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**LEADERSHIP CAPACITY OF COMMUNE-LEVEL PARTY  
COMMITTEE SECRETARIES IN GIA LAI PROVINCE  
IN THE NEW CONTEXT**

**SUMMARY OF DOCTORAL DISSERTATION**

**Major: Party Building and State Government**

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## INTRODUCTION

### 1. Rationale for the Study

The leadership capacity of commune-level Party Committee Secretaries is of particular importance to the quality of leadership exercised by Party organizations and to the effectiveness and efficiency of the grassroots political system. As heads of Party committees, commune-level Party Committee Secretaries directly lead the study, dissemination, concretization, and implementation of the Party's guidelines and policies and the State's laws and policies; lead Party building and the building of local government; and promote the role of the Vietnam Fatherland Front, socio-political organizations, and the people in carrying out local political tasks. Therefore, the leadership capacity of commune-level Party Committee Secretaries directly affects the leadership capacity and combativeness of primary Party organizations, the quality of the political system's performance, and the implementation of local socio-economic development tasks as well as the maintenance of national defense and security.

During his lifetime, President Ho Chi Minh attached particular importance to the position of the commune level. He stated: *"The commune level is closest to the people and constitutes the foundation of the administration. If the commune level performs its work effectively, all tasks will be successfully accomplished"* [66, p. 460]. This view has become even more significant since the implementation of the two-tier local government model on July 1, 2025. The abolition of the district level of local government, the restructuring of administrative units, and the acceleration of decentralization and delegation of authority have substantially changed the position, scope, and nature of commune-level operations. The geographical area and population size of many commune-level administrative units have increased; numerous responsibilities have been transferred to the commune level; and the workload and direct responsibility for addressing local issues and serving the people have become increasingly substantial. These changes have further heightened the importance of the heads of grassroots Party committees while imposing higher requirements on the leadership capacity of commune-level Party Committee Secretaries.

For Gia Lai Province, this issue has distinctive characteristics due to its extensive geographical area, diverse development space, and significant differences among localities in terms of natural conditions, socio-economic circumstances, population composition, ethnicity, religion, and levels of development. Following the administrative restructuring, the Province has formed a new development space encompassing diverse types of localities, ranging from mountainous and border areas and ethnic minority communities to lowland, urban, and coastal areas. Such characteristics have made the leadership environment at the commune level increasingly diverse, requiring Party Committee Secretaries not only to ensure the comprehensive leadership of Party committees but also to thoroughly understand local conditions, promote local potential and advantages, mobilize resources, promptly address emerging issues, maintain political stability, and foster consensus among the people.

In recent years, the Gia Lai Provincial Party Committee, its Standing Committee, and Party committees and organizations at various levels have paid considerable attention to developing the contingent of commune-level Party Committee Secretaries through personnel planning, training, professional development, rotation, appointment, and deployment. As a result, this contingent has gradually become more standardized. Most commune-level Party Committee Secretaries possess firm political integrity, sound ethical qualities, appropriate professional qualifications and political theory knowledge, practical experience, and a strong sense of responsibility. Positive improvements have been recorded in various dimensions of leadership capacity, including studying and concretizing resolutions; directing Party committee activities; conducting cadre work; communicating with and mobilizing the people; conducting inspection and supervision; reviewing practical experience; and organizing the implementation of assigned tasks. These improvements have contributed to enhancing the performance of the political system and the fulfillment of local political tasks.

Nevertheless, practical experience, particularly after more than one year of implementing the two-tier local government model, has revealed more clearly a number of limitations and new requirements regarding the leadership capacity of commune-level Party Committee Secretaries. Some Secretaries still demonstrate limitations in strategic thinking, situation forecasting, and the

concretization of guidelines in accordance with local characteristics; their capacities to address new and complex issues, review practical experience, formulate recommendations, and apply digital technologies remain uneven. In some localities, competencies in cadre work, mass mobilization, inspection and supervision, and the direction of Party committee activities have not fully met task requirements. Furthermore, the expansion of administrative areas, the increased workload, and the greater responsibilities assigned to the commune level have confronted commune-level Party Committee Secretaries with numerous new challenges in leadership practice. This indicates that a certain gap remains between the increasingly demanding requirements of the position and the actual leadership capacity of some commune-level Party Committee Secretaries.

The country's new development context continues to impose higher requirements on grassroots leaders and cadres. The 14th National Congress of the Communist Party of Vietnam set out the goal of national development in the new era while emphasizing the need to build a contingent of cadres with sufficient qualities, competence, and prestige commensurate with their assigned tasks; promote science and technology, innovation, and digital transformation; improve institutions; and enhance governance effectiveness. At the same time, the continued renewal of the Party's leadership methods, the building of a streamlined, effective, and efficient political system, greater decentralization and delegation of authority, and heightened accountability of heads of organizations have made the requirements for the leadership capacity of commune-level Party Committee Secretaries increasingly comprehensive and demanding. Under these circumstances, their leadership capacity cannot be assessed solely on the basis of position standards, qualifications, and professional experience; rather, it must be considered in relation to their ability to perform assigned functions and duties and to achieve practical leadership outcomes. In Gia Lai Province, moreover, the diversity of localities, populations, conditions, and levels of development among different areas gives rise to specific requirements for heads of Party committees that are not fully reflected in general standards.

For the above reasons, the author has selected **“The Leadership Capacity of Commune-Level Party Committee Secretaries in Gia Lai Province in the New Context”** as the topic of the doctoral dissertation in **Party Building and State Governance**. The study seeks to contribute to supplementing and further developing the theoretical foundations concerning the leadership capacity of heads of grassroots Party committees, while providing scientific and practical grounds for enhancing the leadership capacity of commune-level Party Committee Secretaries in Gia Lai Province so that they can effectively meet task requirements in the new context.

## **2. Objectives and Research Tasks of the Dissertation**

### **2.1. Research Objective**

The dissertation aims to clarify the theoretical issues and the current state of the leadership capacity of commune-level Party Committee Secretaries in Gia Lai Province. Based on these findings, it identifies orientations and proposes solutions to enhance the leadership capacity of commune-level Party Committee Secretaries in Gia Lai Province in the new context.

### **2.2. Research Tasks**

To accomplish the above objective, the dissertation undertakes the following research tasks:

To review representative scientific studies directly related to the dissertation topic, identify the findings and theoretical contributions that should be inherited, and determine the issues requiring further clarification and investigation.

To analyze and clarify the theoretical and practical issues concerning the leadership capacity of commune-level Party Committee Secretaries in Gia Lai Province in the new context; to assess the current state of their leadership capacity, identify its underlying causes, and highlight the emerging issues that need to be addressed.

To identify orientations and propose solutions for enhancing the leadership capacity of commune-level Party Committee Secretaries in Gia Lai Province in the new context.

## **3. Research Object and Scope**

### **3.1. Research Object**

The research object of the dissertation is the leadership capacity of commune-level Party Committee Secretaries in Gia Lai Province in the new context.

### **3.2. Research Scope**

**Spatial scope:** The dissertation examines commune-level Party Committee Secretaries in Gia Lai Province both before and after the administrative restructuring.

**Temporal scope:** The dissertation investigates the leadership capacity of commune-level Party Committee Secretaries in Gia Lai Province during the period from 2020 to the present.

#### **4. Theoretical and Practical Foundations and Research Methodology**

##### **4.1. Theoretical Foundation**

The dissertation is grounded in the theoretical perspectives of Marxism–Leninism and Ho Chi Minh Thought on the Communist Party and Party building; the position and role of cadres; cadre work; the role of heads of Party committees; leadership style and methods; and the close relationship between the Party and the people. It is also based on the guidelines and viewpoints of the Communist Party of Viet Nam concerning Party building and rectification, the development of the political system, and the building of a contingent of cadres at all levels, particularly key grassroots leaders.

##### **4.2. Practical Foundation**

The practical foundation of the dissertation is the current state of the leadership capacity of commune-level Party Committee Secretaries in Gia Lai Province during the period from 2020 to the present.

##### **4.3. Research Methodology**

The dissertation employs the methodological principles of dialectical materialism and historical materialism.

It also adopts an integrated approach by applying research methods commonly used in political science and interdisciplinary studies, including systematization; analysis combined with synthesis; the logical method in conjunction with the historical method; field investigation and practical synthesis; inductive and deductive reasoning; statistical and comparative analysis; and sociological survey methods.

#### **5. New Scientific Contributions of the Dissertation**

*First*, the dissertation contributes to supplementing and further developing the theoretical foundation concerning the leadership capacity of commune-level Party Committee Secretaries in the new context.

*Second*, it identifies and provides theoretical explanations for the emerging issues associated with enhancing the leadership capacity of commune-level Party Committee Secretaries in Gia Lai Province in the new context.

*Third*, based on both theoretical analysis and practical evidence, the dissertation proposes a comprehensive system of orientations and solutions for enhancing the leadership capacity of commune-level Party Committee Secretaries in Gia Lai Province in the coming period.

#### **6. Theoretical and Practical Significance of the Dissertation**

##### **6.1. Theoretical Significance**

The dissertation contributes to further clarifying the theoretical foundation of the leadership capacity of commune-level Party Committee Secretaries in the new context. It supplements existing approaches to the concepts, roles, and evaluation criteria of their leadership capacity. The findings also enrich the theoretical literature on grassroots Party building, cadre work, and the role of commune-level Party Committee Secretaries in the context of local government reform, decentralization, delegation of authority, administrative reform, and digital transformation.

##### **6.2. Practical Significance**

The dissertation contributes to summarizing practical experience and supplementing and developing the theoretical understanding of the leadership capacity of commune-level Party Committee Secretaries in Gia Lai Province in the new context.

The research findings may serve as reference materials for teaching, learning, and scientific research on Party Building at academies and provincial political schools under the Ho Chi Minh National Academy of Politics.

#### **7. Structure of the Dissertation**

In addition to the Introduction, Conclusion, List of the Author's Published Works Related to the Dissertation, References, and Appendices, the dissertation consists of four chapters and nine sections.

## CHAPTER 1

### LITERATURE REVIEW RELATED TO THE DISSERTATION TOPIC

#### 1.1. International Studies

##### 1.1.1. *Studies Related to Commune-Level Administrative Units and Commune-Level Party Organizations*

Thornton, P. M. (2013), *Party-Building as Institutional Absorption: The CCP's Governance at the Local Level*, The China Quarterly.

Liu, C. (2014), *The Township in the Era of Reform*, Anthem Press.

Kham Phouy Chan Tha Va Dy (2019), *The Quality of Rural Primary Party Organizations in the Northern Provinces of the Lao People's Democratic Republic in the Current Period*, Doctoral Dissertation in Party Building and State Government, Ho Chi Minh National Academy of Politics, Hanoi.

Bartosz Czepil (2020), *Quality of Governance at the Communal Level in Poland: An Exploratory Study of the Worst Performer Case from the Opolskie Province*, Tallinn University of Technology.

Mittelstaedt, J. C. (2022), *The Grid Management System in Contemporary China: Grassroots Governance in Social Surveillance and Service Provision*, China Information.

Yanling He & Zheng Wang (2023), *Manufacturing Society: How Party Building Reinforces Stability Maintenance in Grassroots China*, The China Quarterly.

Kham Kieng Chong Houa Thor (2024), *The Role of the Grassroots Political System in Local Development in Luang Prabang Province, Lao People's Democratic Republic*, Doctoral Dissertation in Political Science, Ho Chi Minh National Academy of Politics, Hanoi.

##### 1.1.2. *Studies Related to Heads of Commune-Level Party Organizations and the Leadership Capacity of Commune-Level Party Committee Secretaries*

Jiang Huayou (2010), *Improving the Execution Capacity of Township Leaders in Anhui Province*, Theory Construction.

Zheng Yongnian (2010), *The Chinese Communist Party as Organizational State*, Cambridge University Press, United Kingdom.

Jeongwon Bourdais Park (2013), *Leadership and Institutional Change: The Case of China's Local Party Secretaries*, Doctoral Dissertation in Political Science, University of Paris, France.

Khonesanga Phimmason (2019), *Building the Contingent of District Party Secretaries–District Governors in the Lao People's Democratic Republic in the Current Period*, Doctoral Dissertation in Party Building and State Government, Ho Chi Minh National Academy of Politics, Hanoi.

Bulman, David J. (2020), *Incentivized Development in China: Leaders, Governance, and Growth in Counties*, Cambridge University Press, United Kingdom.

Khamsing Xaymontry (2024), *The Leadership Capacity of Academy Party Committees in the Lao People's Army in the Current Period*, Doctoral Dissertation in Party Building and State Government, Ho Chi Minh National Academy of Politics, Hanoi.

Sythong Khonesavanh (2024), *Building the Contingent of Provincial Leaders in Oudomxay Province, Lao People's Democratic Republic*, Political Theory Electronic Journal.

Sythong Khonesavanh (2026), *Building the Contingent of Provincial Leaders in the Lao People's Democratic Republic to Meet the Requirements of the Current Development Strategy: A Case Study of Oudomxay Province*, Doctoral Dissertation in Political Science, Ho Chi Minh National Academy of Politics, Hanoi.

#### 1.2. Domestic Studies

##### 1.2.1. *Studies Related to Commune-Level Administrative Units and Commune-Level Party Organizations*

Nguyen Viet Phuong (2011), *The Leadership Capacity and Combativeness of Commune-Level Primary Party Organizations in the Northwestern Mountainous Provinces of Viet Nam: Current Situation and Solutions*, Ministerial-Level Research Project, Ho Chi Minh National Academy of Politics.

Le Huu Nghia (2015), *Renewing the Party's Leadership Methods over the Political System in Viet Nam*, Communist Review, No. 872.

Thang Van Phuc (Ed.) (2020), *Renewing and Streamlining the Organizational Structure of the Commune-Level Political System under Current Conditions*, National Political Publishing House – Truth, Hanoi.

Nguyen Duc Ha (2020), *Renewing the Leadership Methods of Primary Party Organizations to Meet the Requirements of New Rural Development*, Party Building Review, No. 05.

Nguyen Van Thao & Nguyen Viet Thong (Eds.) (2021), *Renewing the Party's Leadership Methods and State Governance*, National Political Publishing House – Truth, Hanoi.

Nguyen Duc Ha (2024), *Several Issues Concerning the Renewal of Leadership Methods of Primary Party Organizations in the Current Period*, Communist Review, No. 1032.

Tran Thi Minh Tuyet (2024), *Enhancing the Leadership Capacity and Combativeness of Primary Party Organizations in Accordance with Ho Chi Minh Thought*, Political Theory Review, No. 08.

Vu Manh Toan & Nguyen Huu Khien (2025), *Approaching the Position of the Commune Level within the Two-Tier Local Government System in the Current Institutional Reform*, Journal of Social Science Human Resources, No. 08.

Nguyen Thi Minh (2026), *Building Rural Primary Party Organizations in the Mekong Delta in the Current Period in Accordance with Ho Chi Minh Thought*, Doctoral Dissertation in Ho Chi Minh Studies, Ho Chi Minh National Academy of Politics, Hanoi.

### **1.2.2. Studies Related to Heads of Commune-Level Party Organizations and the Leadership Capacity of Commune-Level Party Committee Secretaries**

Tran Viet Quan (2010), *Fostering the Dialectical Materialist Worldview among Key Grassroots Cadres in the Central Highlands in the Current Period*, Doctoral Dissertation in Philosophy, Ho Chi Minh National Academy of Politics and Public Administration.

Nguyen Thi Tuyet Nhung (2013), *Improving the Quality of Party Committee Secretaries at the Commune, Ward, and Township Levels in Tay Ninh Province*, Party Building Review, No. 09.

Nguyen Thi Lan Huong (2014), *Enhancing the Capacity of Commune-Level Party Committee Secretaries in Binh Phuoc Province under Current Conditions*, Institutional-Level Research Project.

Nguyen Van Huyen (2015), *The Role of Commune-Level Party Committee Secretaries in the Grassroots Political System Today*, Political Theory Journal, No. 08.

Nguyen Thi Tuyet Mai (2016), *The Practical Organizational Capacity of Key Commune-Level Cadres from an Activity-Based Approach*, Political Theory Journal, No. 12.

Pham Cong Kham (2017), *The Role of Commune-Level Party Committee Secretaries in New Rural Development Today*, Journal of Political Theory and Communication.

Doan Phu Hung (2018), *Building the Contingent of Key Grassroots Cadres in the Mekong Delta in Accordance with Ho Chi Minh Thought*, Doctoral Dissertation in Ho Chi Minh Studies, Ho Chi Minh National Academy of Politics.

Pham Thi Huyen (2018), *Developing the Working Style of Provincial Key Cadres in the Northern Mountainous Region in Accordance with Ho Chi Minh's Style*, Doctoral Dissertation in Ho Chi Minh Studies, Ho Chi Minh National Academy of Politics, Hanoi.

Nguyen Hoang Hung (2019), *Enhancing the Practical Organizational Capacity of Ethnic Minority District-Level Leaders and Managers in Ha Giang Province*, Doctoral Dissertation in Philosophy, Academy of Journalism and Communication.

Nguyen Thi Thanh (2020), *Building a Contingent of Key Commune-Level Cadres to Meet the Requirements of Sustainable Development in Viet Nam Today*, Journal of Political Science, No. 04.

Nguyen Thi Tuyet Mai (Principal Investigator) (2020), *Building the Contingent of Provincial Leaders and Managers in the Southern Key Economic Region*, State-Level Research Project, Code KX.01.49/16–20.

Nguyen Manh Quan (2020), *Implementing Training and Professional Development Policies for Commune-Level Cadres and Civil Servants in Hanoi*, Doctoral Dissertation in Public Policy, Graduate Academy of Social Sciences, Hanoi.

Giang Quynh Huong (2020), *Enhancing the Leadership and Management Capacity of Ethnic Minority Key Grassroots Cadres in the Northwestern Region Today*, Doctoral Dissertation in Philosophy, Academy of Journalism and Communication, Hanoi.

To Nai Nao (2021), *The Capacity of Cadres under the Management of Provincial Party Standing Committees in the Mekong Delta Today*, Doctoral Dissertation in Party Building and State Government, Academy of Journalism and Communication, Hanoi.

To Hoang Linh (2021), *The Leadership Capacity of District-Level Party Committees in Tuyen Quang Province Today*, Doctoral Dissertation in Party Building and State Government, Academy of Journalism and Communication, Hanoi.

Duong Thanh Binh (2023), *The Nghe An Provincial Party Organization's Leadership in Building the Contingent of Key Grassroots Cadres from 1996 to 2015*, Doctoral Dissertation in the History of the Communist Party of Viet Nam, Ho Chi Minh National Academy of Politics.

Do Thu Huong (Principal Investigator) (2023), *Research on Solutions to Enhance the Practical Capacity of Commune-, Ward-, and Township-Level Leaders in Tuyen Quang Province*, Provincial-Level Research Project.

Le Thi Hang (Principal Investigator) (2024), *Research on Solutions to Enhance the Leadership and Management Capacity of Heads and Deputy Heads of District-Level People's Committee Departments*, Provincial-Level Research Project.

Thai Tran Quoc Bao (Principal Investigator) (2024), *Solutions to Enhance the Leadership and Management Capacity of Commune-Level Cadres in Binh Duong Province*, Provincial-Level Research Project.

Le Thi Hang (Principal Investigator) (2024), *The Capacity of Commune-Level Party Committee Secretaries: Evidence from Thua Thien Hue Province in the Current Period*, Institutional-Level Research Project.

### **1.3. Overview of Research Findings Related to the Dissertation Topic and Issues to Be Addressed**

#### **1.3.1. Overview of Research Findings Related to the Dissertation Topic**

Based on the review of both international and domestic studies related to the dissertation topic, several major findings that provide a foundation for this dissertation can be summarized as follows.

First, previous studies have provided a relatively comprehensive theoretical foundation concerning leadership, leadership capacity, and the capacities of cadres within the political system.

Second, these studies have contributed to establishing a scientific basis for understanding the position and role of primary Party organizations, commune-level Party committees, and the heads of Party committees within the grassroots political system.

Third, numerous studies have developed approaches, criteria, and methods for assessing the leadership capacity of leaders and managers, while also identifying factors influencing leadership capacity and the effectiveness of task performance.

Fourth, existing studies have generated substantial empirical evidence regarding the current state of grassroots leadership cadres, identifying their strengths, shortcomings, and underlying causes in performing assigned responsibilities and duties. They have also proposed a variety of valuable solutions for improving the quality of the cadre contingent and renewing the leadership methods of grassroots Party organizations.

Fifth, studies focusing on mountainous areas, ethnic minority regions, and localities with distinctive development conditions have confirmed that the leadership capacity of grassroots cadres is directly influenced by natural conditions, socio-economic circumstances, demographic characteristics, cultural factors, and the environment in which they perform their duties.

The review of published studies relevant to the dissertation topic indicates that, although considerable research has been conducted on the leadership capacity of Party organizations, key cadres, and grassroots Party Committee Secretaries, no study has yet comprehensively and systematically examined the leadership capacity of commune-level Party Committee Secretaries in Gia Lai Province in the new context. Therefore, this dissertation represents an original contribution and does not duplicate any previously published scientific research.

#### **1.3.2. Issues to Be Further Addressed by the Dissertation**

Building upon the findings of previously published studies, the dissertation identifies several issues that require further investigation.

First, the dissertation seeks to further supplement and refine the theoretical foundation concerning the leadership capacity of commune-level Party Committee Secretaries in the new context. Particular emphasis is placed on clarifying the concept, characteristics, structure, and key dimensions of their leadership capacity, as well as identifying the criteria for assessing such capacity and the factors influencing it under contemporary conditions.

Second, the dissertation aims to clarify the new challenges facing the leadership capacity of commune-level Party Committee Secretaries in Gia Lai Province following the administrative restructuring. This issue has not been comprehensively examined in previous studies, particularly with regard to the emerging requirements resulting from the expansion of the governance space, changes in the local government model, and the increased size of administrative territories, population, and leadership responsibilities at the commune level.

Third, the dissertation evaluates the current state of the leadership capacity of commune-level Party Committee Secretaries in Gia Lai Province by adopting a framework based on the key dimensions of leadership capacity and taking into account the distinctive characteristics of the province following the administrative restructuring. It focuses on analyzing the strengths, shortcomings, underlying causes, and emerging issues encountered in the performance of their responsibilities and duties, thereby identifying the gap between the requirements of the new context and the actual leadership capacity of this contingent.

Fourth, the dissertation proposes orientations and a comprehensive system of solutions for enhancing the leadership capacity of commune-level Party Committee Secretaries in Gia Lai Province in the new context, based on an integration of theoretical and practical considerations. These solutions are designed in a systematic and coordinated manner, taking into account the characteristics of Gia Lai Province following the administrative restructuring and the requirements for building a contingent of commune-level Party Committee Secretaries capable of meeting the demands of local leadership and governance in the new stage of development.

## **CHAPTER 2**

### **THEORETICAL AND PRACTICAL ISSUES CONCERNING THE LEADERSHIP CAPACITY OF COMMUNE-LEVEL PARTY COMMITTEE SECRETARIES IN GIA LAI PROVINCE IN THE NEW CONTEXT**

#### **2.1. Gia Lai Province, Commune-Level Administrative Units in Gia Lai Province; Commune-Level Party Organizations, Commune-Level Party Committees, and Commune-Level Party Committee Secretaries in Gia Lai Province**

##### ***2.1.1. Overview of Gia Lai Province***

Prior to the implementation of the policy on administrative restructuring, Gia Lai Province was one of the five provinces in the Central Highlands region. It covered a natural area of approximately 15,510 km<sup>2</sup>, making it the second-largest province in the Central Highlands and one of the largest provinces in Viet Nam. The province consisted of 17 district-level administrative units, including one city, two towns, and fourteen districts, with 218 commune-level administrative units. Gia Lai is located in the northern part of the Central Highlands, bordering Kon Tum Province to the north, Dak Lak Province to the south, Binh Dinh, Phu Yen, and Quang Ngai Provinces to the east, and Ratanakiri Province of the Kingdom of Cambodia to the west, with a border stretching over 90 kilometers. Owing to its geographical location, Gia Lai occupies a strategically important position in terms of national defense, security, foreign affairs, and regional connectivity, serving as a gateway linking the Central Highlands with the South Central Coast and the Viet Nam–Lao PDR–Cambodia Development Triangle.

Pursuant to Resolution No. 202/2025/QH15 of the National Assembly on the restructuring of provincial-level administrative units, the former Gia Lai Province and the former Binh Dinh Province were merged on 1 July 2025 to establish the new Gia Lai Province. Following the merger, the province has a natural area of 21,576.53 km<sup>2</sup> and a population of approximately 3,583,693, making it the second-largest province in the country in terms of area. The province now comprises 135 commune-level administrative units, including 25 wards and 110 communes. This restructuring represents not merely a change in administrative boundaries but also a comprehensive

reconfiguration of the development space, integrating highland, mountainous, lowland, urban, and coastal areas into a unified development framework.

With regard to natural conditions, the new Gia Lai Province possesses diverse and highly complex terrain. Economically, the merger has created favorable conditions for developing a multi-pillar economic model that combines highland agriculture with industry, services, urban development, and the marine economy. Socially, the merger has significantly expanded the province's population, human resources, and cultural space. The new Gia Lai Province exhibits remarkable diversity in terms of ethnic groups, religions, customs, traditions, and levels of socio-economic development across different regions. Political security and social order have generally remained stable. In terms of external relations, the merged province enjoys more favorable conditions for expanding regional cooperation and inter-provincial linkages.

### ***2.1.2. Commune-Level Administrative Units in Gia Lai Province: Concept, Characteristics, and Roles***

#### ***2.1.2.1. Concept***

Following the promulgation of the Law on the Organization of Local Government (2025) and Resolution No. 203/2025/QH15 amending and supplementing several articles of the 2013 Constitution, the local government system in Viet Nam has been reorganized into a two-tier administrative structure, comprising the provincial level and the commune level.

From a legal perspective, it should be consistently understood that the commune level constitutes an administrative level within the administrative system of the Socialist Republic of Viet Nam. Pursuant to Point (b), Article 1 of Law No. 72/2025/QH15 on the Organization of Local Government, the commune level includes communes, wards, and special administrative zones under provincial authority, hereinafter collectively referred to as the commune level. Specifically, a commune is a rural administrative unit; a ward is an urban administrative unit; and a special administrative zone is established in certain strategically important islands based on geographical conditions, natural characteristics, demographic features, socio-economic development requirements, and the need to ensure national defense and security.

Accordingly, commune-level administrative units in Gia Lai Province may be understood as the grassroots level of both the political system and the provincial administrative system, organized in communes and wards, performing the functions of leadership, governance, and organizing the implementation of socio-economic development tasks, safeguarding national defense and security, and ensuring the people's right to mastery within their respective localities.

#### ***2.1.2.2. Characteristics of Commune-Level Administrative Units in Gia Lai Province in the New Context***

At present, commune-level administrative units in Gia Lai Province possess distinctive characteristics arising directly from the restructuring of administrative units, the implementation of the two-tier local government model, and the establishment of a new development space following the merger of Gia Lai and Binh Dinh Provinces on 1 July 2025.

First, commune-level administrative units in Gia Lai Province now administer considerably larger territories and populations than before, while operating under the two-tier local government model.

Second, significant diversity and disparities exist among communes and wards in terms of natural conditions, socio-economic development, and demographic composition.

Third, commune-level administrative units in Gia Lai Province are directly responsible for implementing a wide range of comprehensive, complex, and locality-specific political tasks.

#### ***2.1.2.3. Roles of Commune-Level Administrative Units in Gia Lai Province in the New Context***

First, the commune level serves as the administrative level directly responsible for translating and implementing the Party's guidelines and policies, the State's laws and policies, and the resolutions and directives of higher-level authorities among the people.

Second, the commune level plays a direct role in carrying out state management activities and promoting socio-economic development within its jurisdiction.

Third, the commune level is directly responsible for maintaining political stability, safeguarding national defense and security, ensuring social order and public safety, and improving the quality of public services provided to the people.

Fourth, the commune level plays a vital role in building and strengthening the great national unity bloc, reinforcing the close relationship between the Party and the people, and fostering social consensus.

### ***2.1.3. Overview of Commune-Level Party Organizations in Gia Lai Province in the New Context***

In conceptual terms, commune-level Party organizations in Gia Lai Province may be understood as Party organizations established in commune- and ward-level administrative units in accordance with the Party Charter and relevant regulations and guidelines issued by the Party Central Committee. They are directly led and guided by the Provincial Party Committee and higher-level Party committees in accordance with the principle of decentralization. Commune-level Party organizations serve as the political nucleus, providing comprehensive leadership over the implementation of political tasks, Party building, political system development, socio-economic development, and the safeguarding of national defense and security within their localities. They consist of subordinate Party organizations and all Party members under their management and act as the center of solidarity, directly disseminating, concretizing, and organizing the implementation of the Party's guidelines and policies and the State's laws and policies in a manner appropriate to the specific conditions of each locality.

Following the restructuring of administrative units, Gia Lai Province now comprises 135 commune-level administrative units, including 110 communes and 25 wards. Correspondingly, the system of commune-level Party organizations has been reorganized and consolidated in accordance with the new organizational model.

### ***2.1.4. Commune-Level Party Committees in Gia Lai Province: Concept, Functions, Tasks, and Working Relationships***

#### ***2.1.4.1. Concept of Commune-Level Party Committees***

According to Regulation No. 298-QĐ/TW, dated 9 June 2025, issued by the Secretariat on the functions, tasks, and organizational structure of Party committees serving as the immediate superior Party organizations of primary Party organizations in communes, wards, and special administrative zones, a commune-level Party committee is a Party committee directly subordinate to the provincial Party committee while simultaneously serving as the immediate superior Party organization of primary Party organizations and subordinate Party cells within its jurisdiction. It operates under the direct and regular leadership and guidance of the Standing Committee of the provincial Party committee.

Accordingly, a commune-level Party committee may be understood as the leading body of a commune-level Party organization between Party congresses. It is established in accordance with the corresponding administrative unit—commune, ward, or special administrative zone—as prescribed by the Party Charter and relevant regulations and guidelines issued by the Party Central Committee. A commune-level Party committee exercises comprehensive leadership over subordinate Party organizations and the political system within its jurisdiction, ensuring the Party's unified leadership in implementing political tasks, promoting socio-economic development, safeguarding national defense and security, strengthening Party building, and conducting mass mobilization at the grassroots level.

#### ***2.1.4.2. Position and Functions of Commune-Level Party Committees***

With regard to its position, the commune-level Party committee serves as the central political leadership body within the commune, ward, or special administrative zone. It is both directly subject to the leadership and guidance of the provincial Party committee and directly responsible for leading subordinate primary Party organizations, Party cells, and the entire political system at the commune level.

With regard to its functions, the commune-level Party committee provides direct and comprehensive leadership at the commune level. It leads and directs agencies and organizations within the commune-level political system, as well as subordinate Party committees and Party organizations, in accordance with the Party Charter, the regulations and guidelines of the Party Central Committee, and the directives of the provincial Party committee.

#### ***2.1.4.3. Tasks and Powers of Commune-Level Party Committees***

Pursuant to Regulation No. 298-QĐ/TW, the organizational structure of commune-level Party committees in Gia Lai Province is entrusted with fifteen major tasks and powers, among which several important new responsibilities are highlighted.

The commune-level Party committee performs the functions and powers of the immediate superior Party organization of primary Party organizations in accordance with the Party Charter and relevant regulations and guidelines of the Party Central Committee. It decides the working program and the annual and full-term inspection and supervision programs of the Party committee, as well as the working regulations of the Party committee and its Inspection Commission. It leads and directs the political system in implementing the Party's guidelines, policies, and regulations, the State's laws, and the political tasks of the Party organization. It provides leadership and orientation on major issues before decisions are made by the People's Council and the People's Committee. It leads Party building in political, ideological, and ethical aspects; directs the development of clean and strong subordinate Party organizations; strengthens internal political protection; enhances the leadership capacity and combat effectiveness of primary Party organizations and the quality of cadres and Party members; leads the renewal and consolidation of the organizational structure of the political system; and directs the implementation of inspection, supervision, and the prevention and combat of corruption, wastefulness, and misconduct.

#### *2.1.4.4. Working Relationships of Commune-Level Party Committees in the New Context*

First, in relation to the provincial Party committee, the relationship is one of subordination in terms of leadership, direction, inspection, and supervision.

Second, in relation to primary Party organizations and subordinate Party cells, the relationship is one of leadership and subordination.

Third, in relation to the commune-level local government, the relationship is one in which the Party provides leadership while the local government organizes implementation.

Fourth, in relation to the Viet Nam Fatherland Front and socio-political organizations at the commune level, the relationship is one of leadership, strategic orientation, and the creation of favorable conditions for these organizations to perform their assigned functions and responsibilities effectively.

Fifth, in relation to agencies, public service units, enterprises, and armed forces stationed within the locality, the relationship is one of coordination based on their respective functions, responsibilities, and coordination mechanisms.

#### **2.1.5. Commune-Level Party Committee Secretaries in Gia Lai Province: Concept, Responsibilities, Duties, Roles, and Characteristics**

##### *2.1.5.1. Concept of Commune-Level Party Committee Secretaries in Gia Lai Province*

Pursuant to Article 6 of Decision No. 302-QĐ/TW, dated 9 June 2025, issued by the Party Central Committee promulgating the Model Working Regulations for Party Committees Serving as the Immediate Superior Party Organizations of Primary Party Organizations in Communes, Wards, and Special Administrative Zones, the Party Committee Secretary is the head of the Party committee and bears the highest responsibility before the Party committee, its Standing Committee, and its Standing Board. Together with the Party committee, its Standing Committee, and its Standing Board, the Secretary is accountable to the provincial Party committee, the municipal Party committee, and the standing committees of provincial- and municipal-level Party committees directly under the Party Central Committee, as well as to the local Party organization and the people, for the Party's leadership in all fields within the locality. The Secretary is also directly responsible for the duties assigned to him or her.

##### *2.1.5.2. Responsibilities and Duties of Commune-Level Party Committee Secretaries*

According to Decision No. 302-QĐ/TW, dated 9 June 2025, issued by the Secretariat promulgating the Model Working Regulations for Party Committees Serving as the Immediate Superior Party Organizations of Primary Party Organizations in Communes, commune-level Party Committee Secretaries perform the following principal responsibilities and duties:

They preside over the work of the Party committee, its Standing Committee, and its Standing Board; chair and conclude meetings of the Party committee; proactively propose and discuss major and important issues within the Standing Board before submitting them to the Standing Committee or the Executive Committee of the Party organization for deliberation and

decision. They direct the dissemination and study of the Party's resolutions and directives throughout the Party organization and personally organize their dissemination within the Party committee and its Standing Committee. They focus on directing and regularly inspecting and supervising the implementation of key tasks in each period, particularly those involving the most difficult and complex areas of work. They proactively recommend to the Standing Committee policies and measures for improving and renewing the leadership methods of the Party committee. They direct the preliminary and final reviews of the implementation of the Party's resolutions and directives and oversee the review of major and important fields of work of the Party organization. They also perform other duties assigned by higher-level Party organizations and by the Party committee, its Standing Committee, and its Standing Board.

#### *2.1.5.3. Roles of Commune-Level Party Committee Secretaries in Gia Lai Province*

First, the commune-level Party Committee Secretary serves as the principal leader and bears primary responsibility for the leadership activities of the commune-level Party organization.

Second, the commune-level Party Committee Secretary plays a central role in organizing, coordinating, and ensuring the unified operation of the commune-level political system.

Third, the commune-level Party Committee Secretary plays a decisive role in the quality of Party building, cadre development, and the implementation of local political tasks.

Fourth, in Gia Lai Province, the commune-level Party Committee Secretary also plays an important role in guiding local development strategies in accordance with the distinctive characteristics of each region and locality.

#### *2.1.5.4. Characteristics of Commune-Level Party Committee Secretaries in Gia Lai Province*

First, the commune-level Party Committee Secretary is the head of the Party committee and is accountable both individually and collectively under the principle of collective leadership combined with individual responsibility.

Second, commune-level Party Committee Secretaries exercise leadership over larger administrative territories with larger populations and more diverse development conditions than in previous periods.

Third, commune-level Party Committee Secretaries maintain close ties with the grassroots, regularly engage in dialogue with the people, and directly address issues arising from local practice.

Fourth, they perform their duties in the context of increasingly extensive decentralization and delegation of authority, accompanied by a continually expanding workload.

Fifth, the competency requirements for commune-level Party Committee Secretaries vary according to the characteristics of different types of localities.

## **2.2. The Leadership Capacity of Commune-Level Party Committee Secretaries in Gia Lai Province: Concept, Components, and Roles**

### **2.2.1. Concept**

#### *2.2.1.1. Concept of Capacity*

**Capacity** may be understood as the integrated combination of knowledge, skills, personal qualities, and the ability to apply these elements effectively in practice in order to perform assigned duties and responsibilities under specific conditions.

An individual's capacity consists of three fundamental components.

First, knowledge, which refers to the body of knowledge accumulated through education, training, professional development, and practical experience. It includes professional knowledge, political theory, public administration, legal knowledge, and other areas relevant to one's duties and responsibilities.

Second, skills, which refer to the ability to apply knowledge effectively and proficiently in carrying out assigned tasks.

Third, attitude, which reflects an individual's awareness, sense of responsibility, motivation, commitment to public service, and work ethic.

Accordingly, knowledge, skills, and attitude constitute three closely interconnected and mutually reinforcing components in the formation of an individual's overall capacity.

#### *2.2.1.2. Concept of Leadership Capacity*

Leadership may be understood as a purposeful and organized process through which a leadership subject influences a leadership object in order to provide direction, organize activities,

and mobilize resources to achieve predetermined objectives. In the context of Party building, leadership refers to the activities of Party organizations or their leaders in providing political direction, formulating policies, organizing implementation, and supervising the execution of political tasks in accordance with the Party's objectives.

Structurally, leadership capacity comprises three fundamental groups of components.

The first is leadership knowledge, including knowledge of political theory, public administration, professional expertise, and an understanding of the socio-economic context. This forms the intellectual foundation that guides strategic thinking and determines the quality of leadership policies and solutions.

The second is leadership skills, reflected in the ability to formulate plans, organize implementation, coordinate resources, communicate, persuade, resolve conflicts, make decisions, and conduct inspection and supervision. These skills determine how effectively knowledge is translated into action and practical outcomes.

The third is leadership qualities and attitudes, including firm political commitment, exemplary conduct, a strong sense of responsibility, decisiveness, democratic leadership, public service ethics, and a people-oriented attitude. These qualities ensure the legitimacy of leadership and foster public trust.

Accordingly, leadership capacity may be defined as the ability to integrate and effectively apply a leader's knowledge, skills, and personal qualities in directing and guiding an organization, system, or community toward the achievement of established objectives in a manner that is effective, responsive to practical requirements, and consistent with the common interest, while simultaneously fostering consensus, trust, and public support throughout the leadership process.

#### ***2.2.1.3. Concept of the Leadership Capacity of Commune-Level Party Committee Secretaries in Gia Lai Province***

The leadership capacity of commune-level Party Committee Secretaries in Gia Lai Province is the integrated combination of personal qualities, knowledge, leadership skills, and political attitudes required to provide strategic direction, organize, coordinate, and effectively mobilize the strength of the grassroots political system in order to achieve socio-economic development objectives, safeguard national defense and security, and promote new rural development within their localities.

The leadership capacity of commune-level Party Committee Secretaries in Gia Lai Province constitutes a unified structure comprising three interrelated and mutually reinforcing groups of components.

The first is leadership knowledge, including knowledge of Marxism–Leninism, Ho Chi Minh Thought, the Party's guidelines and resolutions, the State's laws and policies, public administration, and social governance.

The second is leadership skills, demonstrated through the ability to formulate plans, direct and coordinate activities, organize the implementation of Party Committee resolutions, communicate effectively, persuade, resolve conflicts, conduct inspection and supervision, and summarize practical experience.

The third is leadership qualities and attitudes, including firm political commitment, a strong sense of responsibility, exemplary conduct, democratic leadership, integrity, and public service ethics.

#### ***2.2.2. Components of the Leadership Capacity of Commune-Level Party Committee Secretaries in Gia Lai Province***

##### ***2.2.2.1. Capacity to Comprehend and Creatively Apply the Party's Guidelines and Policies, the State's Laws and Policies, and Higher-Level Resolutions***

The capacity to comprehend and creatively apply the Party's guidelines and policies, the State's laws and policies, and higher-level resolutions refers to the ability of commune-level Party Committee Secretaries to fully and accurately understand the content, viewpoints, and objectives of the Party's guidelines and resolutions, while translating them into concrete measures and organizing their implementation in accordance with local conditions.

This capacity is reflected in the following aspects:

First, the ability to thoroughly understand and effectively disseminate the Party's guidelines and policies, the State's laws and policies, and higher-level resolutions in local leadership and direction.

Second, the ability to translate higher-level resolutions, directives, and regulations into programs, action plans, and tasks that are appropriate to local conditions.

Third, the ability to creatively apply the Party's guidelines and policies, the State's laws and policies, and higher-level resolutions to the specific circumstances of the locality.

Fourth, the ability to identify strategic priorities and formulate leadership policies consistent with local development requirements.

Fifth, the ability to promptly update, supplement, and apply newly issued Party guidelines and regulations, as well as the State's laws and policies, in the leadership activities of the Party committee.

#### *2.2.2.2. Capacity to Organize and Direct Party Committee Activities*

The capacity to organize and direct Party committee activities refers to the ability of commune-level Party Committee Secretaries to lead and manage the activities of the Party committee, its Standing Committee, and organizations within the grassroots political system in accordance with the principles of Party organization and activities, the working regulations of the Party committee, and the requirements for effectively implementing local political tasks.

This capacity is reflected in the following aspects:

First, the ability to direct the activities of the Party committee, its Standing Committee, and Party committee meetings in accordance with organizational principles and working regulations while promoting democracy in discussion and decision-making.

Second, the ability to assign responsibilities to Party committee members and organizations within the political system in accordance with their respective functions, responsibilities, and capacities.

Third, the ability to proactively coordinate and harmonize the activities of the Party committee with the local government, the Viet Nam Fatherland Front, and socio-political organizations in implementing local political tasks.

Fourth, the ability to monitor, supervise, and inspect the implementation of Party committee resolutions and work programs, and to promptly address or direct the handling of issues arising during implementation.

Fifth, the ability to innovate leadership styles and working methods and to apply information technology and digital transformation in directing Party committee activities.

The capacity to organize and direct Party committee activities is of critical importance to the quality and effectiveness of grassroots Party organizations.

#### *2.2.2.3. Capacity to Conduct Cadre Work*

The capacity to conduct cadre work refers to the ability of commune-level Party Committee Secretaries to lead, direct, and organize all stages of cadre work, including cadre evaluation, planning, training, professional development, appointment, assignment, utilization, inspection, and supervision of cadres within their management authority, while ensuring compliance with the Party's principles, procedures, and regulations and meeting the political requirements of the locality.

This capacity is reflected in the following aspects:

First, the ability to accurately assess the competence and moral qualities of cadres under their management and to encourage innovation and creativity among cadres.

Second, the ability to effectively carry out cadre planning, training, professional development, appointment, assignment, and utilization in accordance with regulations and the practical requirements of the locality.

Third, the ability to identify, nurture, and create favorable conditions for young cadres, female cadres, and ethnic minority cadres to fully develop and demonstrate their capabilities.

Fourth, the ability to uphold the principles of democratic centralism, openness, transparency, fairness, and impartiality in conducting cadre work.

#### *2.2.2.4. Capacity for Communication, Public Information, and Mass Mobilization*

The capacity for communication, public information, and mass mobilization refers to the ability of commune-level Party Committee Secretaries to disseminate, communicate, and persuade cadres, Party members, organizations within the political system, agencies, public service units, enterprises, and all sectors of the population to implement the Party's guidelines and policies and the State's laws and policies. At the same time, it involves building close and enduring relationships

with the people, fostering unity of understanding, strengthening social consensus, and mobilizing the combined strength of the entire political system in carrying out local political tasks.

This capacity is reflected in the following aspects:

First, the ability to regularly meet and engage in dialogue with the people in order to understand their aspirations, concerns, and issues arising at the grassroots level.

Second, the ability to disseminate, persuade, and mobilize cadres, Party members, organizations within the political system, agencies, public service units, organizations, enterprises, and all sectors of the population to implement the Party's guidelines and resolutions and the State's laws and policies.

Third, the ability to unite, mobilize, and coordinate the participation of organizations within the political system, agencies, public service units, organizations, and all sectors of the population in carrying out local political tasks.

Fourth, the ability to listen to and receive public feedback in order to adjust leadership and direction in accordance with practical realities.

Fifth, the ability to preserve internal unity and promote consensus within the grassroots political system.

#### *2.2.2.5. Capacity for Practical Review and Policy Recommendation*

The capacity for practical review and policy recommendation refers to the ability of commune-level Party Committee Secretaries to study, monitor, analyze, and evaluate leadership and direction practices at the grassroots level; identify newly emerging issues as well as shortcomings and inadequacies in practice; draw lessons from experience; formulate appropriate solutions; and make recommendations to higher-level authorities with a view to improving the effectiveness of leadership, governance, and the implementation of local political tasks.

This capacity is reflected in the following aspects:

First, the ability to analyze and accurately identify the causes of both achievements and shortcomings in the activities of the commune-level Party organization.

Second, the ability to proactively document, preserve, systematize, and disseminate successful experiences and effective models to cadres and Party members.

Third, the ability to synthesize practical experience as a basis for developing new Party resolutions, action programs, and political tasks.

Fourth, the ability to propose innovative solutions and submit recommendations to higher-level authorities on issues beyond the competence of the locality.

Fifth, the ability to integrate practical review with the renewal of the Party committee's leadership methods under current conditions.

#### *2.2.2.6. Capacity for Inspection, Supervision, and Evaluation of Party Organizations, Cadres, Party Members, and the Performance of Political Tasks*

The capacity for inspection, supervision, and evaluation of the performance of political tasks refers to the ability of commune-level Party Committee Secretaries to lead, direct, and organize inspection and supervision activities concerning Party organizations, cadres, Party members, and organizations within the political system under their leadership and management. It also includes evaluating the implementation of Party resolutions, work programs, action plans, and the overall performance of local political tasks.

This capacity is reflected in the following aspects:

First, the ability to organize the implementation of Party inspection and supervision activities in strict compliance with prescribed procedures and regulations.

Second, the ability to promptly detect violations, misconduct, and shortcomings within Party organizations, local governments, the Viet Nam Fatherland Front, socio-political organizations, and the contingent of cadres and Party members.

Third, the ability to conduct inspection and supervision objectively, impartially, and in accordance with Party regulations, without avoidance or hesitation.

Fourth, the ability to evaluate the implementation of political tasks, the quality of Party organizations, cadres, Party members, and the performance of organizations within the political system.

Fifth, the ability to utilize the findings of inspection, supervision, and evaluation to improve and adjust the leadership activities of the Party committee.

### **2.2.3. Roles of the Leadership Capacity of Commune-Level Party Committee Secretaries in Gia Lai Province**

First, the leadership capacity of commune-level Party Committee Secretaries is a decisive factor in the effective translation and implementation of the Party's guidelines and policies, the State's laws and policies, and higher-level resolutions at the local level.

Second, the leadership capacity of commune-level Party Committee Secretaries plays an important role in building clean and strong commune-level Party organizations and improving the effectiveness of the grassroots political system.

Third, the leadership capacity of commune-level Party Committee Secretaries contributes significantly to promoting socio-economic development, safeguarding national defense and security, and enhancing the effectiveness of local governance.

Fourth, the leadership capacity of commune-level Party Committee Secretaries helps strengthen the people's trust in the Party, consolidate the great national unity bloc, and foster social consensus.

### **Chapter 2 Summary**

Chapter 2 has clarified the theoretical foundations of the leadership capacity of commune-level Party Committee Secretaries in Gia Lai Province, providing the basis for assessing the current situation and proposing solutions in the following chapters.

## **CHAPTER 3**

### **THE LEADERSHIP CAPACITY OF COMMUNE-LEVEL PARTY COMMITTEE SECRETARIES IN GIA LAI PROVINCE IN THE NEW CONTEXT: CURRENT SITUATION, CAUSES, AND EMERGING ISSUES**

#### **3.1. Current Situation of the Leadership Capacity of Commune-Level Party Committee Secretaries in Gia Lai Province in the New Context**

##### **3.1.1. Strengths**

*3.1.1.1. The Capacity to Comprehend and Creatively Apply the Party's Guidelines and Policies, the State's Laws and Policies, and Higher-Level Resolutions Has Achieved Positive Results*

During the 2020–2024 period, the number of cadres holding postgraduate qualifications increased from 16 in 2020 to 34 in 2024, representing an increase of 112.5%; the proportion of commune-level Party Committee Secretaries holding advanced-level qualifications in political theory rose from 53% to 77.1%. Following the merger, the overall qualification level of the contingent continued to improve. Of the 135 commune-level Party Committee Secretaries, 66.19% hold master's degrees, 1.44% hold doctoral degrees, and 100% possess advanced-level or bachelor's qualifications in political theory. These improvements in professional qualifications and political theory have provided a favorable foundation for commune-level Party Committee Secretaries to strengthen their capacity to comprehend and analyze the Party's guidelines and resolutions.

First, the majority of commune-level Party Committee Secretaries have acquired a solid understanding of, and effectively organized the dissemination of, the Party's guidelines and policies, the State's laws and policies, and higher-level resolutions in providing leadership and direction within their localities.

Second, their capacity to translate higher-level resolutions, directives, and regulations into programs, action plans, and tasks suited to local conditions has shown notable improvement. Survey results indicate that 23.5% of respondents rated this capacity as "very good," 37.6% as "good," 38.0% as "fairly good," while only 0.9% assessed it as "average." Practical experience in communes and wards following the administrative restructuring shows that many Party committees have rapidly transformed Party congress resolutions into comprehensive action programs, full-term work plans, key tasks, and specific emulation movements.

Third, many commune-level Party Committee Secretaries have initially demonstrated flexibility and creativity in applying the Party's guidelines and policies to address emerging issues at the grassroots level. In practice, communes and wards established after the administrative restructuring differ considerably in their development conditions, including mountainous areas,

ethnic minority regions, urban centers, coastal localities, and areas developing service industries, manufacturing, or commercial agriculture. Consequently, the implementation of Party resolutions has increasingly reflected the distinctive characteristics and development needs of individual localities.

**Fourth**, commune-level Party Committee Secretaries have paid increasing attention to inspecting and evaluating the implementation of Party guidelines and resolutions, while promptly adjusting leadership methods and direction in response to practical requirements.

*3.1.1.2. The Capacity to Organize and Direct Party Committee Activities Has Been Enhanced, Ensuring Both Procedural Compliance and Effectiveness*

During the 2020–2024 period, the number of commune-level Party Committee Secretaries in the former Gia Lai Province remained relatively stable, ranging from 213 to 219. After July 1, 2025, the province had 135 commune-level Party Committee Secretaries, of whom 81 were serving in the position for the first time, accounting for 58.27%.

First, commune-level Party Committee Secretaries have generally directed the activities of Party committees, their Standing Committees, and Party committee meetings in accordance with organizational principles and working regulations, while promoting democracy in deliberation and decision-making.

Second, the assignment of responsibilities to Party committee members and organizations within the political system has become increasingly clear and more closely aligned with the functions, responsibilities, and capacities of each individual and organization. Practical experience in many communes and wards following the administrative restructuring indicates that the promulgation of working regulations, full-term work programs, inspection and supervision plans, and implementation plans for Party congress resolutions has established a more unified framework for governance, thereby reducing overlaps in the operation of the grassroots political system.

Third, the capacity to coordinate and harmonize activities between Party committees, local governments, the Viet Nam Fatherland Front, and socio-political organizations has improved considerably. This demonstrates that commune-level Party Committee Secretaries are increasingly performing their role as the central coordinating force within the grassroots political system. In border areas, ethnic minority communities, and localities with distinctive socio-economic development requirements, such coordination has become particularly important for mobilizing local resources to support poverty reduction and improve people's livelihoods.

Fourth, commune-level Party Committee Secretaries have attached greater importance to monitoring, supervising, and inspecting the implementation of Party committee resolutions and work programs, as well as addressing issues arising during implementation. Survey findings indicate that 18.4% of respondents rated this capacity as "very good," 41.2% as "good," 38.2% as "fairly good," and 2.2% as "average." Although there remains room for further improvement, these positive evaluations indicate that most commune-level Party Committee Secretaries have gradually shifted from a leadership approach based primarily on issuing resolutions to one emphasizing implementation monitoring, performance evaluation, and accountability.

*3.1.1.3. The Capacity to Conduct Cadre Work Has Become More Democratic, Objective, and Effective in Developing Human Resources*

During the 2020–2024 period, the number of female commune-level Party Committee Secretaries in the former Gia Lai Province increased from 34, accounting for 15.9% in 2020, to 49, accounting for 22.9% in 2024. Following the merger, among the 135 commune-level Party Committee Secretaries for the 2025–2030 term, 28 are women, accounting for 21%, and 28 are ethnic minority cadres, also accounting for 21%.

First, most commune-level Party Committee Secretaries have paid greater attention to evaluating cadres based on their competence, moral qualities, and performance, while gradually aligning cadre planning, training, appointment, and utilization with the practical requirements of localities following the administrative restructuring.

Second, commune-level Party Committee Secretaries have increasingly focused on identifying, nurturing, and creating favorable conditions for young cadres, female cadres, and ethnic minority cadres to develop and demonstrate their capabilities.

Third, following the administrative restructuring, Gia Lai Province has placed greater emphasis on improving the quality of grassroots cadre work as part of the process of consolidating the organizational apparatus and operating the two-tier local government model.

Fourth, practical experience in several localities indicates that many commune-level Party Committee Secretaries have adopted proactive approaches to building and developing the contingent of cadres. This demonstrates that they have gradually moved beyond merely implementing cadre work through administrative procedures toward creating opportunities for young cadres to participate in solving practical problems, thereby enhancing both the advisory capacity and the sense of responsibility of grassroots cadres.

#### *3.1.1.4. The Capacity for Communication, Public Information, and Mass Mobilization Has Promoted Democracy and Social Consensus*

During the 2020–2024 period, Gia Lai Province maintained between 66 and 68 ethnic minority commune-level Party Committee Secretaries, accounting for approximately 31% of the total number of commune-level Party Committee Secretaries. Following the merger, the province has 28 ethnic minority commune-level Party Committee Secretaries, accounting for 21% of the total.

First, most commune-level Party Committee Secretaries have maintained a leadership style characterized by close engagement with the people, placing emphasis on dialogue, attentive listening, and the timely identification of issues arising at the grassroots level.

Second, their skills in persuasion, public communication, and the use of mass media and social media to disseminate Party resolutions among Party members and the public have improved. Commune-level Party Committee Secretaries have gradually adapted to the requirements of communication in the digital environment by combining face-to-face communication with digital communication channels, social media platforms, and community networks to disseminate Party resolutions, guide public opinion, and mobilize the people to implement local political tasks.

Third, their capacity to mobilize social forces to participate in implementing political tasks and local development movements has continued to improve.

Fourth, their ability to listen to and incorporate public feedback into leadership activities has been assessed positively. Many commune-level Party Committee Secretaries have increasingly regarded public feedback as an important source of information for adjusting leadership methods and improving the effectiveness of direction.

#### *3.1.1.5. The Capacity for Practical Review and Policy Recommendation Has Become More Proactive and Practice-Oriented*

By 2024, 77.1% of commune-level Party Committee Secretaries in the former Gia Lai Province had attained an advanced-level qualification in political theory. Following the merger, 100% of commune-level Party Committee Secretaries hold either an advanced-level or a bachelor's degree qualification in political theory.

First, the contingent of commune-level Party Committee Secretaries has demonstrated an increasingly strong capacity to analyze and accurately identify the causes of both achievements and shortcomings in the activities of commune-level Party organizations.

Second, they have gradually developed the ability to synthesize practical experience into a foundation for formulating new Party resolutions and action programs.

Third, greater attention has been devoted to documenting, preserving, and disseminating successful experiences and effective models among cadres and Party members.

Fourth, commune-level Party Committee Secretaries have increasingly played an active role in proposing innovative solutions and making recommendations to higher-level authorities on matters beyond the competence of their localities.

#### *3.1.1.6. The Capacity for Inspection, Supervision, and Evaluation of Party Organizations, Cadres, Party Members, and the Performance of Political Tasks Has Become More Systematic, Rigorous, and Substantive*

First, commune-level Party Committee Secretaries have generally organized Party inspection and supervision activities in strict compliance with prescribed procedures and regulations. They have recognized inspection and supervision as essential leadership functions of the Party and have effectively directed the development and implementation of inspection and supervision programs in accordance with established principles, authority, and procedures.

Second, their ability to promptly identify violations, misconduct, and shortcomings within Party organizations, local governments, and mass organizations has steadily improved.

Third, issues identified through inspection and supervision have generally been handled objectively, in accordance with Party regulations, and without avoidance or hesitation.

Fourth, periodic inspections, ad hoc inspections, and the evaluation and classification of Party organizations, Party members, and government agencies have increasingly been conducted in a more objective and substantive manner.

Overall, these strengths are reflected not only in the survey findings but also in the practical operation of the two-tier local government model following the administrative restructuring. All 135 communes and wards in Gia Lai Province have largely stabilized their organizational structures, implemented the resolutions of the 2025–2030 Party congresses, and effectively carried out socio-economic development tasks, digital transformation, administrative reform, and the substantial workload associated with grassroots governance.

### **3.1.2. Limitations**

#### ***3.1.2.1. The Capacity to Comprehend and Creatively Apply the Party's Guidelines and Policies, the State's Laws and Policies, and Higher-Level Resolutions Has Not Yet Been Fully Developed***

First, in some localities, commune-level Party Committee Secretaries have not yet achieved a sufficiently comprehensive and profound understanding of the Party's guidelines and policies, the State's laws and policies, and higher-level resolutions. In certain cases, the dissemination of Party resolutions has remained largely focused on conveying their content without adequately relating them to local realities or clearly identifying the key priorities for leadership following the administrative restructuring.

Second, the capacity to translate higher-level resolutions, directives, and regulations into concrete programs, action plans, and tasks remains limited in some localities. Some programs and plans remain administrative in nature and fail to clearly identify strategic priorities, implementation resources, or coordination mechanisms among organizations within the political system.

Third, the ability to apply Party guidelines and policies flexibly and creatively in addressing emerging grassroots issues remains uneven. Some commune-level Party Committee Secretaries continue to experience difficulties in selecting appropriate leadership approaches, while the application of policies to specific local issues has at times been rigid and insufficiently adaptable.

Fourth, in some localities, the inspection and evaluation of the implementation of Party guidelines and resolutions, as well as the timely adjustment of leadership methods, have not been conducted on a regular or timely basis.

#### ***3.1.2.2. The Capacity to Organize and Direct Party Committee Activities Remains Limited in Task Assignment, Coordination, and Supervision***

First, although Party committee activities, Standing Committee operations, and meetings have generally complied with organizational principles, the quality of discussion and decision-making has not been consistent across all localities.

Second, in some localities, the assignment of responsibilities to Party committee members and organizations within the political system has not clearly defined responsibilities, accountability, and specific tasks.

Third, the capacity to coordinate and harmonize activities between Party committees, local governments, the Viet Nam Fatherland Front, and socio-political organizations remains limited in certain localities.

Fourth, in some cases, the monitoring, supervision, and inspection of the implementation of Party committee resolutions and work programs, as well as the handling of emerging issues, have not been sufficiently timely or substantive.

#### ***3.1.2.3. The Capacity to Conduct Cadre Work Remains Limited in Cadre Evaluation, Planning, and Development***

First, the evaluation of cadres' competence and moral qualities in some localities has not been sufficiently comprehensive and has not been closely linked to work performance or innovation capacity.

Second, cadre planning, training, professional development, appointment, and utilization in certain localities have lacked a long-term strategic perspective.

Third, the identification, development, and promotion of young cadres, female cadres, and ethnic minority cadres have not fully met the requirements for developing local human resources.

Fourth, adherence to the principles of democratic centralism, openness, transparency, and impartiality in cadre work has not been consistently ensured in some localities.

*3.1.2.4. The Capacity for Communication, Public Information, and Mass Mobilization Remains Limited in Public Dialogue and Citizen Engagement*

First, in some localities, meetings and dialogues with the people have not been sufficiently substantive or effective.

Second, limitations remain in the skills of persuasion, public communication, and the use of mass media and social media for disseminating Party resolutions.

Third, although social forces have been mobilized to participate in local movements, in some localities such mobilization has tended to be campaign-based rather than supported by sustainable mechanisms for long-term participation.

Fourth, in certain cases, public feedback has not been received and incorporated promptly into leadership activities, nor has it been effectively translated into adjustments in policies or leadership methods.

*3.1.2.5. The Capacity for Practical Review and Policy Recommendation Has Not Yet Fully Met Practical Requirements*

First, although the ability to analyze and identify the causes of achievements and shortcomings in the activities of commune-level Party organizations has been assessed relatively positively, it remains uneven and insufficiently comprehensive.

Second, the documentation, preservation, and dissemination of successful experiences and effective governance models have not been carried out in a systematic or regular manner.

Third, the ability to synthesize practical experience into the formulation of new Party resolutions and action programs has lacked analytical depth in some localities.

Fourth, the capacity to propose innovative solutions and make recommendations to higher-level authorities on issues beyond local competence has yet to become a prominent strength.

*3.1.2.6. The Capacity for Inspection, Supervision, and Evaluation of Party Organizations, Cadres, Party Members, and the Performance of Political Tasks Remains Limited in Proactiveness and Effectiveness*

First, in some localities, inspection and supervision activities have focused primarily on ensuring procedural compliance, while their effectiveness in detecting, warning against, and preventing violations has remained limited.

Second, the ability to promptly detect violations, misconduct, and shortcomings within Party organizations, local governments, and mass organizations has not been consistent across localities.

Third, although inspection and supervision have generally been conducted objectively and in accordance with Party regulations, without avoidance or hesitation, they have not yet fully met the requirements of the new context.

Fourth, in some localities, periodic inspections, ad hoc inspections, and the evaluation and classification of Party members, Party cells, and government agencies have not been conducted regularly, objectively, or on the basis of substantive performance.

Overall, these limitations are reflected in multiple dimensions, including the capacity to translate and implement Party resolutions, the organization and direction of Party committee activities, cadre work, mass mobilization, practical review, strategic forecasting, inspection and supervision, and leadership in digital transformation. Although the extent of these shortcomings varies among localities, they generally indicate uneven quality within the contingent of commune-level Party Committee Secretaries and an incomplete capacity to meet the increasingly demanding requirements of the new context.

## **3.2. Causes and Emerging Issues**

### **3.2.1. Causes of the Strengths**

First, the relatively comprehensive leadership and direction provided by the Gia Lai Provincial Party Committee and its Standing Committee in building the contingent of grassroots cadres constitute the fundamental basis for these achievements.

Second, the continuous standardization of political theory qualifications, professional expertise, and practical leadership experience among commune-level Party Committee Secretaries has contributed significantly to improving their leadership capacity.

Third, the grassroots leadership environment in Gia Lai Province has both challenged and enabled commune-level Party Committee Secretaries to develop and strengthen their leadership capacity through practical experience.

Fourth, the close alignment between local development requirements and the leadership responsibilities of commune-level Party committees has motivated commune-level Party Committee Secretaries to take a more proactive approach in translating Party resolutions into concrete actions and organizing their implementation.

Fifth, the renewal of the Party's leadership methods in conjunction with the implementation of the two-tier local government model has created favorable conditions for enhancing the leadership capacity of commune-level Party Committee Secretaries.

Sixth, adherence to the Party's organizational principles and regulations, together with strengthened discipline, accountability, and exemplary conduct, has contributed to reinforcing the credibility and leadership effectiveness of commune-level Party Committee Secretaries.

Seventh, the commitment of commune-level Party Committee Secretaries to self-improvement, the accumulation of practical experience, and adaptation to new leadership requirements has been an important subjective factor contributing to these achievements.

### ***3.2.2. Causes of the Limitations***

First, the awareness and sense of responsibility of some Party committees and Party organizations regarding the enhancement of the leadership capacity of commune-level Party Committee Secretaries remain insufficient.

Second, the standards and competency requirements for commune-level Party Committee Secretaries have not yet been adequately aligned with the two-tier local government model, the characteristics of different types of localities, or the development requirements of Gia Lai Province in the new context.

Third, limitations remain in the identification, planning, selection, appointment, rotation, and practical training of prospective commune-level Party Committee Secretaries. In some localities, the pool of potential successors remains limited, lacks continuity, and has not been closely linked to practical experience.

Fourth, the content, programs, formats, and methods of training and professional development have not yet been sufficiently practical or differentiated according to target groups, local conditions, and existing competency gaps. Moreover, the updating of leadership knowledge and skills required in the new context has been relatively slow.

Fifth, some commune-level Party Committee Secretaries have not demonstrated a high level of initiative in self-learning, self-improvement, or the systematic review of practical experience.

Sixth, existing policies, working conditions, and resources supporting the performance of commune-level Party Committee Secretaries have not fully met practical requirements.

Seventh, the inspection, supervision, and evaluation of the leadership capacity of commune-level Party Committee Secretaries have at times lacked regularity and substantive quality, while the use of evaluation results in cadre work has not yet been sufficiently effective.

### ***3.2.3. Emerging Issues in Enhancing the Leadership Capacity of Commune-Level Party Committee Secretaries in Gia Lai Province in the New Context***

First, there exists a contradiction between the increasingly comprehensive, direct, and complex leadership requirements and the uneven leadership capacity of some commune-level Party Committee Secretaries, together with the limited availability of qualified successor cadres.

Second, there is a contradiction between the need to modernize leadership methods toward a more strategic, digital, and data-driven approach and leadership practices that continue to rely heavily on experience and ad hoc problem-solving.

Third, there is a contradiction between the expanding responsibilities of commune-level authorities under decentralization and delegation of authority and the inadequacy of available resources, infrastructure, intergovernmental coordination mechanisms, and governance capacity.

Fourth, there is a contradiction between the need to promptly identify and address complex grassroots issues and emerging hotspots and the still-limited capacity for strategic forecasting, risk governance, and intersectoral coordination.

Fifth, there is a contradiction between the increasing diversity of ethnic groups, religions, cultural characteristics, and the digital communication environment, on the one hand, and the relatively slow renewal of mass mobilization, public communication, and consensus-building methods in some localities, on the other.

## CHAPTER 4

### ORIENTATIONS AND SOLUTIONS FOR ENHANCING THE LEADERSHIP CAPACITY OF COMMUNE-LEVEL PARTY COMMITTEE SECRETARIES IN GIA LAI PROVINCE IN THE NEW CONTEXT

#### **4.1. Forecast of Opportunities and Challenges Affecting, and Orientations for Enhancing the Leadership Capacity of Commune-Level Party Committee Secretaries in Gia Lai Province in the New Context**

##### **4.1.1. Forecast of Opportunities and Challenges**

##### **4.1.1.1. Opportunities**

**First**, global development trends, together with the achievements of Vietnam's *Đổi mới* (Renewal) process and the country's increasingly enhanced international standing, have created a favorable environment for strengthening the leadership capacity of the cadre contingent, particularly the heads of grassroots Party committees.

**Second**, the Resolution of the 14th National Party Congress, together with newly issued resolutions, conclusions, and regulations of the Party Central Committee, provides important political orientation and an institutional foundation for strengthening primary Party organizations, developing the contingent of cadres and Party members, and enhancing the leadership capacity of grassroots Party leaders.

**Third**, the guidelines, resolutions, programs, and policies issued by the Gia Lai Provincial Party Committee and its Standing Committee have been progressively improved, creating a direct institutional framework for enhancing the leadership capacity of commune-level Party Committee Secretaries.

**Fourth**, the merger of the former Gia Lai Province and the former Binh Dinh Province has created a new development space characterized by strong interregional linkages and complementarities among highland, mountainous, lowland, urban, and coastal areas.

**Fifth**, the organizational structure of the political system in the newly established Gia Lai Province has gradually been consolidated, while the two-tier local government model has increasingly become institutionalized, creating favorable conditions for strengthening the initiative and accountability of commune-level Party committees.

**Sixth**, administrative reform, digital transformation, and the development of digital government provide favorable conditions for renewing leadership and governance methods at the commune level.

**Seventh**, the contingent of commune-level Party Committee Secretaries in Gia Lai Province has been relatively well standardized and possesses a solid practical foundation for further enhancing its leadership capacity.

##### **4.1.1.2. Challenges**

**First**, the rapidly changing, complex, and unpredictable global and regional situation, together with new issues arising in the course of the country's development, has placed increasingly higher demands on the leadership capacity of the cadre contingent, particularly the heads of grassroots Party committees.

**Second**, the increasingly demanding responsibilities assigned to commune-level Party Committee Secretaries in the new context present significant challenges to the enhancement of their leadership capacity.

**Third**, the implementation of newly issued resolutions and policies of the Party Central Committee and the Gia Lai Provincial Party Committee in a comprehensive and coordinated manner places considerable pressure on the leadership capacity of commune-level Party Committee Secretaries.

**Fourth**, the merger of Gia Lai and Binh Dinh Provinces has created a new development space characterized by diverse natural conditions, socio-economic contexts, and governance models, thereby imposing higher demands on the leadership capacity of commune-level Party Committee Secretaries.

**Fifth**, the abolition of district-level local governments and the transfer of most administrative responsibilities to the commune level have significantly increased the workload and leadership responsibilities of commune-level Party Committee Secretaries.

**Sixth**, following the administrative restructuring, the organizational model of Party organizations and the political system at the commune level remains in the process of consolidation, resulting in certain difficulties in organizational coordination and operational effectiveness.

**Seventh**, the impacts of digital transformation, international integration, and the rapidly evolving communication environment require commune-level Party Committee Secretaries to continuously strengthen both their leadership capacity and governance competence.

#### ***4.1.2. Orientations for Enhancing the Leadership Capacity of Commune-Level Party Committee Secretaries in Gia Lai Province in the New Context***

**First**, enhancing the leadership capacity of commune-level Party Committee Secretaries must be closely linked to the renewal of the Party's leadership methods and the building of clean and strong primary Party organizations.

**Second**, enhancing the leadership capacity of commune-level Party Committee Secretaries must meet the development requirements of Gia Lai Province under the two-tier local government model and within the newly established development space.

**Third**, enhancing the leadership capacity of commune-level Party Committee Secretaries must be associated with building a contingent of cadres possessing adequate political qualities, competence, and prestige, while ensuring continuity and sustainable development.

**Fourth**, enhancing the leadership capacity of commune-level Party Committee Secretaries must contribute to building a modern system of local governance, promoting the people's right to mastery, and fostering broad social consensus.

#### ***4.2. Solutions for Enhancing the Leadership Capacity of Commune-Level Party Committee Secretaries in Gia Lai Province in the New Context***

##### ***4.2.1. Raising the Awareness and Responsibility of Party Committees and Party Organizations for Enhancing the Leadership Capacity of Commune-Level Party Committee Secretaries in Gia Lai Province in the New Context***

**First**, develop a unified understanding of the position, role, and new requirements for commune-level Party Committee Secretaries in the new context.

**Second**, clearly define the responsibilities of Party committees, Party organizations, and relevant agencies in leading and directing efforts to enhance the leadership capacity of commune-level Party Committee Secretaries.

**Third**, innovate the content, forms, and methods of communication and dissemination to bring about substantive improvements in awareness regarding the enhancement of the leadership capacity of commune-level Party Committee Secretaries.

**Fourth**, promote the exemplary role of leaders at all levels in strengthening awareness and responsibility for developing the contingent of commune-level Party Committee Secretaries.

**Fifth**, establish a coordinated mechanism among Party committees and Party organizations to ensure a unified approach to enhancing awareness and responsibility for improving the leadership capacity of commune-level Party Committee Secretaries.

##### ***4.2.2. Specifying the Standards and Competency Requirements for Commune-Level Party Committee Secretaries in Gia Lai Province to Meet the Requirements of Local Development Leadership and the Building of a Clean and Strong Political System in the New Context***

**First**, improve the standards for commune-level Party Committee Secretaries by placing greater emphasis on practical leadership capacity and performance outcomes at the grassroots level.

**Second**, specify the standards according to the characteristics of different types of localities within the newly established Gia Lai Province.

**Third**, ensure that the standards serve as a consistent basis throughout the entire cadre management process.

**Fourth**, align the standards with the requirements for renewing Party leadership methods and modernizing grassroots governance.

**Fifth**, strengthen inspection and supervision of the implementation of these standards in a substantive and coordinated manner.

#### ***4.2.3. Strengthening the Development of the Candidate Pool for Commune-Level Party Committee Secretaries in Gia Lai Province in the New Context***

**First**, fundamentally renew the approach to developing the candidate pool.

**Second**, closely integrate candidate development with training and professional development based on position-specific requirements.

**Third**, combine candidate development with practical experience and on-the-job training.

**Fourth**, link candidate development with the effective utilization of personnel.

**Fifth**, in the context of the newly merged Gia Lai Province, candidate development should also take into account the characteristics of different localities.

#### ***4.2.4. Fundamentally Reforming the Training and Capacity-Building of Commune-Level Party Committee Secretaries in Gia Lai Province to Meet the Requirements of the New Context***

**First**, reform the objectives and content of training and professional development toward strengthening the leadership capacity of commune-level Party Committee Secretaries.

**Second**, innovate curricula, teaching methods, and learning materials by closely integrating theory with practice.

**Third**, organize training programs according to the requirements of specific positions and the characteristics of different localities.

**Fourth**, enhance the role of the Ho Chi Minh National Academy of Politics and the Gia Lai Provincial Political School in reforming training and professional development.

**Fifth**, reform the evaluation of training outcomes by emphasizing competency development and job performance.

#### ***4.2.5. Promoting the Initiative, Proactiveness, Self-Discipline, and Continuous Self-Development of the Leadership Capacity of Commune-Level Party Committee Secretaries in Gia Lai Province in the New Context***

**First**, strengthen the sense of responsibility and foster proper motivation for self-learning and self-improvement among commune-level Party Committee Secretaries.

**Second**, formulate and implement personal leadership development plans aligned with position standards and assigned responsibilities.

**Third**, innovate the content and methods of self-study and self-development to ensure practicality, continuity, and close relevance to daily work.

**Fourth**, integrate self-improvement with leadership practice and the systematic review of practical experience.

**Fifth**, actively receive feedback in order to continuously improve leadership style, methods, and behavior.

#### ***4.2.6. Improving Policies for Commune-Level Party Committee Secretaries in Gia Lai Province in the New Context***

**First**, review and improve policies for commune-level Party Committee Secretaries so that they are more commensurate with their responsibilities, workload, and leadership requirements.

**Second**, improve their working conditions.

**Third**, pay greater attention to policies that help stabilize the morale and working motivation of commune-level Party Committee Secretaries during the post-merger period.

**Fourth**, strengthen policies supporting learning, professional development, and continuous competency enhancement.

**Fifth**, improve policies aimed at protecting, encouraging, and providing psychological support for commune-level Party Committee Secretaries in the performance of their duties.

**Sixth**, in the context of the newly merged Gia Lai Province, further improve policies to enhance the attraction and retention of highly qualified cadres at the commune level.

#### ***4.2.7. Strengthening the Inspection and Evaluation of the Leadership Capacity of Commune-Level Party Committee Secretaries in Gia Lai Province in the New Context***

**First**, renew the approach to evaluating the leadership capacity of commune-level Party Committee Secretaries.

**Second**, incorporate the assessment of innovation capacity and the ability to create substantive improvements.

**Third**, in addition to internal organizational assessments, place greater emphasis on collecting public feedback as an important source of information.

**Fourth**, closely link competency assessment with task performance and the fulfillment of leadership responsibilities.

**Fifth**, ensure that inspection and evaluation are closely integrated with personnel utilization, training, and professional development.

**Sixth**, improving the quality of inspection and evaluation also requires strengthening the competence of those responsible for conducting these activities.

### CONCLUSION

First, in recent years, the contingent of commune-level Party Committee Secretaries in Gia Lai Province has made significant progress and has generally met the requirements of their assigned responsibilities. Most possess firm political integrity, improved professional qualifications and political theory knowledge, practical leadership experience, and a strong sense of responsibility, enabling them to effectively perform their leadership role in implementing local political tasks. Their competencies in studying and creatively applying Party guidelines and resolutions, leading Party committee activities, conducting cadre work, communicating and mobilizing the people, carrying out inspection and supervision, summarizing practical experience, and making policy recommendations have achieved encouraging results. These achievements have made important contributions to strengthening the grassroots political system, maintaining political and social stability, and promoting local socio-economic development.

Second, despite these achievements, the leadership capacity of commune-level Party Committee Secretaries in Gia Lai Province still exhibits several shortcomings that require further improvement. A number of secretaries continue to face limitations in strategic thinking, forecasting capacity, results-based leadership, the application of digital technologies, the handling of complex situations, the synthesis of practical experience, and the formulation of policy recommendations based on grassroots realities. In some localities, the development of successor cadres, training, professional development, assessment, and personnel utilization have not yet been implemented in a coordinated manner. Coordination mechanisms, institutional support, working conditions, and policy incentives for this contingent also require further improvement. These limitations stem from both objective and subjective factors, including the impacts of administrative restructuring, new governance requirements, the complexity of local conditions, and disparities in the competencies and working methods of commune-level Party Committee Secretaries.

Third, the dissertation has identified several key issues that need to be addressed in order to enhance the leadership capacity of commune-level Party Committee Secretaries in Gia Lai Province in the coming years. These include resolving the gap between increasingly demanding leadership responsibilities and the current quality of the cadre contingent; balancing the requirements of modern governance with leadership methods that remain slow to innovate; improving forecasting, adaptability, and implementation capacity in response to the demands of regional integration, digital transformation, and multi-regional development; and aligning cadre standardization with effective personnel planning, training, professional development, and deployment according to the characteristics of different localities.

Fourth, based on both theoretical analysis and practical evidence, the dissertation has proposed a comprehensive framework of strategic orientations together with seven interrelated solutions covering all major aspects of cadre development. These include raising awareness and responsibility, specifying competency standards, developing the candidate pool, reforming training and professional development, promoting self-learning and self-improvement, improving institutional mechanisms and policies, and strengthening inspection and evaluation. These solutions are designed to be consistent with the Party Central Committee's guidelines, responsive to Gia Lai Province's development requirements, and feasible for practical implementation.

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

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