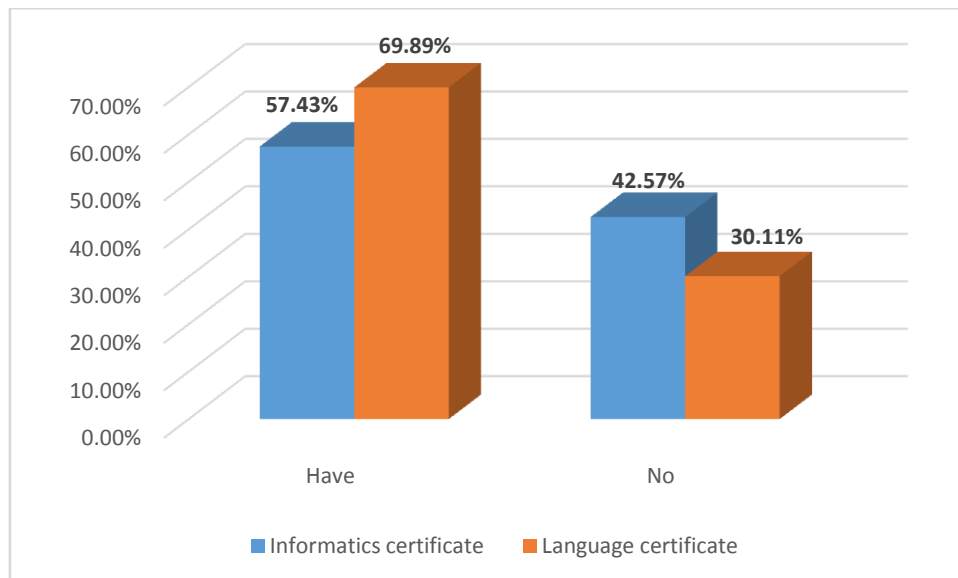


Figure 2: Foreign language and computer skills of cadres at the Mekong Delta

3. Restrictions on the capacity of the team of the cadre of the Party Agencies system in the Mekong Delta provinces

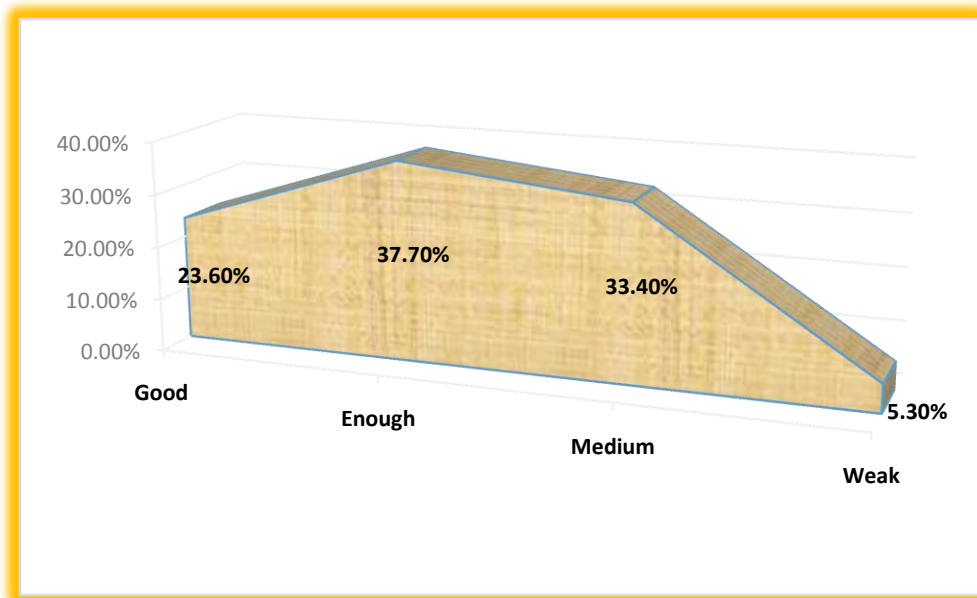


Figure 3: Ability to use foreign languages of the team of cadres at the Mekong Delta

For the contingent of cadres in the system of Party agencies in the Mekong Delta, through practical surveys, from local statistical reports and sociological surveys, it can be clearly seen beside the strengths and the advantages. Highlights, the level, and capacity of this team are still certain limitations.

Firstly, the contingent of cadres in the system of Party agencies in the Mekong Delta is not really comprehensive and commensurate with the assigned positions and responsibilities. A number of comrades who know about the Party building work, knowledge about economic, cultural and social development, etc. are still limited; some criteria on qualifications, knowledge, through training have not been achieved. Some other people have enough criteria for degrees, qualifications, through schools, but are less practical, less experienced.

Especially the use of foreign languages and information technology for work, for the integration process, there are still many barriers (Fig 3).

Secondly, there still exists a part of cadres in the system of Party agencies in the Mekong Delta has not managed very well politically, closely in principle, and is proficient in professional skills; uneven capacity; thoroughly grasping the Party's views are incomplete, profound, have not fully explained themselves and have not been able to mobilize and persuade the masses in many matters on undertakings, policies of the Party and State. Therefore, the handling of information dealing with emerging issues of awareness and practice is not sensitive, timely and still has the habit of thinking and acting empirically.

Thirdly, the contingent of cadres in the system of Party agencies still reveals many limitations on the methods and working styles. The methods and manners of some of the cadres in the system of Party agencies at the Mekong Delta province have not been renewed yet, their thinking is still simple when receiving and directing activities that are often inclined to some specific contents, In order to solve the immediate problems, not yet in a wide range, the mentioned solutions are often unsystematic and do not attach importance to solving the basic and long-term problems. The ability to forecast and work orientation is not timely and closely. Here, there is a weakness in the theoretical thinking of the leading cadres; in skills, techniques and technologies for managing socio-political processes; in the sharp detection of complex socio-political situations that arise from place to place; in providing situational solutions to promptly address these problems.

4. Solutions to improve the quality of the team of cadres in the system of Party Agencies at the Mekong Delta province

Firstly, continue to raise the awareness of the Party committees, authorities, cadres, and party members about the role and importance of advising and building up the cadres of the Party; effectively combine the implementation of the Resolution of the 4th Central Conference session XII with the implementation of Directive No. 05-CT/TW, dated May 15, 2016, of the Politburo, on “promote learning and following ideology, morality, and style of Ho Chi Minh”;

Highlighted the determination to take action in implementing the Resolution of the 6th of the Congress XII [1] of the Party Central Committee on the organizational structure of the political system; continue to improve Party regulations, policies and laws of the State in order to remove difficulties and obstacles during the implementation process at all levels; accelerate decentralization, complete functions, and tasks, reduce focal points, reduce intermediaries, apply science and technology in management and administration; actively streamlining the staff, restructuring the staff in the direction of streamlining, improving the effectiveness and efficiency of operations.

Secondly, improve the quality of the personnel organization [1, 4]. Based on the functions and tasks of the party agencies to establish the corresponding organizational structure and staff structure; taking operational practices of organizations and apparatus as a basis for modification, addition, and adjustment of functions and tasks of agencies and units; from the organizational structure, the advisory apparatus to determine the job position, title criteria appropriately and take the operational practice of the job placement system, title criteria to amend, supplement, adjust organizational structure and apparatus;

The recruitment and recruitment of staff in the Party's system must be based on the examination principle with specific conditions and criteria, such as being able to forecast; critical; ability to independently think and advise; high sense of responsibility; have the process of doing professional advice for the right field and need to continue for a long time to accumulate knowledge and experience.

Improve the quality of ideological and political work; encourage, encourage and create reliable support for staff at the party agencies, to be frank, honest, self-critical and critical [25, 26]. The leading and managerial officials in each agency and unit must be really role models for their subordinates to study and follow. In addition to encouraging, promoting and respecting the self-discipline and self-discipline of individuals, measures must be taken to examine, supervise and strictly handle violations of staff members, especially those who it is about the pioneering and exemplary character, speaking in parallel with the work of the heads of committees and collective leaders of each agency and unit.

Thirdly, the Party committees and party organizations should pay more attention and more attention to the work of organizing the Party building, especially the work of cadres and staff management; create favorable conditions for the Party's staff to fulfill their duties and duties in accordance with the Party and State's regulations; develop mechanisms to coordinate closely with each other and with the authorities in the system of government to successfully complete all assigned tasks [7, 27]. Officials and specialized agencies advising on the organization must fully implement the Party's cadre principles and procedures [6, 15, 27]. At the same time, the agencies conducting the staff work must promote their relative independence on the basis of their functions and tasks; proactively researching the public's opinions and opinions in order to advise on winning, rightly, timely and effectively; absolute loyalty to the Party, to the revolutionary cause, to constantly cultivate the quality of revolutionary morality, to maintain the political stance; actively and voluntarily in research and study

in order to constantly improve the theoretical and professional qualifications, to successfully complete all tasks assigned by the Party and people.

V. CONCLUSION

The Mekong Delta is an area with an important position in the industrialization and modernization of the country. With the available potential and advantages, in the future, the Mekong Delta will develop more and more strongly and firmly. What requires the party committees to build the team of cadres in general and the team of cadres in the system of Party organizations, in particular, are people with innovative thinking, strategic vision, working methods science; have the ability to synthesize, analyze and forecast, dynamic and creative, have ethical qualities, have a strong political stance; at the same time, loyal to the interests of the Party, the nation and the people; to be consistent with the Party's renovation policy and objectives and ideals of national independence and socialism; dare to think, dare to do, dare to take responsibility, for the people to serve.

Over the past time, the contingent of cadres in the system of Party agencies in the Mekong Delta provinces has made important contributions, contributing to the effective leadership and management of the locality. However, the political task in the current period has been facing many difficult and complicated issues for the Party Committees of provinces and cities in the Mekong Delta, requiring the team of cadres, first of the teams of cadres in the system of Party agencies have qualities and capacities on par with the requirements of new tasks. Therefore, improving the capacity of cadres in the system of Party agencies should be conducted scientifically and methodically, based on the theoretical and practical conditions of each locality, while inheriting, at the same time, there are creative developments to suit the new situation of the country.

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