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LEADERSHIP OF THE KHANH HOA PROVINCIAL PARTY COMMITTEE IN IMPLEMENTING SOCIAL POLICIES AT PRESENT

SUMMARY OF DOCTORAL DISSERTATION
MAJOR: PARTY BUILDING AND STATE GOVERNANCE

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INTRODUCTION

1. Reasons for Choosing the Research Topic

Social policy is an important component of the Party's leadership line, reflecting the perspective of people-centered development. Resolution No. 15-NQ/TW identifies ensuring social security as a regular and important task; Resolution No. 42-NQ/TW dated November 24, 2023, orients the building of a comprehensive, modern, inclusive, and sustainable social policy system, with people placed at the center as the subjects, resources, and objectives of development.

The Documents of the 14th National Party Congress continued to emphasize rapid development associated with sustainability, the implementation of social progress and equity, and the improvement of the People's quality of life; at the same time, they emphasized adaptation to population aging, digital transformation, climate change, and international integration. The Politburo's new resolutions on education, health, and culture continued to set requirements for comprehensive human development and improvement of the quality of social policy implementation.

In the context of promoting decentralization and delegation of authority in association with improving the effectiveness of local governance, provincial-level Party committees and government authorities play an important role in leading social policy implementation and managing social development. Changes in employment, income, population, natural disasters, and epidemics require enhanced forecasting capacity, coordination, and resource allocation.

For Khanh Hoa, Resolution No. 09-NQ/TW dated January 28, 2022, identified the objective of developing the province into a centrally governed city, serving as a growth pole for the region and the country, where people enjoy a high standard of living and a peaceful and happy life. Following the administrative reorganization, the province has an area of more than 8,555 km², a population of approximately 2.24 million, with 65 communes, wards, and a special administrative unit. The expanded development space, however, together with differences among regions, places higher requirements on leadership in implementing social policies in a coordinated and inclusive manner and in accordance with the conditions of each locality.

In recent years, the Khanh Hoa Provincial Party Committee has paid close attention to leading social policy implementation, contributing to improving the People's living conditions. However, employment, income, and livelihoods remain unstable for a segment of the population; disparities in living conditions and access to social services have been slow to narrow. In the Provincial Party Committee's leadership, certain objectives and tasks lack specificity; its leadership over government authorities in concretizing guidelines and organizing implementation has at times lacked coordination; and communication, inspection, supervision, and practical reviews still reveal limitations. The post-merger context, the operation of two-tier local government, and the objective of becoming a centrally governed city require continued renewal of leadership content and

methods, ensuring that every citizen has opportunities to access and equitably enjoy the fruits of development.

Based on the above reasons, the study of the topic "***Khanh Hoa Provincial Party Committee's Leadership in the Implementation of Social Policies at Present***" is of urgent significance in both theoretical and practical terms.

2. Purpose and Tasks of the Dissertation

2.1. Purpose of the Dissertation

On the basis of studying theoretical and practical issues concerning the Khanh Hoa Provincial Party Committee's leadership in the implementation of social policies at present, the dissertation accurately assesses the current situation, analyzes the causes, and draws several lessons; identifies orientations and proposes feasible solutions to strengthen the Khanh Hoa Provincial Party Committee's leadership over the implementation of social policies through 2035.

2.2. Research Tasks of the Dissertation

- To review the state of research related to the topic, summarize the contents that can be inherited by the dissertation, and identify issues requiring further research.

- To clarify theoretical and practical issues concerning a Provincial Party Committee's leadership in the implementation of social policies and develop a theoretical framework as a basis for surveying and assessing the current situation.

- To assess the current situation of the Khanh Hoa Provincial Party Committee's leadership in the implementation of social policies from 2012 to the present; identify the results achieved, limitations, and causes, and draw several lessons.

- To forecast influencing factors; propose orientations and a system of solutions to strengthen the Khanh Hoa Provincial Party Committee's leadership over the implementation of social policies through 2035.

3. Research Object and Scope of the Dissertation

3.1. Research Object of the Dissertation

The leadership of the Khanh Hoa Provincial Party Committee over the implementation of social policies.

3.2. Research Scope of the Dissertation

Spatial scope: Before the merger, the dissertation studies the territory of the former Khanh Hoa Province; from July 1, 2025, it studies the territory of the new Khanh Hoa Province, comprising the former Khanh Hoa Province and Ninh Thuan Province.

Time scope: The dissertation studies the current situation of the Khanh Hoa Provincial Party Committee's leadership in the implementation of social policies from 2012 to the present. The proposed orientations and solutions extend to 2035.

4. Theoretical and Practical Bases and Research Methods of the Dissertation

4.1. Theoretical Basis

The dissertation is based theoretically on Marxism-Leninism and Ho Chi Minh Thought; the policies, guidelines, and viewpoints of the Communist Party of Vietnam on Party building, the Party's leadership over the State and society, social policies, and the implementation of social policies.

4.2. Practical Basis

The current situation of the Khanh Hoa Provincial Party Committee's leadership over the implementation of social policies; preliminary and final review reports and documents of the Central level, the Khanh Hoa Provincial Party Committee, departments, divisions and sectors; and the results of surveys, sociological investigations, and in-depth interviews conducted by the doctoral researcher.

4.3. Research Methods

The dissertation employs the methodology of dialectical materialism of Marxism-Leninism and the following methods: history and logic; analysis and synthesis; induction and deduction; documentary research; statistics and comparison; sociological investigation; and practical review. The survey conducted in July 2026 comprised 350 questionnaires for cadres and 1,089 valid questionnaires for residents across 22 communes and wards. Residents were sampled through stratification combined with site selection and quotas across four residential areas; the data were processed using SPSS 26.0.

5. Theoretical and Practical Significance of the Dissertation

The dissertation contributes to clarifying the theoretical foundations of the content and methods of provincial Party committees' leadership over social policy implementation; provides arguments for renewing the leadership of the Khanh Hoa Provincial Party Committee; and serves as reference material for research, teaching, and learning in the discipline of Party Building and State Governance.

6. New Scientific Contributions of the Dissertation

First, to develop and elucidate the concept of "Khanh Hoa Provincial Party Committee's leadership in the implementation of social policies"; to clarify the subject, object, objectives, contents, methods, and role of the Khanh Hoa Provincial Party Committee in the implementation of social policies.

Second, to draw lessons from the process of the Khanh Hoa Provincial Party Committee's leadership in the implementation of social policies, notably the lesson of clearly defining authority and responsibility; strengthening coordination; promoting the combined strength of the political system; and promoting the role of the People as the subject.

Third, to propose two breakthrough solutions: focusing leadership on resolving social "bottlenecks," with a focus on employment, income, and sustainable livelihoods; and strengthening communication and dialogue, creating social consensus, and promoting digital transformation in the implementation of social policies.

7. Structure of the Dissertation

In addition to the Introduction, Conclusion, list of the author's published scientific works related to the dissertation, references, and appendices, the dissertation consists of 4 chapters and 10 sections.

CHAPTER 1
OVERVIEW OF RESEARCH RELATED TO THE DISSERTATION TOPIC

1.1. FOREIGN RESEARCH WORKS

1.1.1. Research works related to social policies and the implementation of social policies

Joe C. B. Leung and Yuebin Xu (2015), *China's Social Welfare: The Third Turning Point*, Polity Press, Cambridge.

Soo Ann Lee and Jiwei Qian (2017), *The Evolving Singaporean Welfare State*, Social Policy & Administration, 51(6), pp. 916-939.

World Food Programme (WFP) (2019), *Lao PDR Case Study: Strengthening the Capacity of ASEAN Member States to Design and Implement Risk-Informed and Shock-Responsive Social Protection Systems for Resilience*, WFP, Rome.

Fritz Sager and Anat Gofen (2022), *The Polity of Implementation: Organizational and Institutional Arrangements in Policy Implementation*, Governance, 35(2), pp. 347-364.

Carmen Jacqueline Ho, Daniel Béland, Dragana Bodruzic, Shih-Jiunn Shi and Zainab Nizar (2022), *Social Policies in Democratic and Authoritarian Regimes: Comparing the Introduction and Implementation of the National Rural Employment Guarantee in India and Dibao in China*, Journal of International and Comparative Social Policy, 38(3), pp. 241-253.

Gianluca Busilacchi, Marina De Angelis and Matteo Luppi (2025), *Implementation Arrangements and Policy Success in Active Social Policies: Evidence from Italy's Minimum Income Scheme*, Journal of International and Comparative Social Policy, 41(3), pp. 277-315.

Ricardo Velázquez Leyer, Viviana Ramírez, Gibrán Cruz-Martínez and Theodoros Papadopoulos (2025), *Current Trends, Persistent Challenges, and Emerging Opportunities of Social Policy Implementation in Latin America and Southern Europe*, Journal of International and Comparative Social Policy, 41(3), pp. 185-200.

Kinglun Ngok (2026), *Pursuing Common Prosperity: China's Social Policies in the Twenty-First Century*, in The Oxford Handbook of Social Policies in the Global South, Oxford University Press, Oxford, pp. 742-756.

Tanja Klenk and Lihi Lahat (eds.) (2026), *Handbook of Social Policy Implementation*, Edward Elgar Publishing, Cheltenham.

T. Frangioni and S. Volturo (2026), *Organising Changes: The Institutional Work Behind the Implementation of a Minimum Income Scheme*, Social Policy & Administration, 60(4), pp. 596-605.

1.1.2. Research works related to ruling political parties and their organizations' leadership in the implementation of social policies

Candelaria Garay (2016), *Social Policy Expansion in Latin America*, Cambridge University Press, Cambridge.

Jorge I. Domínguez, María del Carmen Zabala Argüelles, Mayra Espina Prieto and Lorena G. Barberia (eds.) (2017), *Social Policies and Decentralization in Cuba: Change in the Context of 21st-Century Latin America*, Harvard University Press, Cambridge, Massachusetts.

Kwon Soonmee (2018), *From a Developmentalist Welfare State to a Social Investment State: A Case Study of Japan*, Korea Social Policy Review, 25(1), pp. 231-257.

Sara Niedzwiecki (2018), *Uneven Social Policies: The Politics of Subnational Variation in Latin America*, Cambridge University Press, Cambridge.

Rik van Berkel (2020), *Making Welfare Conditional: A Street-Level Perspective*, Social Policy & Administration, 54(2), pp. 191-204.

Jiwei Qian (2021), *Policy Implementation in the Decentralization Welfare Regime*, in The Political Economy of Making and Implementing Social Policy in China, Palgrave Macmillan, Singapore.

Kerry E. Ratigan (2022), *Local Politics and Social Policy in China: Let Some Get Healthy First*, Cambridge University Press, Cambridge.

Xian Huang (2023), *Welfare Policy at the Local Level*, in Handbook on Local Governance in China: Structures, Variations, and Innovations, Edward Elgar Publishing, Cheltenham.

Bingqin Li (2026), *Social Stability through Responsive Social Policy*, in The Communist Party of China: Understanding the Durability of the World's Most Powerful Political Organization, Cambridge University Press, Cambridge, pp. 242-262.

1.2. DOMESTIC RESEARCH WORKS

1.2.1. Research works related to social policies and the implementation of social policies

Mai Ngoc Cuong (2013), *Some Fundamental Issues on Social Policies in Vietnam Today*, National Political Publishing House of Truth, Hanoi.

Le Quoc Ly (ed.) (2014), *Social Security Policies - Current Situation and Solutions*, National Political Publishing House of Truth, Hanoi.

Bui Sy Loi (ed.) (2020), *Improving the Effectiveness of Supervision by Elected Bodies over the Implementation of Social Security Policies and Laws in Vietnam*, National Political Publishing House of Truth, Hanoi.

Vi Thi Lai (2020), *Implementation of Social Policies in the Northern Mountainous Provinces Today According to Ho Chi Minh Thought*, Doctoral Dissertation in Ho Chi Minh Studies, University of Social Sciences and Humanities, Vietnam National University, Hanoi.

Pham Van Linh (2023), *On Social Policies in Vietnam during More Than Half of the 13th Party Congress Term: Practice and Issues Arising*, Electronic Information Portal of the Central Theoretical Council.

Bui Sy Loi (2024), *Identifying Priority Issues in Social Policies through 2030, with a Vision to 2045*, National Political Publishing House of Truth, Hanoi.

Ho Sy Ngoc (2024), *Social Policies in Vietnam*, National Political Publishing House of Truth, Hanoi.

Pham Quang Minh, Detlef Briesen and Nguyen Thi Thuy Trang (2024), *Policy Implementation in Vietnam - National Report No. 7*, Youth Publishing House, Hanoi.

Nguyen Khac Trung (2025), *The Relationship between Economic Development and the Implementation of Social Policies in Kien Giang Province Today*, Doctoral

Dissertation, University of Social Sciences and Humanities, Vietnam National University, Ho Chi Minh City.

1.2.2. Research works related to the Communist Party of Vietnam and party committees' leadership in the implementation of social policies

Nguyen Thi Thanh (2011), *The Communist Party's Leadership in the Implementation of Social Policies during the Renovation Period*, National Political Publishing House, Hanoi.

Dinh Xuan Ly (2011), *The Communist Party of Vietnam's Leadership in the Implementation of Social Policies over 25 Years of Renovation (1986-2011)*, Vietnam National University Press, Hanoi.

Pham Van Ho (2012), *The Communist Party of Vietnam's Leadership in the Implementation of Social Policies in the Central Highlands from 1996 to 2006*, Doctoral Dissertation in History, Ho Chi Minh National Academy of Politics and Public Administration, Hanoi.

Nguyen Thi Mai Chi (2014), *The Nghe An Provincial Party Committee's Leadership in the Implementation of Social Policies in Mountainous Districts from 2001 to 2010*, Doctoral Dissertation in History, Ho Chi Minh National Academy of Politics, Hanoi.

Pham Duc Kien (2017), *The Party's Leadership in Combining Economic Development with the Implementation of Social Policies from 1991 to the Present*, National Political Publishing House of Truth, Hanoi.

Le Van Minh (2025), *The Binh Dinh Provincial Party Committee's Leadership in the Implementation of Social Security from 2010 to 2020*, Doctoral Dissertation in History of the Communist Party of Vietnam, Academy of Journalism and Communication, Hanoi.

Do Van Do La Guol (2026), *The Ba Ria - Vung Tau Provincial Party Committee's Leadership in the Implementation of Social Security Policies from 2010 to 2020*, Doctoral Dissertation in History of the Communist Party of Vietnam, Ho Chi Minh National Academy of Politics, Hanoi.

Nguyen Thi Luyen (2026), *Implementation of Social Policies According to Ho Chi Minh Thought for Workers in the Northwestern Provinces Today*, Doctoral Dissertation in Ho Chi Minh Studies, Ho Chi Minh National Academy of Politics, Hanoi.

1.3. OVERVIEW OF THE RESULTS OF RESEARCH WORKS RELATED TO THE TOPIC AND ISSUES FOCUSSED ON BY THE DISSERTATION

1.3.1. Overview of the results of research works related to the dissertation topic

Domestic and foreign research works have clarified the theoretical and practical foundations of social policies, the implementation of social policies, and the role of leadership subjects; they show that social policies are increasingly approached comprehensively and associated with human development, equity, and social stability. The implementation of social policies is a process involving multiple actors and affected by institutions, resources, organizational apparatuses, coordination, data, and supervision; assessment increasingly focuses on actual outcomes for the people.

Research works still differ in their understanding of the substance of social policies; theories concerning provincial Party committees' leadership over social policy implementation have largely been approached from individual aspects. Certain aspects of

the mechanisms for delineating and coordinating Party committee leadership, government management, and the participation of relevant forces require further clarification; requirements concerning digital transformation, population aging, urbanization, and two-tier local government require continued updating. There has been no comprehensive study of the Khanh Hoa Provincial Party Committee's leadership over social policy implementation in the current context, particularly following the provincial merger.

1.3.2. Issues focused on by the dissertation

First, the dissertation clarifies the working concepts of social policies, social policy implementation, the Khanh Hoa Provincial Party Committee's leadership over social policy implementation, and implementation measures; delineates the content and methods of the Provincial Party Committee's leadership from the content and measures of government management and implementation.

Second, the dissertation develops a theoretical framework on provincial Party committees' leadership over social policy implementation; clarifies the links between leadership content and methods, and between unified leadership and decentralization, delegation of authority, and grassroots responsibility, appropriate to each locality and target group.

Third, the dissertation clarifies the mechanism through which the Provincial Party Committee leads government authorities, the Vietnam Fatherland Front, and socio-political organizations, and mobilizes businesses, communities, and the People to participate; delineates responsibilities and coordination among actors, and distinguishes leadership outcomes from the outcomes of management and social policy implementation.

Fourth, the dissertation surveys and assesses the current situation of the Khanh Hoa Provincial Party Committee's leadership over social policy implementation from 2012 to the present; identifies achievements, limitations, causes, and lessons learned.

Fifth, the dissertation forecasts factors affecting the process, identifies orientations, and proposes solutions to strengthen the Khanh Hoa Provincial Party Committee's leadership over the implementation of social policies through 2035.

CHAPTER 2
THEORETICAL AND PRACTICAL ISSUES CONCERNING THE KHANH HOA PROVINCIAL PARTY COMMITTEE'S LEADERSHIP IN THE IMPLEMENTATION OF SOCIAL POLICIES AT PRESENT

2.1. OVERVIEW OF KHANH HOA PROVINCE, THE PROVINCIAL PARTY ORGANIZATION, AND THE KHANH HOA PROVINCIAL PARTY COMMITTEE

2.1.1. Overview of Khanh Hoa Province

After 1975, Khanh Hoa and Phu Yen were merged to form Phu Khanh Province; in July 1989, Khanh Hoa Province was re-established. Before July 2025, the province had 09 district-level administrative units and 132 commune-level administrative units.

Pursuant to Resolution No. 202/2025/QH15 of the National Assembly, Khanh Hoa Province was established on the basis of the merger of Khanh Hoa Province and Ninh Thuan Province. Following the merger, the province has an area of 8,555.86 km², a

population of 2,243,554 people, and comprises 65 commune-level administrative units: 48 communes, 16 wards, and Truong Sa Special Administrative Region; the political-administrative center is located in Nha Trang.

2.1.1.1. Characteristics of Natural Conditions

Following the merger, the province has a coastline of nearly 500 km, more than 200 islands and the Truong Sa archipelago; its terrain varies from mountains, midlands, and coastal plains to islands. The system of bays and forest, marine, and mineral resources provides favorable conditions for the development of seaports, logistics, industry, tourism, fisheries, and the green economy. The climate is relatively favorable for production and tourism; however, drought, saltwater intrusion, natural disasters, and climate change continue to affect people's lives, particularly in coastal and southern areas.

2.1.1.2. Characteristics of the Political System

Since July 1, 2025, the province has operated a two-tier local government model, with the district level discontinued. The province has 65 commune-level administrative units; 13 departments and agencies are directly under the Provincial People's Committee. At the commune level, there are 192 specialized divisions and 64 public administrative service centers; the province has 880 villages and residential groups. This network directly identifies needs, reviews beneficiaries, conducts communication and mobilization, and supervises social policy implementation, requiring clearly defined responsibilities, resources, and grassroots capacity.

2.1.1.3. Economic Characteristics

The province's development space is associated with Van Phong in industry, seaports, and logistics; Nha Trang in tourism and services; Cam Ranh - Cam Lam in aviation and urban development; and the southern area in energy and specialized agriculture. In the first nine months of 2026, GRDP grew by 11.09%, and state budget revenue reached VND 36,170 billion. Growth expands resources for social policies while also creating requirements for occupational transition and livelihood stabilization.

2.1.1.4. Social and Population Characteristics

The province is home to 35 ethnic groups, with an uneven population distribution; disparities in living conditions and access to services persist among urban, rural, mountainous, coastal, and island areas. In 2025, trained workers accounted for approximately 81%, and those holding degrees or certificates accounted for 32.8%; social insurance participation was 35%, unemployment insurance participation was 28%, and health insurance coverage was approximately 96.1%, with 12.1 doctors and 37 hospital beds per 10,000 people. Social policy implementation must be appropriate to each locality, ethnic group, and population group.

2.1.1.5. Characteristics of National Defense and Security

Khanh Hoa has a strategic position in terms of national defense, security, and foreign affairs; it has a long coastline, the Truong Sa archipelago, and important bays, among which Cam Ranh Bay has strategic significance. Therefore, the implementation of social policies must be associated with policies for people with meritorious services, the armed forces, fishermen, and coastal and island residents; ensure

livelihoods and essential services; prevent and control natural disasters; and stabilize living conditions in strategic areas.

2.1.2. Overview of the Khanh Hoa Provincial Party Organization

The Khanh Hoa Provincial Party Organization was established on February 24, 1930, and led the People in revolutionary struggles; the province was liberated on April 2, 1975. In October 1975, the Phu Khanh Provincial Party Organization was established through the merger of Khanh Hoa and Phu Yen; in July 1989, the Khanh Hoa Provincial Party Organization was re-established.

Before July 2025, the Provincial Party Organization had 13 affiliated Party organizations, 681 grassroots Party organizations, and 51,182 Party members. Following the merger, by March 2026, it had 872 grassroots Party organizations and 75,783 Party members. From September 1, 2026, the Party Organization of the Provincial People's Council and the Party Organization of the Provincial Vietnam Fatherland Front and socio-political organizations were established on a pilot basis. The Khanh Hoa Provincial Party Committee currently has 70 affiliated Party organizations, comprising 64 commune and ward Party organizations and 06 agency Party organizations: those of Party agencies, the Provincial People's Committee, the Provincial People's Council, the Vietnam Fatherland Front and socio-political organizations, the Provincial Public Security, and the Provincial Military.

2.1.3. Khanh Hoa Provincial Party Committee - Concept, Functions, Tasks, Powers, Membership, Composition, Working Relationships and Role

2.1.3.1. Concept

The Khanh Hoa Provincial Party Committee is the Executive Committee of the Provincial Party Organization, the leadership body between two congresses, serving a five-year term and elected by the congress or designated by the Politburo; it is accountable to the Central Party leadership, the Provincial Party Organization, and the People for concretizing and leading the implementation of the Party's guidelines, the State's policies and laws, and congress resolutions. The Provincial Party Committee decides on strategic issues and major guidelines of the province, and submits relevant proposals and recommendations to the Politburo and the Secretariat.

2.1.3.2. Functions, Tasks and Powers of the Khanh Hoa Provincial Party Committee

According to Regulation No. 305-QD/TW dated June 13, 2025, of the Politburo, the Khanh Hoa Provincial Party Committee has the function of providing direct and comprehensive leadership and direction at the provincial level; leading agencies and organizations within the provincial political system and subordinate Party committees and Party organizations in implementing the Party's guidelines, the State's policies and laws, and the resolutions of the Provincial Party Organization.

Its principal tasks and powers include: concretizing resolutions and guidelines of the Central level and the Provincial Party Organization; developing work programs; conducting inspection and supervision; leading Party building, the political system, and personnel affairs; leading inspection and supervision and the prevention and combat of corruption, waste, and negativity; leading mass mobilization, ethnic affairs, religious

affairs, and the implementation of grassroots democracy; leading the government in performing state management tasks; and deciding on or providing orientations for strategic issues concerning socio-economic development, national defense, security, and foreign affairs.

2.1.3.3. Membership and Composition of the Khanh Hoa Provincial Party Committee and Its Affiliated Advisory and Assisting Bodies and Public Service Units

The Executive Committee of the Provincial Party Organization had 55, 53, and 51 members in the 2010-2015, 2015-2020, and 2020-2025 terms, respectively. For the 2025-2030 term, the Politburo designated 54 members; by July 2026, membership had been consolidated to 63. The Standing Committee has 16 members, the Standing Office has 05 members, and the Inspection Commission has 11 members. Women account for 19.05% of Provincial Party Committee members; ethnic minorities account for 6.35%; master's degree holders account for 73.02%, and those holding doctorates or level-II specialist medical qualifications account for 9.52%. Party agencies, the Vietnam Fatherland Front, and socio-political organizations account for 30 members, including 11 commune and ward Party secretaries; government authorities account for 27, centrally administered sectoral agencies for 03, and the armed forces for 03.

The Provincial Party Committee has 05 advisory and assisting bodies: the Office, the Organization Commission, the Propaganda Commission, the Internal Affairs Commission, and the Inspection Commission's agency; and 02 public service units: the Provincial Political School, and Khanh Hoa Newspaper and Radio and Television. These bodies and units contribute advisory services, cadre training, information, and communication in support of leadership over social policy implementation.

2.1.3.4. Working Relationships of the Khanh Hoa Provincial Party Committee, Its Standing Committee and Standing Office

The Provincial Party Committee complies with the leadership and direction of the Central Party leadership; coordinates with central advisory and assisting bodies, Party committees, and centrally affiliated agencies and organizations in performing its tasks.

The Provincial Party Committee, its Standing Committee, and its Standing Office lead and direct advisory and assisting bodies, the Provincial Political School, Khanh Hoa Newspaper and Radio and Television, commune-level Party committees, and affiliated Party committees.

The Provincial Party Committee leads the Provincial People's Council and People's Committee through their respective Party committees, and leads the Provincial National Assembly Delegation through its head and deputy head, providing orientations on guidelines and important decisions within its competence.

The Standing Committee and Standing Office provide political orientation and give opinions on key matters concerning the People's Court, the People's Procuracy, the Vietnam Fatherland Front, and socio-political organizations; they also lead national defense and security tasks in the province.

2.1.3.5. Role of the Khanh Hoa Provincial Party Committee

First, to provide direct, comprehensive, and unified leadership to agencies and organizations within the provincial political system and affiliated Party committees and organizations.

Second, to orient development; decide on or establish guidelines for strategic and important issues; and lead government authorities in concretizing guidelines and organizing implementation.

Third, to build a clean and strong Provincial Party Organization and political system; consolidate the organizational apparatus; and build the contingent of cadres.

Fourth, to strengthen the relationship between the Party and the People, promote democracy, the great unity bloc, and the People's participation.

Fifth, to ensure discipline and order; lead inspection and supervision and the prevention and combat of corruption, waste, and negative practices.

Sixth, to ensure the consistent implementation of Central guidelines; synthesize practical experience, report, and submit proposals and recommendations on matters within the competence of central authorities.

2.2. SOCIAL POLICIES AND THE IMPLEMENTATION OF SOCIAL POLICIES IN KHANH HOA PROVINCE

2.2.1. Social Policies - Concept, Classification and Role

2.2.1.1. Concept of Social Policies

Social policies are a system of guidelines, objectives, mechanisms, and solutions oriented by the Party and institutionalized and promulgated by the State to address social issues, ensure social security, improve the quality of life of the People, promote comprehensive human development, implement social progress and equity, and contribute to ensuring national stability and sustainable development in each period.

2.2.1.2. Classification of Social Policies in Khanh Hoa Province

Social policies in Khanh Hoa are classified according to beneficiaries, issuing authority, and fields of regulation. The principal groups comprise: employment and income; social insurance, health insurance, and unemployment insurance; poverty reduction and social assistance; education, healthcare, housing, and basic services; people with meritorious services and vulnerable groups; and culture, family, and a healthy social environment.

These policy groups target people with meritorious services, workers, poor people, ethnic minority communities, older people, children, persons with disabilities, and vulnerable groups; at the same time, they are concretized in accordance with the conditions of each locality and the province's development objectives.

2.2.1.3. Role of Social Policies in Khanh Hoa Province

The overarching role of social policies is to demonstrate the superiority of the socialist system, place people at the center, and promote social progress and equity. Their specific roles comprise: improving the quality of life and narrowing disparities; developing human resources; harmonizing interests, strengthening consensus and social stability; preventing and sharing risks and enhancing people's capacity to secure their own social protection; and promoting modern, inclusive, and adaptive urban governance.

2.2.2. Implementation of Social Policies in Khanh Hoa Province – Concept, Contents, Implementation Measures and Characteristics

2.2.2.1. Concept of the Implementation of Social Policies in Khanh Hoa Province

The implementation of social policies in Khanh Hoa Province is the process by which state agencies, the Vietnam Fatherland Front, socio-political organizations, businesses, organizations, and individuals, based on the Party's guidelines, the State's policies and laws, and the resolutions, programs, and plans of the Congress of the Provincial Party Organization and the Provincial Party Committee, organize the coordinated implementation of the objectives, mechanisms, and solutions of social policies in practice; ensure beneficiaries' full and timely access to policies and social services; and contribute to improving the People's quality of life, promoting social progress and equity, and the sustainable development of Khanh Hoa Province.

2.2.2.2. Contents of the Implementation of Social Policies in Khanh Hoa Province

There are five principal contents:

First, developing objectives, programs, and implementation plans appropriate to Central guidelines and local conditions.

Second, disseminating policies and identifying beneficiaries and their needs.

Third, ensuring the necessary resources, human resources, physical facilities, data, and services.

Fourth, organizing the provision of benefits, support, and social services to the correct beneficiaries in a timely and transparent manner.

Fifth, establishing coordination mechanisms among agencies, the provincial and commune levels, the Vietnam Fatherland Front, socio-political organizations, and relevant actors.

2.2.2.3. Measures for Implementing Social Policies in Khanh Hoa Province

The principal measures include: administrative measures; economic measures; organizational measures; communication and mobilization measures; and inspection and supervision measures. These measures are implemented in a coordinated manner, ensuring the correct beneficiaries, correct entitlements, openness, transparency, and appropriateness to each locality.

2.2.2.4. Characteristics of the Implementation of Social Policies in Khanh Hoa Province

First, implementation must ensure consistency throughout the province while being appropriate to differences among localities and the requirements of developing the province into a centrally governed city.

Second, resources have expanded as a result of economic growth, but their distribution remains uneven and is affected by natural disasters, climate change, and fluctuations in the labor market.

Third, intersectoral coordination and the contingent of cadres implementing social policies still face difficulties under two-tier local government; workloads have increased, while cadres remain insufficient in number and uneven in professional expertise.

Fourth, implementation resources are diversified, with the State playing the leading role and enterprises and communities participating.

Fifth, digital transformation and social data are becoming increasingly important, but the level of data interoperability and digital access among localities remains uneven.

2.3. THE KHANH HOA PROVINCIAL PARTY COMMITTEE'S LEADERSHIP IN THE IMPLEMENTATION OF SOCIAL POLICIES – CONCEPT, CONTENTS, METHODS AND ROLE

2.3.1. Concept of the Khanh Hoa Provincial Party Committee's Leadership in the Implementation of Social Policies

The Khanh Hoa Provincial Party Committee's leadership in the implementation of social policies is the totality of activities aimed at concretizing the Party's lines and guidelines and the State's policies and laws on social policies in accordance with local conditions; orienting, leading, and promoting the role of the political system in organizing social policy implementation; conducting inspection, supervision, and preliminary and final reviews to ensure consistent and effective implementation, contribute to social progress and equity, improve the People's quality of life, and promote the sustainable development of Khanh Hoa Province.

The leadership subject is the Provincial Party Committee; the Standing Committee provides regular leadership and direction, while the Standing Office handles day-to-day affairs within its competence. The objects of leadership are Party committees and organizations within the political system, agencies and units, and cadres and Party members; social forces are informed, mobilized, and encouraged to participate. The objective is consistent and effective social policy implementation, improved living conditions for the People, and sustainable development.

2.3.2. Contents of the Khanh Hoa Provincial Party Committee's Leadership over the Implementation of Social Policies

2.3.2.1. Leading the Determination of Objectives, Tasks and Solutions for the Implementation of Social Policies Appropriate to the Party's Guidelines and Lines and the Practical Conditions of Khanh Hoa Province

The Provincial Party Committee thoroughly implements Central guidelines, assesses practical conditions, and determines objectives, tasks, solutions, and programs appropriate to Khanh Hoa's conditions; it focuses on employment, income, education, healthcare, poverty reduction, and social security in disadvantaged areas and proactively responds to emerging issues. The determination of guidelines must be based on surveys, practical reviews, forecasting, and the promotion of democracy.

2.3.2.2. Leading the Government in Institutionalizing the Resolutions and Guidelines of the Provincial Party Committee into Programs and Plans for the Implementation of Social Policies and Organizing Their Implementation

The Provincial Party Committee leads the government in institutionalizing resolutions into programs, plans, schemes, and management decisions; assigning responsibilities, ensuring resources, organizing implementation, and addressing emerging issues, without performing the functions of state management in place of the government. Effectiveness is demonstrated by the capacity to promptly transform guidelines into practical results.

2.3.2.3. Leading the Coordination of Activities among the Government, the Vietnam Fatherland Front and Socio-Political Organizations, and Relevant Forces in the Implementation of Social Policies

The Provincial Party Committee leads the determination of clear responsibilities and coordination mechanisms among the government, the Vietnam Fatherland Front, socio-political organizations, and social forces; promotes social supervision and criticism, mobilizes the People, and mobilizes non-state resources, ensuring coordinated implementation and limiting overlap.

2.3.2.4. Leading the Consolidation of the Organizational Apparatus and Building the Contingent of Cadres of Agencies Managing and Implementing Social Policies

The Provincial Party Committee leads the consolidation of the organizational apparatus, assignment of responsibilities, and building of a contingent of cadres with appropriate qualities, professional capacity, and sense of responsibility; conducts personnel planning, training, fostering, assessment, assignment, utilization, and inspection; while also ensuring resources, physical facilities, digital infrastructure, and data serving the implementation of social policies.

2.3.2.5. Leading Preliminary and Final Reviews and Drawing Lessons from the Implementation of Social Policies

The Provincial Party Committee leads the assessment of results, limitations, causes, and lessons; promotes the supervisory role of the People's Council, the Vietnam Fatherland Front, and the People; and uses data and practical feedback to adjust guidelines, tasks, and solutions.

2.3.3. Methods by Which the Khanh Hoa Provincial Party Committee Leads the Implementation of Social Policies

2.3.3.1. Leadership through Resolutions, Directives, Conclusions, Programs and Plans

The Provincial Party Committee leads through resolutions, directives, conclusions, programs, and plans to concretize Central guidelines, determine objectives, tasks, solutions, and responsibilities; the quality of documents must be associated with practical surveys, feasibility, and mechanisms for inspection and supervision.

2.3.3.2. Leadership through Communication, Persuasion and Mobilization of Agencies, Organizations, Cadres, Party Members and All Strata of the People

Through the dissemination and thorough implementation of resolutions, the press, mass mobilization, and dialogue, the Provincial Party Committee creates unity in awareness and action among agencies, organizations, cadres, Party members, and the People; persuades the People's Council to concretize guidelines within its competence; mobilizes the Vietnam Fatherland Front, mass organizations, and businesses to participate; and receives feedback to adjust guidelines.

2.3.3.3. Leadership through Organizational and Personnel Affairs

The Provincial Party Committee leads the building of the organizational apparatus; personnel planning, training, fostering, assignment, utilization, assessment, and power control in personnel affairs; and focuses on the contingent implementing social policies, with professional, governance, intersectoral coordination, and digital transformation capacities.

2.3.3.4. Leadership through Inspection, Supervision and Party Discipline

The Provincial Party Committee leads Party committees, Party organizations, and inspection commissions at all levels in developing and implementing inspection and supervision programs; promptly preventing, detecting, rectifying, and handling violations, thereby maintaining discipline and order and improving the effectiveness of social policy implementation.

2.3.3.5. Leadership through the Exemplary Actions of Cadres and Party Members

The Provincial Party Committee promotes consistency between words and actions, public-service ethics, and the spirit of serving the People in accordance with Resolution No. 24-NQ/TW; emphasizes the pioneering spirit, initiative, and willingness to assume responsibility of cadres and Party members, especially heads of agencies and organizations; and assesses performance through concrete actions and results.

2.3.4. Leadership Role of the Khanh Hoa Provincial Party Committee in the Implementation of Social Policies

First, to ensure that social policies are implemented in accordance with the political orientation, consistent with the Central level, and appropriate to the practical conditions of Khanh Hoa.

Second, to create unity in action and coordination among the government, the Vietnam Fatherland Front, socio-political organizations, and relevant forces.

Third, to orient priorities and lead government authorities in mobilizing, allocating, and utilizing resources within their competence, with attention to disadvantaged fields and localities.

Fourth, to ensure that policies are implemented fairly and for the correct beneficiaries, with a strong focus on the grassroots level and narrowing disparities among population groups.

Fifth, to strengthen discipline and order, prevent violations, and improve the effectiveness of policy implementation.

Sixth, to contribute to improving the social effectiveness of the development process, strengthening consensus and political-social stability, associating development with national defense and security, and achieving the objective of developing Khanh Hoa into a centrally governed city.

CHAPTER 2 SUMMARY

Chapter 2 provides an overview of the characteristics of Khanh Hoa Province, the Provincial Party Organization, and the Khanh Hoa Provincial Party Committee; clarifies factors concerning spatial conditions, population, socio-economic conditions, national defense, security, and the organization of the political system that affect the implementation of social policies.

The chapter also clarifies the concept, classification, and role of social policies; the concept, contents, measures, and characteristics of social policy implementation in Khanh Hoa; and identifies the concept, subject, objects, contents, methods, and role of the Provincial Party Committee in leading the implementation of social policies. This constitutes the theoretical and practical basis for assessing the current situation of the Khanh Hoa Provincial Party Committee’s leadership in Chapter 3.

Chapter 3
THE KHANH HOA PROVINCIAL PARTY COMMITTEE'S LEADERSHIP IN IMPLEMENTING SOCIAL POLICIES – CURRENT SITUATION, CAUSES, AND LESSONS LEARNED

3.1. CURRENT SITUATION OF THE KHANH HOA PROVINCIAL PARTY COMMITTEE'S LEADERSHIP IN IMPLEMENTING SOCIAL POLICIES

3.1.1. Achievements

3.1.1.1. Achievements in Leadership Content

First, the Provincial Party Committee has closely adhered to the Party's guidelines, adjusting objectives, tasks, and solutions across three periods: 2012-2022; from 2022 to June 30, 2025; and from July 1, 2025, to the present. Leadership content has shifted from a focus on ensuring social security toward a comprehensive and inclusive approach, linking human development with the objective of becoming a centrally governed city. In the survey, 94.6% of cadres assessed the concretization of guidelines as timely.

Second, the Provincial Party Committee has led government authorities in concretizing resolutions into relatively coordinated programs and plans. In the former Khanh Hoa Province, the household poverty rate fell from 9.68% to 2.09% during 2016-2020, and from 3.86% at the end of 2021 to 1.26% at the end of 2024. Following the merger, policies on education, insurance, credit, and social assistance have continued to be concretized.

Third, the Provincial Party Committee has strengthened coordination among government authorities, the Vietnam Fatherland Front, socio-political organizations, and relevant forces in resource mobilization, communication, and supervision; 82.3% of surveyed cadres assessed this coordination as effective.

Fourth, the Provincial Party Committee has paid attention to consolidating the organizational apparatus, arranging, training, and improving the capacity of cadres; following administrative mergers, focus has been placed on reinforcing grassroots personnel, offering professional development, and promoting digital transformation.

Fifth, the Provincial Party Committee has paid close attention to preliminary and final reviews, drawing lessons and using practical results to adjust guidelines, gradually shifting the focus from assessing targets toward responsibility, service quality, and the People's satisfaction.

3.1.1.2. Achievements in Leadership Methods

First, leadership through resolutions, directives, conclusions, and action programs has become increasingly flexible, coherent, and interconnected; the Provincial Party Committee's policy directions are systematically operationalized by the government into state management programs, plans, and tasks.

Second, communication and mobilization have become increasingly diverse, combining political communication, mass media, mass mobilization, dialogue, and community outreach, contributing to consensus and wider access to policies.

Third, leadership through organizational and personnel work has been closely aligned with position-based staffing, training, reassignment, rotation, and execution

capacity building; post-merger efforts to reinforce commune-level cadres have helped maintain continuity and minimize policy disruptions.

Fourth, Party inspection, supervision, and discipline have been conducted relatively regularly and with a clear focus, contributing to preventing violations, enhancing responsibility, and ensuring that policies reach the correct beneficiaries in accordance with regulations.

Fifth, the exemplary role of cadres and Party members, especially heads of agencies and units, has gradually been promoted, linking political responsibility with public-service ethics and the quality of service provided to the People.

3.1.2. Limitations

3.1.2.1. Limitations in Leadership Content

First, certain objectives, tasks, and solutions lack specificity for each locality, population group, and risk; differentiation among regions remains unclear, with insufficient attention to sustainable livelihoods, preventing a return to poverty, and adaptation to risks.

Second, leadership over the concretization and organization of implementation has at times lacked timeliness and coordination; some programs lack clearly defined outputs, schedules, resources, and responsibilities; decentralization, coordination, service provision, and administrative procedures remain slow.

Third, leadership over coordination among actors has not been sufficiently harmonious; task assignment, data sharing, and responsibilities remain unclear in some places, while supervision, social criticism, and the reflection of needs have been uneven.

Fourth, leadership over the consolidation of the organizational apparatus and the contingent of cadres has not fully met specialization requirements; some localities face cadre shortages and concurrent duties, with uneven advisory and coordination capacities.

Fifth, leadership over preliminary and final reviews has not fully linked outputs with impacts; assessments remain inclined toward progress, numbers, and funding, while the quality of benefits received and the sustainability of results have not received adequate attention.

3.1.2.2. Limitations in Leadership Methods

First, leadership through guidelines and resolutions has at times lacked timeliness and flexibility and has not been closely linked with mechanisms for monitoring outcomes.

Second, communication, persuasion, and mobilization have not been appropriate to some organizations and target groups; interaction and feedback remain limited. In the survey, 69.6% of residents selected incomplete or difficult-to-understand policy information as one of the limitations requiring improvement.

Third, the consolidation of organizations and the assignment and utilization of cadres implementing social policies have in some respects lacked coordination and have not been commensurate with task requirements.

Fourth, inspection and supervision of responsibility for leading social policy implementation have in some respects lacked comprehensiveness, timeliness, and depth;

links with beneficiary outcomes and follow-up on corrective action after inspection remain limited.

Fifth, the leadership role of certain Party committees, organizations, cadres, Party members, and heads of agencies has not been fully or consistently mobilized; the commitment to setting a personal example and linking individual responsibility to policy outcomes remains limited.

3.2. CAUSES AND LESSONS LEARNED

3.2.1. Causes

3.2.1.1. Causes of Achievements

First, the increasingly complete system of Central guidelines and policies provides favorable political and legal foundations for the Provincial Party Committee's leadership over social policy implementation.

Second, socio-economic achievements, the political system, traditions of solidarity, and social resources provide a foundation for policy implementation.

Third, the Provincial Party Committee's political resolve and awareness have grown increasingly comprehensive and unified, treating social policy as an integral pillar of sustainable development.

Fourth, the capacity of the Provincial Party Committee and its Standing Committee to concretize Central guidelines, exercise leadership, and apply leadership methods has gradually improved.

Fifth, proactive coordination and responsibility among agencies, organizations, cadres, and Party members, together with the response of social forces and the People, enable the Provincial Party Committee's leadership content and methods to be effective and transform guidelines into practical action.

3.2.1.2. Causes of Limitations

First, changes in institutions, administrative boundaries, and the organizational model increase the complexity of concretizing and organizing social policy implementation.

Second, disparities in natural conditions, demographics, development levels, and social needs across different localities complicate priority setting, resource allocation, and service provision.

Third, the Provincial Party Committee's perception and handling of the relationship between economic growth and social development have occasionally lacked comprehensiveness and harmony.

Fourth, forecasting capacities, advisory quality, coordination mechanisms, and personnel organizational work have not fully kept pace with the growing demands of social policy administration.

Fifth, supporting conditions for leadership and guidance—particularly information systems, data infrastructures, resources, and monitoring-evaluation mechanisms—remain inadequate relative to practical demands.

3.2.2. Lessons Learned

First, consistently adhere to Central lines and guidelines while promoting initiative and creativity in concretizing them in accordance with the characteristics, conditions, and social issues of each locality and population group in Khanh Hoa Province.

Second, position the leadership of social policy implementation within the overarching framework of socio-economic development leadership, linking economic growth with social progress, equity, and the improvement of the people's standard of living.

Third, clearly delineate authority and responsibility; strengthen coordination among forces, promote the combined strength of the entire political system and the People's role as active subjects in social policy implementation.

Fourth, flexibly apply leadership methods while continuously consolidating the organizational apparatus and building a cadre corps capable of meeting the demands of social policy implementation.

Fifth, attach high importance to inspection, supervision, preliminary reviews, and practical evaluations; link social policy outcomes directly to the accountability of Party organizations, cadres, members, and especially agency heads to make timely adjustments to leadership content and methods.

CHAPTER 3 SUMMARY

Chapter 3 assesses the achievements and limitations in the content and methods of the Khanh Hoa Provincial Party Committee's leadership. Social policy outcomes have contributed to improving the People's living conditions, although limitations persist concerning objectives, coordination, resources, cadres, data, and the monitoring of beneficiary outcomes. The chapter analyzes objective and subjective causes and draws five lessons as a basis for proposing orientations and solutions in Chapter 4.

Chapter 4
ORIENTATIONS AND KEY SOLUTIONS TO STRENGTHEN THE LEADERSHIP OF THE KHANH HOA PROVINCIAL PARTY COMMITTEE IN IMPLEMENTING SOCIAL POLICIES THROUGH 2035

4.1. FORECAST OF IMPACTING FACTORS AND ORIENTATIONS TO STRENGTHEN THE LEADERSHIP OF THE KHANH HOA PROVINCIAL PARTY COMMITTEE IN IMPLEMENTING SOCIAL POLICIES

4.1.1. Forecast of factors impacting the leadership of the Khanh Hoa Provincial Party Committee in implementing social policies in the coming period

4.1.1.1. Forecast of favorable factors

First, the refinement of the Central framework of guidelines and policies and the implementation of the province's strategic development orientations will create a unified political and legal basis for the Khanh Hoa Provincial Party Committee to identify leadership priorities in social policy implementation.

Second, expanded development space, new growth drivers, and the capacity to mobilize economic resources will provide additional material conditions for realizing the Provincial Party Committee's leadership content.

Third, the stabilization of two-tier local government and the consolidation of the political system following the merger will create conditions for improving the effectiveness and efficiency of the Provincial Party Committee's leadership methods.

Fourth, digital transformation, data interoperability, and increased receipt of feedback from the grassroots level will facilitate the renewal of leadership methods in a scientific and democratic manner closely grounded in practice.

Fifth, accumulated results and experience in leading social policy implementation, together with social consensus, will provide a practical foundation for the Provincial Party Committee to improve leadership quality in the new period.

4.1.1.2. Forecast of difficult factors

First, instability in the world, the region, and the country, together with non-traditional risks, will increase the unpredictability of social issues in the province.

Second, technological transformation, changes in the labor structure, and new labor market requirements will increase the risk of shortages of human resources in general, particularly high-quality human resources, while a segment of the workforce does not yet meet these requirements.

Third, urbanization, the implementation of major projects serving as development drivers, and population growth through migration will exert increasing pressure on housing, livelihoods, and social services in certain areas of the province.

Fourth, disparities in income, living conditions, and access to social services among localities and population groups present a challenge to comprehensive and inclusive development.

Fifth, population aging and changes in demographic structure will increase pressure on healthcare, social assistance, and health services.

4.1.2. Orientations to strengthen the leadership of the Khanh Hoa Provincial Party Committee in implementing social policies

First, ensure the unified and comprehensive leadership of the Provincial Party Committee in concretizing Central guidelines in accordance with the development space, population size, and social governance requirements of the post-merger province.

Second, orient the content of leadership over social policy implementation toward comprehensiveness and inclusion, while remaining appropriate to differences among localities and population groups.

Third, place leadership over social policy implementation within the overall leadership of socio-economic development, associated with the objective of building Khanh Hoa into a centrally governed city, a major national growth pole, where the People enjoy high living standards and a peaceful and happy life.

Fourth, promote the combined strength of the political system and the People's role as active subjects; ensure intersectoral coordination and the mobilization of social resources under two-tier local government.

Fifth, focus leadership on ensuring that the organizational apparatus, the contingent of cadres, advisory capacity, and grassroots capacity for social policy implementation meet task requirements in the new context.

Sixth, renew leadership methods on the basis of digital data and practical feedback; link inspection, supervision, and preliminary and final reviews with timely adjustments to leadership content and the responsibilities of relevant actors.

4.2. KEY SOLUTIONS TO STRENGTHEN THE LEADERSHIP OF THE KHANH HOA PROVINCIAL PARTY COMMITTEE IN IMPLEMENTING SOCIAL POLICIES THROUGH 2035

4.2.1. Enhancing political awareness and responsibility among Party committees, Party organizations, government agencies, cadres, Party members, and especially heads of agencies and organizations, regarding social policy implementation

Unify the understanding that social policy is a component of the development strategy, serving as both an objective and a driving force, associated with growth, human development, and social stability. Correctly implement the principle that "the Party leads, the State manages, and the People are masters," neither taking over government functions nor relaxing Party leadership.

Define the responsibilities of Party committees, Party organizations, and heads of agencies and organizations in association with results and the People's satisfaction; maintain contact in villages and residential groups, particularly those far from administrative centers; and emphasize exemplary conduct, public-service ethics, and a culture of service.

4.2.2. Renewing and improving the quality of formulating and issuing the Provincial Party Committee's resolutions and guidelines on social policy implementation toward focus, inclusion, and sustainability

Improve the quality of resolutions by closely adhering to Central guidelines, accurately identifying issues, using data, and assessing impacts; select priorities, differentiate objectives by locality and population group, and link them with planning, investment, urbanization, industry, energy, and tourism.

Ensure that resolutions have measurable objectives, resources, schedules, responsibilities, and adaptability; improve surveys, consultation, appraisal, social criticism, and the review of documents following the merger.

4.2.3. Strengthening leadership over government agencies in institutionalizing, concretizing, and organizing social policy implementation; improving mechanisms for decentralization, coordination, and resource mobilization under two-tier local government

Lead government authorities in translating resolutions into specific programs, plans, and tasks; clearly delineate provincial and commune-level authority, identify lead agencies, and ensure that decentralization is accompanied by personnel, funding, data, and physical facilities.

Allocate resources according to beneficiaries, levels of deprivation, and outcomes; coordinate with central ministries, commissions, and agencies to remove obstacles and propose resource support, and with centrally administered sectoral agencies in the province to unify data and resolve the People's entitlements.

4.2.4. Focusing leadership on resolving social "bottlenecks," with emphasis on employment, income, and sustainable livelihoods amid economic restructuring and urbanization

Link economic development with the chain of workforce forecasting, training, recruitment, credit, and livelihoods. Connect businesses and training institutions according to the needs of Van Phong, Nha Trang, Cam Ranh - Cam Lam, and the southern part of the province; tailor support to each household, particularly people affected by land acquisition or resettlement, poor households, and ethnic minorities.

Assess results through employment, income, the capacity to sustain livelihoods, service access, and the risk of returning to poverty; conduct follow-up after support and prepare interventions where livelihoods remain unstable.

4.2.5. Renewing organizational and personnel affairs and leading the improvement of coordination mechanisms for social policy implementation under two-tier local government

Consolidate grassroots focal points for social policy implementation in accordance with tasks and local characteristics; improve intersectoral coordination between provincial and commune levels, clearly identifying lead agencies and responsible focal points.

Assign, train, and assess cadres according to job positions, workloads, results, and local characteristics; provide professional support from the province to communes; encourage and protect dynamic and creative cadres willing to assume responsibility for the common good, in association with control over the exercise of power.

4.2.6. Strengthening communication and dialogue, building social consensus, and leading the promotion of digital transformation in social policy implementation

Ensure communication is easy to understand and appropriate to each group and locality; combine digital channels with direct guidance. Conduct dialogue from the preparation of policies and projects; receive, explain, follow up on, and communicate the results of handling the People's petitions.

Standardize and connect population and social policy data; establish consistent focal points, updating procedures, and access permissions, and protect personal data. Use data and feedback for forecasting, supervision, and adjustment of guidelines; reuse information, reduce declarations, and support groups facing difficulties in accessing technology.

4.2.7. Renewing inspection and supervision; monitoring corrective action and improving the quality of practical reviews

In accordance with Regulation No. 225-QD/TW, enhance responsibility for self-inspection and self-supervision; conduct regular supervision from the outset, based on data and levels of risk. Clarify the responsibilities of Party organizations, Party members, and heads of agencies and organizations; prevent violations and identify and protect positive initiatives and exemplary individuals.

Conclusions must clearly identify responsibilities, deadlines, and corrective outcomes; monitor implementation to completion and link it with cadre assessment. Coordinate Party inspection with supervision by the People's Council and Vietnam

Fatherland Front, state inspection, and auditing according to their respective functions; conduct in-depth reviews and consult beneficiaries to adjust guidelines, replicate effective models, and submit recommendations to central authorities.

CHAPTER 4 SUMMARY

Chapter 4 forecasts favorable and difficult factors and identifies six orientations for strengthening the Provincial Party Committee's leadership over social policy implementation through 2035, emphasizing inclusive development, links between economic and social development, the combined strength of the political system, grassroots capacity, and the renewal of leadership based on data and practical feedback.

On this basis, the chapter proposes seven groups of solutions: enhancing awareness and responsibility; renewing resolution formulation; strengthening leadership over government authorities, decentralization, coordination, and resource mobilization; addressing employment, income, and livelihoods; renewing organizational and personnel affairs; strengthening communication, dialogue, and digital transformation; and renewing inspection, supervision, and practical reviews. These solutions should be implemented in a coordinated manner, taking improvements in the People's living conditions and the benefits they receive as benchmarks.

CONCLUSION

1. Social policies carry direct significance for human development, progress, social fairness, and sustainable development. For Khanh Hoa, this demand is rendered even more imperative due to spatial expansion, economic-labor transitions, territorial disparities, rising social risks, and the new requirements of two-tier local governance. Therefore, strengthening the leadership of the Provincial Party Committee in implementing social policies holds strategic significance.

2. The dissertation clarifies the concepts of social policies, social policy implementation, and the Khanh Hoa Provincial Party Committee's leadership over social policy implementation; identifies leadership content and methods and distinguishes them from government management and administration. Leadership is reflected throughout the process, from determining guidelines and leading their concretization and implementation to coordination, organizational and cadre building, inspection, supervision, and practical reviews.

3. Practical realities demonstrate that the Provincial Party Committee has exercised comprehensive leadership, focusing on disadvantaged regions and vulnerable groups, gradually consolidating organizational units, cadres, coordination, and inspection/supervision, thereby improving social indicators and public living standards. However, limitations remain regarding policy differentiation, coordination, decentralization, resource allocation, data integration, ground-level capacity, and linking supervision with actual beneficiary outcomes. The dissertation has identified root causes and extracted primary lessons learned.

4. Based on forecasts through 2035, the dissertation outlines six orientations and proposes seven solution groups. Focus is placed on enhancing awareness and responsibility; elevating resolution quality; strengthening leadership over government authorities, decentralization, coordination, and resources; resolving employment, income, and livelihoods; innovating organization and cadre work; expanding communications, dialogue, and digital transformation; and innovating inspection, supervision, and practical reviews. Implementation must be synchronous, tying leadership accountability to practical outcomes and taking the improvement of the People's lives as the ultimate measure.

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