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**THE LEADERSHIP OF THE PARTY ORGANIZATION OF
TUYEN QUANG PROVINCE IN INFRASTRUCTURE
DEVELOPMENT FROM 2010 TO 2020**

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INTRODUCTION

1. Rationale of the Study

Infrastructure constitutes a crucial material and technical foundation, playing a decisive role in the development of every country and locality. In Vietnam's socialist-oriented market economy, infrastructure not only ensures the smooth operation of production and circulation activities but also creates development space, enhances competitiveness, and contributes to the realization of social progress and equity. The level of development and the degree of synchronization of infrastructure also reflect the leadership, management, and implementation capacity of the political system. Therefore, infrastructure development is always closely associated with the leadership role of the Party and the management of the State.

Throughout the process of renewal (Đổi mới), the Communist Party of Vietnam has consistently identified infrastructure development as one of the strategic breakthroughs. The 11th and 12th National Party Congresses, along with Resolution No. 13-NQ/TW dated January 16, 2012, on building a synchronized infrastructure system with the aim of basically turning Vietnam into a modern industrialized country by 2020, all emphasize the necessity of developing a comprehensive and synchronized infrastructure system. These documents also stress the effective mobilization of social resources, combining state investment with the attraction of non-state investment. This affirms that infrastructure development is not only an economic requirement but also a strategic issue associated with enhancing national capacity, ensuring national defense and security, and improving people's living standards. Therefore, studying the Party's leadership in infrastructure development, whether at the national or local level, has both scientific and practical significance. It contributes to clarifying an important aspect of Party history and to summarizing practical experiences in infrastructure development for the cause of national construction in the new era.

Prior to its merger with Hà Giang Province and its operation under a new administrative unit in accordance with Resolution No. 202/2025/QH15 of the National Assembly dated June 12, 2025, on the reorganization of provincial-level administrative units, Tuyên Quang was a province located in the central position of the Northeast region within the Northern Midlands and Mountainous region of Vietnam. As a mountainous province with challenging natural conditions and a low economic starting point, infrastructure has been both a bottleneck and a driving force for development. Recognizing this, from 2010 to 2020, the Provincial Party Committee identified infrastructure development - particularly transport infrastructure - as a strategic breakthrough and a central task. As a result, the infrastructure system has been gradually improved, achieving notable outcomes: transportation has been upgraded, connectivity has been enhanced; urban and information infrastructure have developed; and education and healthcare infrastructure have been strengthened, thereby contributing to socio-economic development and improving people's living standards.

However, the process of infrastructure development has still revealed certain limitations, such as slow progress in some projects, public investment disbursement failing to meet requirements, limited mobilization of non-budgetary resources, and infrastructure in some sectors not keeping pace with development demands. These issues necessitate further research to clarify their causes and to draw lessons for leadership and direction in the future.

In the context of the country entering a new era of development, Tuyên Quang Province - with its newly reorganized administrative structure - is facing the urgent requirement for rapid and sustainable development, strengthened regional linkages, accelerated digital transformation, enhanced competitiveness, and adaptability to both domestic socio-economic development and complex global fluctuations. In this context, promoting infrastructure development continues to be a major and pressing political task. To meet this requirement, it is necessary to study, synthesize, and distill leadership experiences in infrastructure development from previous periods, thereby applying them to the formulation of policies and solutions aimed at effectively implementing the “strategic breakthrough” in infrastructure development, in line with the guiding viewpoints of the Resolution of the 14th National Party Congress.

For these reasons, the author has chosen the topic: *“The Leadership of the Party Organization of Tuyên Quang Province in Infrastructure Development from 2010 to 2020”* as a doctoral dissertation in the field of History of the Communist Party of Vietnam.

2. Research Objectives and Tasks

2.1. Research Objectives

To clarify the process by which the Party Organization of Tuyên Quang Province led infrastructure development from 2010 to 2020; and to draw lessons that can be applied to improve the quality and effectiveness of infrastructure construction and development in Tuyên Quang Province in the present and the future.

2.2. Research Tasks

First, to provide an overview of existing studies related to the dissertation topic.

Second, to examine and analyze the factors influencing the leadership of the Party Organization of Tuyên Quang Province in infrastructure development from 2010 to 2020.

Third, to analyze the policies of the Party Organization of Tuyên Quang Province regarding infrastructure development during the period 2010–2020.

Fourth, to clarify the process of directing infrastructure development by the Party Organization of Tuyên Quang Province from 2010 to 2020.

Fifth, to offer assessments of achievements and limitations, and to draw lessons from the practical experience of the Party Organization of Tuyên Quang Province in leading infrastructure development during the period 2010 - 2020.

3. Research Object and Scope

3.1. Research Object

The policies and leadership direction of the Party Organization of Tuyên Quang Province in infrastructure development from 2010 to 2020.

3.2. Research Scope

In terms of content:

The leadership of the Party Organization of Tuyên Quang Province in infrastructure development encompasses a broad, rich, and diverse range of issues. Within the scope of this study, the dissertation focuses on analyzing the policies and leadership direction of the

Provincial Party Organization in infrastructure development across the following sectors: (1) transport infrastructure; (2) urban infrastructure; (3) information infrastructure; (4) education and training infrastructure; and (5) healthcare infrastructure.

In terms of space:

The study is conducted within the territory of Tuyên Quang Province prior to its merger with Hà Giang Province under Resolution No. 202/2025/QH15 of the National Assembly. This includes the provincial administrative units at the district level, namely Tuyên Quang City and six districts: Hàm Yên, Na Hang, Chiêm Hóa, Lâm Bình, Yên Sơn, and Sơn Dương.

In terms of time:

The dissertation focuses on the period from 2010 to 2020. However, to ensure the systematic and logical coherence of the research, certain relevant issues prior to 2010 are also referenced, analyzed, and discussed where necessary.

4. Theoretical Foundations and Research Methods

4.1. Theoretical Foundations

The dissertation is grounded in the theoretical framework of Marxism–Leninism, Hồ Chí Minh Thought, and the Party’s theory of renovation (Đổi mới), as well as the Party’s viewpoints on infrastructure construction and development.

4.2. Research Methods

The dissertation primarily employs the following research methods: the historical method, the logical method, document analysis and synthesis, statistical and comparative methods, textual analysis, and fieldwork combined with practical investigation.

5. Theoretical and Practical Significance of the Dissertation

5.1. Theoretical Significance

Based on a systematic review of the process of concretizing the Party’s policies on infrastructure development in Tuyên Quang Province, the dissertation contributes to enriching both theoretical and practical foundations for the Party to further refine its policies and leadership practices in infrastructure development in the Northern mountainous region and nationwide.

By examining and synthesizing the leadership process of the Provincial Party Organization in infrastructure development, the study draws valuable lessons, thereby providing a theoretical basis for supplementing and improving policies and leadership solutions for infrastructure development in Tuyên Quang Province in the next stage.

5.2. Practical Significance

The dissertation provides valuable reference materials for research and teaching in local history and the History of the Communist Party of Vietnam in the renovation period.

The research findings can also be utilized in propaganda, dissemination, and practical application related to infrastructure development in Tuyên Quang Province as well as in other localities across the country.

6. New Contributions of the Dissertation

The dissertation provides a rich, updated, and reliable system of materials related to the process by which the Party Organization of Tuyên Quang Province led infrastructure development from 2010 to 2020.

It reconstructs, in an objective, comprehensive, and systematic manner, the process of leadership by the Provincial Party Organization in infrastructure development during the period 2010–2020, divided into two phases: 2010–2015 and 2015–2020.

The dissertation offers assessments of achievements, limitations, and their underlying causes; draws lessons from the practical experience of leadership in infrastructure development by the Party Organization of Tuyên Quang Province from 2010 to 2020; and proposes orientations for application in the subsequent period.

7. Structure of the Dissertation

In addition to the Introduction, Conclusion, References, List of the Author's Publications related to the topic, and Appendices, the dissertation consists of four chapters and eight sections.

Chapter 1

OVERVIEW OF RESEARCH RELATED TO THE DISSERTATION TOPIC

1.1. RESEARCH WORKS RELATED TO THE DISSERTATION TOPIC

1.1.1. Studies by Foreign Authors

Studies by Fumitoshi Mizutani and Tomoyasu Tanaka (2010), “*Impacts on Productivity and Determinants of Investment in Public Infrastructure*”; B. Srinivasu and Srinivasa Rao (2013), “*Infrastructure Development and Economic Growth: Prospects and Perspectives*”; Alexander Zheltenkov (2017), “*Infrastructure Investment Development as a Factor Enhancing Regional Investment Attractiveness*”; Gurara, D. (2018), “*Trends and Challenges in Infrastructure Investment and Financing in Low-Income Developing Countries*”; Ouattara, B. and Zhang, Y.-F. (2019), “*Infrastructure and Long-Term Economic Growth: Evidence from Chinese Provinces*”; and Engel, E., Fischer, R., and Galetovic, A. (2020), “*When and How to Use Public-Private Partnerships in Infrastructure: Lessons from International Experience*”, generally converge on the conclusion that infrastructure development is a foundational factor with strong spillover effects on socio-economic development, enhancing national competitiveness and improving quality of life. These works provide important theoretical and practical foundations, as well as valuable experience, for infrastructure policy-making in Vietnam.

However, relatively few studies have thoroughly clarified the role of leadership at different levels in orienting, organizing implementation, monitoring, supervising, and mobilizing political and social resources in infrastructure development.

1.1.2. Studies by Domestic Authors

1.1.2.1. General Studies on Infrastructure Development

Works by Chu Tiến Quang and Nguyễn Thị Thu Hằng (2006), “*On Investment Policies for Infrastructure Development to Promote Industrialization and Modernization of Agriculture and Rural Areas*”; Trần Thanh Cường (2010), “*Experiences in Mobilizing Investment Capital for Urban Infrastructure Development in Several Northeast Asian and ASEAN Countries*”; Đỗ Đức Tú (2010), “*On the Concept of Infrastructure and Its Types in the National Economy*”; Nguyễn Bá Ân and Nguyễn Văn Vinh (2011), “*On the Development of a Synchronized Infrastructure System*”; Trần Minh Phương (2012), “*Development of Transport Infrastructure to Meet the Requirements of Industrialization and Modernization in Vietnam*”; Nguyễn Kế Tuấn (2013), “*Some Issues in Implementing the Three Strategic Breakthroughs for the 2011 - 2020 Period*”; Phí Vĩnh Tường (2015), “*Transport Infrastructure Development: International Experience and Solutions for Vietnam*”; Nguyễn Văn Hương (2017), “*Promoting Successful Public - Private Partnerships in Infrastructure in Vietnam: The Need for Improved Bidding Mechanisms*”; Nguyễn Bá Ân (2020), “*Building a Synchronized and Modern Infrastructure System to Serve Industrialization and Modernization in the 2011 - 2020 Period*”; and Châu Phụng Chi (2022), “*Legal Solutions to Effectively Attract Investment in Infrastructure*”.

These works constitute important reference materials, enabling the dissertation to inherit the general theoretical foundations of infrastructure while also providing a basis for comparison with the practical development of infrastructure systems in Tuyên Quang Province.

1.1.2.2. Studies on Infrastructure Development in Regions and Localities

Relevant studies include: Nguyễn Đức Hải (2009), “*Quảng Nam Develops Infrastructure to Promote Industrialization and Modernization of Agriculture and Rural Areas*”; Nguyễn Quang Minh (2011), “*Development of Rural Economic Infrastructure in a Socialist-Oriented Market Economy in Thanh Hóa Province*”; Hồ Thị Hương Mai (2015), “*State Management of Investment Capital in the Development of Urban Transport Infrastructure in Hanoi*”; Hoàng Cao Liêm (2018), “*State Management of Road Transport Infrastructure Investment from the State Budget in Hà Nam Province*”; Trần Thanh Minh (2019), “*The Urbanization Process in Củ Chi District (Ho Chi Minh City) from 1997 to 2015*”; Bùi Minh Châu (2021), “*Further Improving Mechanisms and Policies to Attract Investment in Key Infrastructure to Drive Rapid and Sustainable Growth in Phú Thọ Province*”; Trương Thị Hồng Nga (2022), “*Building Sustainable Infrastructure under Climate Change Conditions in the Mekong Delta (2011–2021)*”; Trần Văn Hiệp (2022), “*Lâm Đồng Province Accelerates Transport Infrastructure Development to Create Breakthroughs for Sustainable Development*”; Hoàng Thị Ánh Nguyệt (2023), “*Đồng Tháp Promotes Transport Infrastructure Development as a Driver for Socio-Economic Growth*”; and Đinh Văn Luân (2025), “*The Leadership of the Party Organization of Hưng Yên Province in Infrastructure Development (2015 - 2020)*”.

These works provide the researcher with a comprehensive, systematic, and holistic perspective on the practical development of infrastructure in general and transport infrastructure in particular across various regions and localities nationwide. This enables comparative analysis with the current state of infrastructure development in Tuyên Quang Province, especially regarding the leadership role of the Provincial Party Organization in infrastructure development during the period 2010 - 2020.

1.1.3. Studies on Tuyên Quang Province Related to the Dissertation

Works include: the Executive Committee of the Tuyên Quang Provincial Party Organization (2000), “*History of the Tuyên Quang Provincial Party Organization (1940 - 1975)*”; the Tuyên Quang Provincial Party Committee - People’s Council - People’s Committee (2014), “*Tuyên Quang Gazetteer*”; Dũng Hoà (2016), “*A Strong Transformation in Infrastructure Development in the Capital of the Resistance*”; the Propaganda Department of the Tuyên Quang Provincial Party Committee (2021), “*Tuyên Quang: 30 Years of Renewal and Development (1991-2021)*”; and the Executive Committee of the Tuyên Quang Provincial Party Organization (2025), “*History of the Tuyên Quang Provincial Party Organization (2006 - 2020)*”.

In general, these studies provide useful information related to the dissertation topic. However, there has been no comprehensive and systematic study specifically examining the leadership policies of the Tuyên Quang Provincial Party Organization regarding infrastructure development in general, and in particular in the areas of transport, urban infrastructure, information and communication, and healthcare.

1.2. RESEARCH FINDINGS FROM REVIEWED WORKS AND ISSUES ADDRESSED BY THE DISSERTATION

1.2.1. Research Findings from Reviewed Works

1.2.1.1. Sources

These include monographs, articles published in scientific journals, research reports, projects, doctoral dissertations, as well as documents summarizing practical experiences.

1.2.1.2. Approaches and Research Methods

Approaches: economics; political science and public administration; geography and planning; Party building, state governance, and Party history.

Methods: analysis, synthesis, comparison, historical and logical methods, statistical methods, and empirical investigation.

1.2.1.3. Content

First, the reviewed studies have focused on explaining fundamental theoretical issues of infrastructure, thereby providing a scientific foundation for policy-making and implementation in infrastructure development in Vietnam.

Second, they have clarified the objective necessity of infrastructure development in Vietnam during the process of industrialization and modernization.

Third, they have assessed the current state of infrastructure development, from which experiences are drawn and viewpoints, orientations, and solutions are proposed.

Fourth, some studies have initially addressed the Party's policies and the leadership activities of local Party organizations in infrastructure development.

Fifth, several studies have examined natural conditions, socio-economic contexts, and emerging issues in infrastructure development in Tuyên Quang Province.

However, to date, there has been no independent, systematic, and comprehensive study on both the policies and the leadership process of the Tuyên Quang Provincial Party Organization in infrastructure development during the period from 2010 to 2020. This constitutes a research gap that needs to be further addressed, thereby affirming the necessity as well as the theoretical and practical significance of the dissertation topic.

1.2.2. Key Issues Addressed by the Dissertation

First, the factors influencing the leadership of the Tuyên Quang Provincial Party Organization in infrastructure development during the period from 2010 to 2020.

Second, the policies and leadership direction of the Tuyên Quang Provincial Party Organization in infrastructure development from 2010 to 2020.

Third, an assessment of the strengths and limitations in the leadership of infrastructure development by the Tuyên Quang Provincial Party Organization during the period from 2010 to 2020.

Fourth, lessons drawn from the practical process by which the Tuyên Quang Provincial Party Organization led the implementation of the Party's policies on infrastructure development at the local level from 2010 to 2020.

Chapter 1 Summary

Chapter 1 has reviewed 30 research works, thereby clarifying the theoretical and practical foundations, as well as the various approaches to infrastructure development, while affirming the crucial role of infrastructure in the process of industrialization and modernization.

Through this review, the chapter identifies existing research gaps, particularly concerning the process by which the Tuyên Quang Provincial Party Organization led infrastructure development from 2010 to 2020.

Accordingly, the chapter establishes a scientific foundation and provides orientation for the subsequent chapters, which focus on analyzing practical realities and further elucidating the theoretical and practical significance of the dissertation.

Chapter 2

POLICIES AND DIRECTION OF THE TUYÊN QUANG PROVINCIAL PARTY ORGANIZATION ON INFRASTRUCTURE DEVELOPMENT FROM 2010 TO 2015

2.1. FACTORS INFLUENCING THE LEADERSHIP OF THE TUYÊN QUANG PROVINCIAL PARTY ORGANIZATION IN INFRASTRUCTURE DEVELOPMENT FROM 2010 TO 2020

2.1.1. Natural Conditions, Socio-Economic Characteristics, and Cultural–Historical Traditions of Tuyên Quang Province

2.1.1.1. Natural Conditions

Tuyên Quang is a northern mountainous province, serving as a connecting point between the Northwest and Northeast regions, with several important transport routes that facilitate economic exchange and regional connectivity. Its terrain is predominantly mountainous and highly fragmented, while natural disasters are complex and unpredictable, creating significant challenges and increasing the cost of infrastructure development.

However, the province possesses abundant natural resources, including hydropower potential, minerals, and tourism resources, which provide a foundation for economic development and infrastructure investment orientation. These natural characteristics both create opportunities and impose requirements on the Provincial Party Organization in determining priorities and mobilizing resources for infrastructure development in line with local conditions.

2.1.1.2. Socio-Economic Characteristics

By 2010, Tuyên Quang's economy had maintained a relatively stable growth rate, providing a material foundation for infrastructure investment. However, the economic scale remained small, with limited competitiveness and low internal accumulation capacity, resulting in insufficient resources for infrastructure investment and a heavy dependence on the central government budget.

In terms of social conditions, the province has a diverse population structure with a high proportion of ethnic minorities, a large geographical area, and many disadvantaged regions, all of which increase the demand for infrastructure investment and raise implementation costs. Overall, these socio-economic characteristics both provide a foundation and pose significant challenges for the leadership of the Provincial Party Organization in infrastructure development.

2.1.1.3. Cultural and Historical Traditions

Tuyên Quang is a land rich in cultural, historical, and revolutionary traditions, where ethnic communities demonstrate strong solidarity, diligence, and a high level of compliance with the Party's policies and the State's laws.

These traditions foster social consensus and strengthen public trust, thereby creating favorable conditions for the Provincial Party Organization to mobilize public participation and lead infrastructure development in conjunction with the preservation of cultural and historical values.

2.1.2. Status of Infrastructure in Tuyên Quang Province Prior to 2010

Before 2010, the Tuyên Quang Provincial Party Organization identified infrastructure development as a key strategic breakthrough and focused on leading investment in transport,

urban development, information systems, education, and healthcare. These efforts contributed to gradually improving the urban landscape and creating better conditions for socio-economic development.

However, due to the province's small economic scale and challenging geographical conditions, the infrastructure system remained underdeveloped and unsynchronized, particularly in transport infrastructure, while the capacity to mobilize investment resources was still limited. This situation both provided an initial foundation and posed pressing requirements for the Provincial Party Organization to formulate appropriate policies and solutions to further accelerate infrastructure development in the subsequent period.

2.1.3. Changes in the global and domestic context and the Party's and State's policies on infrastructure development

2.1.3.1. Changes in the global and domestic context

During the period 2010 - 2015, the global and domestic situations underwent significant changes. The global economy recovered slowly from the financial crisis, while strategic competition and regional instability increased, affecting the overall development environment. Domestically, despite notable achievements after 25 years of renewal, the economy still revealed several limitations, such as inflation, low investment efficiency, and pressures on maintaining macroeconomic stability.

This context created both opportunities - stemming from international integration and advances in science and technology - and challenges in mobilizing resources and improving the efficiency of infrastructure investment in Tuyên Quang Province. It required the Provincial Party Organization to adopt a proactive and flexible approach in leadership, to identify priority areas for investment, and to enhance the effectiveness of infrastructure development management.

2.1.3.2. The Party's guidelines and the State's policies on infrastructure development

During the period 2010 - 2015, the Party identified infrastructure development as one of the three strategic breakthroughs to lay the foundation for rapid and sustainable growth. The Documents of the 11th National Party Congress emphasized the need to build a synchronized infrastructure system, with a focus on transport, energy, urban infrastructure, information technology, and rural development.

The 4th Plenum of the 11th Central Committee issued Resolution No. 13-NQ/TW dated January 16, 2012, on building a synchronized infrastructure system with the aim of basically transforming Vietnam into a modern industrialized country by 2020. This resolution set the objective of gradually establishing a relatively synchronized socio-economic infrastructure system, including several modern works, to ensure rapid and sustainable development.

On that basis, the Party led the State to promulgate a number of important policies, such as the Socio-Economic Development Strategy for 2011 - 2020, the Law on Public Investment (2014), and mechanisms to encourage investment through public - private partnerships (PPP). In particular, the Party placed strong emphasis on rural infrastructure development through the National Target Program on New Rural Development, along with projects to upgrade transport systems, electricity, water supply, schools, and commune-level healthcare facilities.

These guidelines and policies constituted an important foundation for sectors at all levels and local Party organizations to implement infrastructure development in line with their specific conditions.

2.2. POLICIES AND DIRECTION OF THE TUYÊN QUANG PROVINCIAL PARTY ORGANIZATION ON INFRASTRUCTURE DEVELOPMENT FROM 2010 TO 2015

2.2.1. Policies of the Provincial Party Organization

In the process of leading socio-economic development, the Tuyên Quang Provincial Party Organization has consistently identified infrastructure development as a key task to create a foundation for growth. At the 15th Provincial Party Congress (2010), in response to the requirements of accelerating industrialization and modernization and addressing the lack of synchronization in infrastructure, the province identified “mobilizing resources and investing in the development of the transport system” as the primary strategic breakthrough.

To concretize this orientation, the Provincial Party Executive Committee issued Resolution No. 01-NQ/TU dated May 9, 2011, on accelerating the development of the transport system for the period 2011 - 2015, focusing on upgrading and rehabilitating national highways, provincial and district roads, expanding rural transport, and enhancing regional connectivity, while preparing conditions for integration with national transport networks. Resolution No. 02-NQ/TU dated May 13, 2011, on developing and improving the quality of human resources for the period 2011 - 2015, with a vision to 2020, emphasized investment in educational infrastructure, the solidification of school facilities, and the expansion of training institutions to improve human resource quality for long-term development.

On May 23, 2012, the Provincial Party Executive Committee issued Action Program No. 13-CTr/TU to implement Resolution No. 13-NQ/TW of the 11th Central Committee on building a synchronized infrastructure system with the aim of basically transforming Vietnam into a modern industrialized country by 2020. At the same time, additional resolutions were promulgated, such as Resolution No. 27-NQ/TU dated November 23, 2011, on new rural development for the period 2011–2015, with a vision to 2020, and Resolution No. 37-NQ/TU dated June 29, 2012, on accelerating the planning and development of Tuyên Quang City. These policies contributed to promoting both rural and urban infrastructure development in a synchronized manner, closely linked to economic restructuring and the improvement of people’s living standards.

Overall, the period 2010 - 2015 marked a shift in the leadership thinking of the Provincial Party Organization, reflected in the issuance of thematic resolutions and action programs on infrastructure, the clear identification of investment priorities, the diversification of resource mobilization, and the integration of infrastructure development with the province’s socio-economic development planning.

2.2.2. Direction of the Tuyên Quang Provincial Party Organization in Infrastructure Development from 2010 to 2015

2.2.2.1. Direction in the Development of Transport Infrastructure

- *Direction on planning and identification of priority projects:* The Provincial Party Executive Committee issued an action program to implement Resolution No. 13-NQ/TW dated January 16, 2012, on building a synchronized infrastructure system aimed at transforming Vietnam into a modern industrialized country by 2020. The Provincial People’s Committee also issued Plan No. 31/KH-UBND

dated August 23, 2011, to implement Resolution No. 01-NQ/TU of the 15th Provincial Party Executive Committee on accelerating the development of the transport system for the period 2011 - 2015; ...

The results for the period 2010–2015 show that the province effectively carried out dissemination activities and managed the implementation of approved planning schemes.

- *Direction on mobilizing and integrating investment resources:* The Provincial Party Organization provided strong leadership in mobilizing all available resources and integrating various programs to invest in transport infrastructure. For instance, in 2011, following the Resolution of the 15th Provincial Party Congress, the Provincial Party Executive Committee issued a thematic resolution on transport development.

- *Direction on assignment, decentralization, and implementation:* After the issuance of the thematic resolution on transport system development for the period 2011 - 2015, the Provincial Party Executive Committee organized its implementation in a concrete and systematic manner. As a result, the transport system was developed more synchronously, creating a new appearance, promoting socio-economic development, and bringing about clear improvements in production and people's living conditions.

- *Direction on strengthening inspection, supervision, and commendation:* The Provincial Party Organization attached great importance to inspection, supervision, and commendation in order to ensure the progress and quality of transport infrastructure projects.

2.2.2.2. Direction in the development of urban infrastructure

- *Direction on planning and approval of infrastructure project portfolios:* To effectively carry out urban development and management, thereby creating momentum for socio-economic development, on November 15, 2011, the Provincial Party Executive Committee issued Conclusion No. 48-KL/TU on tasks and solutions for construction planning in the province for the period 2011 - 2015. The Provincial People's Committee also issued a number of documents, including Decision No. 98/QĐ-UBND dated February 28, 2014, approving the Urban Development Program of Tuyên Quang Province up to 2020.

- *Direction on mobilizing and allocating resources for urban development:* Alongside planning activities, the Provincial Party Organization emphasized mobilizing maximum resources to implement urban infrastructure projects. As a result, during the period 2010–2015, total development investment in the province reached VND 35,512 billion, a significant portion of which was allocated to urban infrastructure projects.

- *Direction on implementation and management:* The Provincial Party Organization led authorities at all levels to implement urban projects in a scientific and organized manner, with a strong emphasis on strict management in accordance with approved plans. The Provincial People's Committee issued decisions to establish the Steering Committee for the Northern Mountainous Urban Development Program funded by the World Bank (WB) - Tuyên Quang City subproject. These results demonstrate the province's strong efforts in organizing and implementing urban infrastructure development in line with the orientations and roadmap set by the Party Organization.

- *Direction on strengthening inspection, supervision, and review:* The Provincial Party Organization regularly conducted inspection and supervision of planning implementation and projects in order to promptly address shortcomings and improve effectiveness.

2.2.2.3. Direction in the development of information infrastructure

- Direction on planning:

The Standing Committee of the Provincial Party Committee directed the formulation of an IT infrastructure development plan for the period 2010 - 2015, with a vision to 2020, oriented toward synchronization and modernization, with IT infrastructure taking the lead. The plan aimed to establish a foundation for the development of the digital economy, an information society, and to narrow development gaps.

The Provincial People's Committee concretized this through implementation plans, setting objectives for the development of telecommunications, Internet services, and IT applications across various sectors. This helped to establish a unified framework for action and to integrate IT development with the province's socio-economic development programs.

- Direction on mobilizing and allocating investment resources

In line with the Provincial Party Committee's orientation, the Provincial People's Committee integrated investment capital for information and communication technology (ICT) into national target programs, administrative reform programs, new rural development, and the development of education and healthcare, rather than implementing fragmented and isolated investments. This integrated approach not only helped save budget resources but also enhanced investment efficiency and created spillover effects across multiple socio-economic sectors.

- Direction on implementation and development of information infrastructure

The Provincial People's Committee and the Department of Information and Communications played an active role in management and implementation, deploying numerous projects such as the provincial e-portal, email systems, and electronic databases. By 2015, telecommunications and Internet infrastructure had been widely expanded, with the user rate reaching approximately 40%, contributing to narrowing the digital divide. IT applications were strongly promoted in administrative reform and across sectors: over 90% of agencies were equipped with internal networks; notable progress was achieved in education, healthcare, and natural resources and environment. This demonstrated the timely translation of policies into practice.

- Direction on inspection, supervision, review, and information security assurance

The province issued specific schemes and strengthened both technical and managerial solutions to ensure information security. The system operated stably without major incidents; regular inspection and review activities enabled timely adjustments and improved implementation effectiveness.

2.2.2.4. Direction in the development of education and training infrastructure

- Direction on planning and mechanisms and policies for education and training infrastructure

The Provincial Party Organization led the development of a synchronized system of planning and projects for education and training with a long-term vision, closely linked to socio-economic development and prioritizing disadvantaged areas. The policy of encouraging the socialization of education, namely "developing mechanisms and policies to encourage the expansion of non-public educational institutions", reflects a shift in thinking toward mobilizing diverse resources.

- Direction on mobilizing resources for school facilities

The province prioritized budget allocation for education, increasing from "21.4% in

2011 to 26.5% in 2014”, while effectively integrating various funding sources and promoting socialization.

Local people actively contributed “26,541 m² of land, 69,700 working days, and VND 59,775.3 million (converted)”, contributing to the completion of preschool universalization ahead of schedule.

- Direction on implementing the construction of education and training facilities

The province implemented a synchronized approach to building and upgrading facilities, completing the school network, and ensuring teaching and learning conditions, especially in remote and disadvantaged areas. During the period 2010 -2015, it constructed “1,665 classrooms and 968 official residence units”; Tân Trào University was established in 2013, expanding the training system.

- Direction on strengthening inspection and supervision

Inspection and supervision were conducted regularly to ensure the efficient use of resources and timely adjustments during implementation.

The education sector conducted over “200 inspections across 141/141 communes, wards, and townships (100%)”, contributing to improving the effectiveness of infrastructure investment.

2.2.2.5. Direction in the development of healthcare infrastructure

- Direction on planning and mobilizing resources for healthcare infrastructure:

Under the leadership of the Provincial Party Organization, the protection and improvement of people’s health have always been given due attention. On July 18, 2012, the Provincial People’s Council issued Resolution No. 01/2012/NQ-HĐND on the development planning of the healthcare sector up to 2015, with a vision to 2020. Subsequently, on September 19, 2012, the Provincial People’s Committee issued Decision No. 16/2012/QĐ-UBND approving the healthcare development plan for the same period.

- Direction on organization and implementation: This was reflected in multiple areas, including the construction and upgrading of provincial-level hospitals, the strengthening of district-level healthcare systems, the expansion of commune - and ward-level healthcare networks, and the enhancement of preventive medicine.

Chapter 2 Summary

During the period 2010 - 2015, the Tuyên Quang Provincial Party Organization proactively concretized the Party’s guidelines, identifying infrastructure development as a central task and prioritizing key sectors such as transport, urban development, information, education, and healthcare. The leadership process was implemented in a coordinated manner through resolutions, planning, and effective resource mobilization, resulting in significant improvements: transport, urban, and information infrastructure were enhanced; education and healthcare systems were strengthened, improving service quality.

These achievements affirm the proactive and flexible leadership role of the Provincial Party Organization, creating an important foundation for socio-economic development in the subsequent period. However, certain limitations remained, including uneven development across sectors and regions, the suboptimal effectiveness of some resources, and limitations in forecasting capacity and coordination in leadership. This situation requires continued innovation in leadership methods and improved efficiency in infrastructure investment in the coming period.

Chapter 3**THE LEADERSHIP OF THE TUYÊN QUANG PROVINCIAL PARTY ORGANIZATION IN ACCELERATING INFRASTRUCTURE DEVELOPMENT FROM 2015 TO 2020****3.1. NEW REQUIREMENTS FOR THE LEADERSHIP OF THE TUYÊN QUANG PROVINCIAL PARTY ORGANIZATION IN INFRASTRUCTURE DEVELOPMENT FROM 2015 TO 2020****3.1.1. Changes in the Global, National, and Tuyen Quang Context*****3.1.1.1. Changes in the Global and National Context***

The world has been evolving toward a multipolar order, with intensifying competition among major powers, particularly between the United States and China. The Fourth Industrial Revolution has developed rapidly, creating both opportunities and challenges. Global security and economic conditions have become increasingly complex, while the Asia–Pacific region remains dynamic yet unstable, with rising tensions, especially in the East Sea.

Domestically, Vietnam has deepened international integration, and the economy has shown signs of recovery, though still facing numerous difficulties. Social issues, national sovereignty, and the impacts of the COVID-19 pandemic have posed significant challenges. Infrastructure has been increasingly invested in and improved; however, it remains insufficiently synchronized, with limited efficiency and constraints in resource mobilization mechanisms. This context requires innovation and enhanced leadership effectiveness in infrastructure development, in line with local conditions.

3.1.1.2. The situation in Tuyen Quang province in the new era

During the period 2010–2015, Tuyen Quang province experienced positive socio-economic changes, with a shift in economic structure in the right direction and gradual improvements in people’s living standards. The infrastructure system, particularly in transportation, rural areas, and urban development, received increasing investment, creating an important foundation for further development. Party building work also saw improvements, contributing to enhanced leadership capacity and organizational effectiveness.

However, the province still faced limitations, including a small economic scale, an insufficiently synchronized infrastructure system, and significant impacts from natural conditions, natural disasters, and adverse factors such as pandemics. These

challenges highlight the need to further improve leadership capacity, state management effectiveness, and adaptability in the next stage of development.

3.1.2. The Party's guidelines and the State's policies on infrastructure development

The 12th National Party Congress identified the development of a synchronized infrastructure system as one of the three strategic breakthroughs, to be effectively implemented during the 2016 - 2020 period. Alongside institutional reform and human resource development, infrastructure development is regarded as a prerequisite for promoting the transformation of the growth model, restructuring the economy, and advancing industrialization and modernization.

This orientation has profound guiding significance for localities, especially mountainous provinces with many difficulties such as Tuyên Quang. At the Congress, the Party proposed a system of specific solutions to realize this strategic breakthrough in practice. This provided an important basis for Tuyên Quang to mobilize central resources, integrate national target programs, and promote the attraction of social investment into underdeveloped infrastructure sectors in the province.

Implementing the resolutions of the 12th National Party Congress, during the period 2015 - 2020, the Central Committee and the Politburo issued various resolutions and action programs to concretize infrastructure development policies. The Government and the National Assembly institutionalized these orientations through Resolution No. 142/2016/QH13 on the Socio-Economic Development Plan for 2016 - 2020.

A notable feature of infrastructure development policy in this period was the strong shift from traditional public investment mechanisms toward more effective mobilization of social resources through public - private partnerships (PPP). The Government issued key legal documents such as Decree No. 15/2015/NĐ-CP, Decree No. 63/2018/NĐ-CP, and especially the Law on Investment under the PPP Model (2020), thereby improving the legal framework and ensuring transparency and fairness between the public and private sectors in the implementation of infrastructure projects.

3.2. POLICIES AND DIRECTION OF THE TUYÊN QUANG PROVINCIAL PARTY ORGANIZATION ON ACCELERATING INFRASTRUCTURE DEVELOPMENT FROM 2015 TO 2020

3.2.1. Policies of the Tuyên Quang Provincial Party Organization on accelerating infrastructure development

The 16th Provincial Party Congress of Tuyên Quang set the goal of striving to make the province a relatively well-developed locality among the northern mountainous provinces, while identifying the general direction of “mobilizing diverse investment resources and improving the quality of the infrastructure system.” The Congress identified three strategic breakthroughs and four key tasks, among which “mobilizing resources for investment in transport and urban infrastructure, and new rural development” was emphasized as the second key task.

The Congress focused on several important solutions, particularly in planning and in mobilizing investment resources for infrastructure development. One of the highlights during the 2015–2020 term of the Provincial Party Organization was its close attention to the development of rural infrastructure. The Standing Committee of the Provincial Party

Committee issued Resolution No. 15-NQ/TU dated May 22, 2016, on the solidification of irrigation canals, the concreting of intra-field roads, and the construction of cultural houses in villages and residential groups associated with sports grounds and public spaces in the province for the period 2016–2020; and Resolution No. 17-NQ/TU on “leading the implementation of key tasks and solutions to improve the business environment and enhance the province’s competitiveness for the period 2016 - 2020.”

At the same time, Conclusion No. 65-KL/TU dated October 25, 2016, on key tasks and solutions for building the infrastructure system, along with various action programs, was issued to guide infrastructure development. These documents emphasized the need for coordinated, decisive, effective, and sustained involvement of the entire political system in order to maximize resource mobilization, effectively exploit local potential and advantages, and meet the requirements of sustainable development.

Overall, the period 2015 - 2020 marked a strong transformation in leadership thinking on infrastructure development, reflecting a spirit of innovation and creativity aligned with modern development trends.

3.2.2. The Tuyên Quang Provincial Party Organization directs the acceleration of infrastructure development

3.2.2.1. Direction in accelerating the development of transport infrastructure - Direction on planning and identification of priority projects

During the period 2015 - 2020, the Tuyên Quang Provincial Party Committee directed the formulation of a transport development plan up to 2020, with a vision to 2030, while identifying key inter-regional projects to concentrate resources, such as expressways, central connectivity corridors, and major bridge and national highway projects. The province also issued a scheme for the concreting of intra-field roads, targeting a rate of over 35%, prioritizing new rural areas and commodity production zones. The policy on rural infrastructure development was adjusted toward the approach of “people contribute, the State supports,” promoting the role of the people as the main actors and enhancing investment efficiency. Implementation was carried out in line with important conclusions and decisions of both central and provincial authorities, with a strong emphasis on mobilizing, managing, and effectively utilizing resources. As a result, infrastructure investment was clearly oriented, avoiding fragmentation and aligning with the specific conditions of each locality.

- Direction on mobilizing and integrating resources

During the period 2015 - 2020, Tuyên Quang effectively mobilized and integrated multiple sources of investment for transport infrastructure, combining state budget, central government support, ODA, and socialized investment. As a result, approximately VND 41,700 billion was mobilized, over 633 km of roads were concreting - exceeding planned targets - and the transport system was developed in a more synchronized manner. With many key projects implemented, the total length of the transport network reached over 7,700 km, contributing to the removal of bottlenecks and promoting socio-economic development. This achievement reflects flexible leadership and strong social consensus.

- Direction on implementation and assignment of responsibilities

The Provincial Party Organization directed the Provincial People’s Committee and relevant agencies to decisively implement key transport projects in accordance with established roadmaps. Thanks to coordinated efforts, transport projects were implemented

relatively synchronously, ensuring important milestones: many major routes and bridges were completed and put into operation toward the end of the period, creating an integrated transport network linking the province with districts, and districts with communes, villages, and hamlets.

- Direction on inspection, supervision, and commendation

Inspection and supervision were regularly carried out by the Provincial Party Organization to ensure the progress and quality of transport infrastructure projects.

3.2.2.2. Direction in the development of urban infrastructure

- Direction on urban planning and approval of infrastructure project portfolios

The Provincial Party Organization led urban planning in a systematic manner during the period 2016–2020. Based on the Resolution of the 16th Provincial Party Congress, the Provincial Party Committee directed the Provincial People’s Committee to complete general urban planning, zoning plans, and detailed plans across the province. As a result, numerous urban planning schemes were formulated and approved, including the comprehensive adjustment of the general plan for Tuyên Quang City toward spatial expansion and orientation toward meeting the criteria of a Class I urban center.

- Direction on mobilizing and allocating resources for urban development

To achieve planning objectives, the Provincial Party Organization directed the mobilization of diverse funding sources for urban infrastructure development. The provincial budget and central support funds were prioritized for essential projects. Transparent and targeted allocation of capital helped improve the efficiency of fund utilization, while minimizing losses and preventing construction-related debt accumulation.

- Direction on implementation and management

Alongside investment, the Provincial Party Organization emphasized improving urban management capacity and organizing project implementation. Compared to the previous period, both management capacity and the urban landscape in Tuyên Quang have seen significant improvements. The urban population rate increased from approximately 16% in 2015 to 19.56% in 2020; although still lower than the national average, this reflects a positive trend in urban development.

- Direction on strengthening inspection, supervision, and review

The Provincial Party Organization consistently paid attention to inspection and supervision of urban infrastructure development to promptly correct shortcomings and draw lessons for improved implementation.

3.2.2.3. Direction in the development of information infrastructure

- Direction on planning, formulation of schemes and projects

The Provincial Party Committee, People’s Committee, and People’s Council led the development of IT planning and projects in a synchronized manner with an overall vision, issuing numerous important documents, notably the E-Government Architecture (2017).

The establishment of this overall architecture marked a shift from fragmented investment to integrated and interoperable development; core digital platforms such as the provincial portal, LGSP, data center, and four-level connectivity system were deployed. Compared to the previous period, IT infrastructure developed in depth, forming a relatively synchronized digital ecosystem; Tuyên Quang was among the early localities to implement such initiatives, demonstrating proactiveness in digital transformation orientation.

- Direction on mobilizing and allocating investment capital

The province prioritized budget allocation for IT, focusing on foundational projects serving e-government and administrative reform. Capital was allocated to shared systems such as online conferencing, data centers, LGSP, and digital signatures, contributing to improved governance and administration. Compared to the 2010 - 2015 period, investment thinking shifted from dispersed allocation to a focus on integrated platforms and connectivity; at the same time, socialization was promoted, encouraging enterprises to participate and expanding digital infrastructure.

- Direction on implementation of information infrastructure development

The province implemented the development of information infrastructure in a synchronized manner, closely linked with e-government development and administrative reform; infrastructure and digital platforms were organized toward interoperability and shared use. By 2020, 100% of agencies at all levels were connected to the Internet; online conferencing systems, document management software with four-level connectivity, and digital signatures were widely deployed, contributing to innovation in governance and administration.

Core platforms such as the data center, LGSP, and public service portal were operated effectively; online public services developed strongly (727 at level 3, 60 at level 4), gradually transitioning to a digital environment and improving service quality for citizens and enterprises.

- Direction on inspection, supervision, and evaluation

The Provincial Party Organization paid close attention to inspection and supervision of the implementation of IT policies and projects, ensuring progress, effectiveness, and information security; a centralized monitoring mechanism was established through the E-Government Steering Committee. Inspection activities covered investment, system operation, and cybersecurity; response forces and procedures were gradually developed, enhancing capacity for information security assurance.

Through periodic reviews and evaluations, the province promptly identified limitations in application levels, human resources, and infrastructure synchronization, thereby adjusting policies, prioritizing investment, and promoting sustainable development of information infrastructure.

3.2.2.4. Direction in the development of education and training infrastructure

- Direction on planning and implementation of education infrastructure projects

The province issued and implemented the Scheme on restructuring school sites and classes for the period 2017–2021 (Decision No. 291/QĐ-UBND), with the objective of “ensuring facilities... by 2021, constructing 253 permanent classrooms.” Implementation was associated with reorganizing the school network, prioritizing disadvantaged areas, while emphasizing the efficient use of facilities after investment, reflecting a comprehensive approach to infrastructure development and avoiding fragmentation.

- Direction on mobilizing and allocating resources for facilities development

The province institutionalized its policies through mechanisms and measures promoting the socialization of education. During the period 2016–2020, total investment expenditure for education reached VND 1,322.6 billion (3.14%), while recurrent expenditure reached VND 10,570.3 billion (15.8%) [81], indicating that education continued to be prioritized in the budget structure. The integration of multiple funding sources and the

promotion of public supervision contributed to improving investment efficiency, shifting from mere “solidification” to “standardization and modernization” of infrastructure.

- Direction on restructuring the school network and improving infrastructure efficiency

By 2020, the province had 212 out of 477 schools meeting national standards (preschool 35.5%; primary 51.1%; lower secondary 51.6%; upper secondary 22.6%) [81], showing a significant increase compared to the previous period. The system of ethnic minority boarding and semi-boarding schools was strengthened; preparations for the new general education curriculum were associated with upgrading facilities, teaching equipment, and promoting IT application.

- Direction on strengthening inspection, supervision, and evaluation of investment effectiveness

Inspection and supervision were strengthened in conjunction with periodic reviews and policy adjustments; the assessment of facilities was integrated into education quality accreditation, contributing to improving infrastructure utilization efficiency and institutionalizing investment practices.

3.2.2.5. Direction in the development of healthcare infrastructure

- Direction on planning and mobilizing resources for healthcare infrastructure

The Provincial Party Organization concretized central resolutions by implementing a synchronized healthcare system plan tailored to the characteristics of a mountainous province, ensuring a balance between primary healthcare and specialized medical services. At the same time, it promoted the mobilization of diverse resources, particularly through socialization and the attraction of non-public investment. As a result, healthcare facilities and equipment were gradually modernized, enhancing the capacity of the healthcare system.

- Direction on organization and implementation

The province focused on strengthening grassroots healthcare in conjunction with the development of specialized services, ensuring synchronized investment from the provincial to the commune level. Many hospitals and medical centers were constructed and upgraded, while the preventive healthcare system was consolidated. Consequently, the quality of healthcare services improved, and disease control was carried out effectively.

Chapter 3 Summary

During the period 2015 - 2020, the Tuyên Quang Provincial Party Organization thoroughly grasped and flexibly applied central policies, focusing on leading the development of socio-economic infrastructure as a central task. The systems of transport, urban, information, education, and healthcare infrastructure were developed in a coordinated and increasingly modern manner, contributing to economic growth and improving people’s living standards.

Planning activities were given due attention, providing a long-term vision and overcoming fragmented investment; resources were mobilized in a more focused and efficient manner. The implementation process was closely associated with inspection and supervision, enabling timely problem-solving and the accumulation of practical experience. As a result, the province’s infrastructure landscape underwent significant transformation, creating strong momentum for development.

However, certain limitations remained, including constraints in resources, lack of synchronization, and inefficiencies in utilization. These achievements and limitations provide an important practical basis for continuing to innovate leadership thinking and further develop infrastructure in the next period.

Chapter 4

ASSESSMENTS AND LESSONS LEARNED

4.1. ASSESSMENT OF THE LEADERSHIP OF THE TUYÊN QUANG PROVINCIAL PARTY ORGANIZATION IN INFRASTRUCTURE DEVELOPMENT FROM 2010 TO 2020

4.1.1. Achievements and Their Causes

4.1.1.1. Achievements

First, the awareness of the Tuyên Quang Provincial Party Organization regarding the pivotal role of infrastructure in socio-economic development has become increasingly profound and comprehensive.

Second, the Party Organization's policies on infrastructure development have become more synchronized, consistent, and closely aligned with practical conditions.

Third, the process of organizing and implementing infrastructure development has been carried out in a determined manner, with clear priorities and focal points.

Fourth, Tuyên Quang's infrastructure system has become increasingly synchronized and gradually modernized, effectively serving as a strategic breakthrough for socio-economic development and improving the quality of life of the people.

4.1.1.2. Causes of the Achievements

First, the Party's guidelines on infrastructure development and the attention, direction, and resource allocation from the central government.

Second, the high level of unity and consensus in determination and action across the entire Party organization and political system in promoting industrialization, modernization, and infrastructure development.

Third, the strong consensus and active participation of people from all ethnic groups in the province.

Fourth, the sense of responsibility and decisiveness in leadership and management by cadres at all levels.

Fifth, the emphasis on Party building, which has achieved many significant results.

4.1.2. Limitations and their causes

4.1.2.1. Limitations

First, leadership and direction in allocating and organizing infrastructure investment across regions have lacked synchronization, failing to effectively narrow development gaps.

Second, limitations in leadership and direction in the implementation of certain projects have led to delays and a lack of proactiveness in resource allocation.

Third, shortcomings in leadership and direction regarding planning formulation and management in some sectors, with insufficient foresight and long-term vision.

Fourth, limitations in leadership and direction in the exploitation and effective utilization of infrastructure after investment.

4.1.2.2. Causes of limitations

- *Objective causes:*

The specific geographical and natural conditions of a mountainous province such as Tuyên Quang;

Limited capacity to mobilize investment resources at the local level;

Overlapping and frequently changing legal regulations related to public investment,

land, and construction.

- *Subjective causes:*

First, the awareness of some Party committees has not been sufficiently comprehensive regarding infrastructure development in relation to overall strategic planning;

Second, planning management in some cases and locations has been lax and insufficiently updated to reflect practical realities;

Third, the capacity of managerial and executive staff has not fully met development requirements;

Fourth, coordination mechanisms among sectors and levels have at times been insufficiently close, lacking effective mechanisms to motivate, encourage, and attract the participation of the private sector and the community.

4.2. LESSONS LEARNED FROM THE LEADERSHIP OF THE TUYÊN QUANG PROVINCIAL PARTY ORGANIZATION IN INFRASTRUCTURE DEVELOPMENT

4.2.1. Proper awareness of the role and importance of infrastructure development for the cause of industrialization and modernization in a mountainous locality

The Tuyên Quang Provincial Party Organization has developed a correct and unified understanding of the role and position of infrastructure in socio-economic development, and has thoroughly and promptly grasped the resolutions and policies of the central authorities on infrastructure development.

The Provincial Party Organization has consistently disseminated and communicated these policies and directives to all cadres, Party members, and the people, particularly those related to transport infrastructure and rural infrastructure development.

4.2.2. Correct and creative application of the Party's guidelines and policies; proper identification of key tasks; formulation of appropriate policies; and creation of social consensus in infrastructure development

During the period 2010 - 2020, by thoroughly grasping the Party's guidelines and policies on infrastructure development, the Tuyên Quang Provincial Party Organization proactively and creatively applied them to the specific conditions of a mountainous province with many difficulties. This enabled the identification of appropriate viewpoints, objectives, strategic breakthroughs, and key tasks, as well as the formulation of suitable policies and solutions, thereby creating social consensus and effectively mobilizing resources for development.

This represents a lesson of profound theoretical and practical value, contributing to clarifying the role of political and social factors, as well as the leadership methods of the Provincial Party Organization in the process of infrastructure development during the period 2010 - 2020.

4.2.3. Enhancing political determination in leadership and implementation; promoting proactiveness, dynamism, and creativity in addressing difficulties and obstacles

First, strong political determination and the coordinated involvement of the entire political system

Second, decisive, dynamic, and creative organization and implementation

Third, close adherence to practical realities and timely resolution of difficulties and obstacles

4.2.4. Promoting the tradition of solidarity and the central role of the people; diversifying investment resources and maximizing socialized capital mobilization

From the practical experience of leading infrastructure development during the period 2010 - 2020, it can be affirmed that promoting the tradition of solidarity and the central role of the people in infrastructure development, together with diversifying investment resources, constitutes a sustainable and valuable lesson of the Tuyên Quang Provincial Party Organization. This experience not only contributes to building an essential infrastructure foundation for the province's socio-economic development but also serves as a useful reference for other northern mountainous provinces in implementing infrastructure development in a synchronized, efficient, and sustainable manner in the new context.

4.2.5. Enhancing the Party's Leadership Capacity, the Effectiveness of State Management, and Promoting the Role of the Fatherland Front and Socio-Political Organizations in Infrastructure Development

First, enhancing the leadership capacity and combativeness of the Party in infrastructure development.

Second, improving the effectiveness and efficiency of state management in planning, implementation, and the management of infrastructure projects.

Third, promoting the role of the Vietnam Fatherland Front and socio-political organizations in infrastructure development.

Chapter 4 Summary

Chapter 4 has clarified the leadership process of the Tuyen Quang Provincial Party Committee in infrastructure development during the period 2010–2020, identifying key achievements, limitations, their causes, and drawing major lessons. The practical experience shows that awareness of the role of infrastructure has been increasingly deepened; policies have been issued in a coherent and consistent manner; and implementation has been carried out with determination, resulting in the gradual development of the infrastructure system and contributing to socio-economic growth.

However, infrastructure development still faces limitations in terms of synchronization, implementation progress, planning quality, and post-investment efficiency, due to both objective and subjective factors. From this reality, several key lessons can be drawn: properly recognizing the role of infrastructure; creatively applying the Party's guidelines; promoting strong political determination in implementation; effectively mobilizing and utilizing resources; and enhancing the Party's leadership capacity, the effectiveness of state management, and the role of social supervision. These lessons provide an important practical foundation for the next stage of development.

CONCLUSION

1. Infrastructure plays a foundational role, serving as a direct condition for production, circulation, and the improvement of people's living standards; it is also one of the three strategic breakthroughs in the process of industrialization and modernization of the country. To date, there has been no research in Party History that examines the leadership of a provincial Party Committee in infrastructure development as an independent research topic. Therefore, the doctoral dissertation entitled "*The Leadership of the Tuyen Quang Provincial Party Committee in Infrastructure Development from 2010 to 2020*" in the field of History of the Communist Party of Vietnam holds both scientific and practical significance.

2. In thoroughly grasping the central guidelines, the Tuyen Quang Provincial Party Committee correctly identified orientations for infrastructure development in each stage. Numerous resolutions and conclusions were issued in a timely manner, creating a solid political foundation for building a synchronized infrastructure system suited to local conditions.

The leadership process in infrastructure development achieved many positive results: awareness was enhanced; policies were closely aligned with practice; implementation was carried out decisively; and the infrastructure system was gradually improved, contributing to socio-economic development. However, certain limitations remain, such as uneven investment among regions, slow progress of some projects, planning that did not always keep pace with development requirements, low post-investment efficiency, and limited resources. These limitations stem from both objective and subjective causes, including difficult natural conditions, limited resources, and the management capacity of a portion of officials not yet meeting requirements.

From this practical experience, the dissertation draws several key lessons: (i) correctly recognizing the role and importance of infrastructure development in industrialization and modernization, especially in mountainous areas; (ii) creatively and appropriately applying the Party's guidelines, identifying key tasks, and fostering social consensus; (iii) strengthening political determination in leadership and implementation, while proactively and flexibly addressing difficulties and obstacles; (iv) promoting the tradition of unity and the central role of the people, while diversifying investment resources and mobilizing socialized capital; (v) enhancing the Party's leadership capacity, the effectiveness of state management, and the role of the Vietnam Fatherland Front and socio-political organizations in infrastructure development.

3. The dissertation contributes to the field by clarifying the Party's leadership role in infrastructure development and highlighting the evolution in thinking and leadership methods of the Provincial Party Committee across different stages.

4. In the new context, with the requirements of accelerating industrialization, modernization, international integration, and digital transformation—particularly in light of administrative restructuring and the expansion of the province's territory under a two-tier local government model—infrastructure development poses new demands for the Tuyen Quang Provincial Party Committee. It is necessary to further refine policies for synchronized and modern infrastructure development; improve the quality of planning; enhance the mobilization and efficient use of resources, especially through socialization; promote the application of science and technology and digital transformation; and ensure sustainable infrastructure development associated with environmental protection and strengthened regional linkages.

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