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UDC 32

**BUILDING A CONTINGENT OF CADRES UNDER SUPERVISION
OF THE PROVINCIAL AND MUNICIPAL PARTY STANDING COMMITTEES
IN THE MEKONG DELTA, VIETNAM AT PRESENT**

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Abstract. The Mekong Delta is an economic region playing an important role in the sustainable development of the country. The region's task of socio-economic development places higher and higher demands on the contingent of cadres and civil servants, in which first and foremost is the contingent of cadres working under supervision of the provincial and municipal Party Standing Committees. In recent years, Party committees and organizations at all levels in provinces and cities in the Mekong Delta have paid great attention to building and improving the quality of cadres, which has achieved many remarkable results and made significant contributions to leading and directing the successful implementation of political tasks in the locality.

Keywords: Mekong Delta; economic development; Party committees; cadres.

1. Overview of the Mekong Delta and the contingent of cadres under the supervision of the provincial and municipal Party standing committees in the Mekong Delta at present

1.1. Overview of the Mekong Delta

The Mekong Delta, also known as the Southwest region, is a region with an important strategic position of the country, with great economic potential, specific ethnic and religious background. The whole region includes Can Tho city and 12 provinces directly under the central authority (An Giang, Bac Lieu, Ben Tre, Ca Mau, Dong Thap, Long An, Hau Giang, Kien Giang, Soc Trang, Tien Giang, Tra Vinh and Vinh Long).

The Mekong Delta is the key and largest area for exporting rice, agricultural and aquatic products in the country. This region has the potential to develop economic sectors, tourism services, and already has had early access to commodity production. However, the overall region's economy is still mainly agriculture and small-scale industry with limited budget revenue and much lower GDP per capita than the national average. Therefore, in order to maximize the strength and advantages of the region, as well as to overcome the limitations, the people shall

play a very important role, in which the priority task is to build a strong contingent of cadres of the standing committees of provincial and municipal Party Committees.

1.2. Overview of the contingent of cadres under supervision of the provincial and municipal Party standing committees in the Mekong Delta

Definitions and titles of cadres under supervision of the provincial and municipal Party standing committee in the Mekong Delta

Cadres under supervision of the provincial and municipal Party standing committee are known to be the ones who are elected, approved, and appointed to hold leading and managing positions by tenure in organizations of the political system of the provincial and executive committee, district government; executive committee, commanders in the provincial police and military departments, executive committee, leaders and managers of provincial public non-business units and associations,... They perform their assigned responsibilities and tasks under the main control of the provincial and municipal Party standing committee according to the Party's regulations in order to ensure the successful implementation of

the functions and tasks of their organizations, agencies and units.

According to Regulation No. 105-QD/TW dated December 19, 2017 of the Central Committee on decentralization of staff management and appointment and recommendation of candidate officials, cadres under supervision of the provincial and municipal Party standing committee include the heads and deputy heads of organizations and agencies in the provincial political system, party executive committees, district government and equivalent administrative units (party committees of provincial agencies, party committees of provincial enterprises, party committees of provincial agencies and enterprises). On that basis, titles/ positions of cadres under supervision of the provincial and municipal Party standing committee in the Mekong Delta include the followings:

At the provincial level:

Members of provincial and municipal standing committee (excluding members who are officials of the Politburo or Secretariat); members of provincial and municipal party committee; the chairman and vice-chairman of the inspection committee of the provincial and municipal party committee; the heads and deputy heads of the advisory committees of the provincial and municipal party committee; chief and deputy chief of provincial and municipal party committee office.

Secretary of the party union of the provincial and municipal people's council; secretary of the party civil affairs committee of the provincial and municipal people's committee; vice presidents of the provincial and municipal people's councils; vice presidents of the provincial and municipal people's committees; heads and deputy heads of provincial and municipal delegation of national assembly; members of the standing committee of provincial and municipal people's councils; heads and deputy heads of departments of the provincial and municipal people's councils; members of the provincial and municipal people's committees; chief and

deputy chief of office of the provincial and municipal people's councils, the people's committees; directors and deputy directors of departments; heads and deputy heads of departments and branches under the provincial and municipal people's committees.

Editor-in-chief, deputy editor-in-chief of provincial and municipal party newspapers; principals and vice principals of provincial and municipal political schools; principals and vice principals of provincial and municipal colleges and universities; chief justices, deputy chief justices of provincial and municipal people's courts; secretary of the party civil affairs committee, director, deputy director of the provincial and municipal people's procuracy.

Secretary of the Party Union of the provincial and municipal Vietnam Fatherland Front and socio-political organizations; presidentes and vice presidents of the provincial and municipal Vietnam Fatherland Front Committees; presidentes and vice presidentes of Women's Union, Farmers' Union, Veteran's organization, provincial and municipal Confederation of Labour; secretary and deputy secretary of provincial and municipal Ho Chi Minh Communist Youth Union; the party secretary and the president of the provincial and municipal literary and artistic association; the secretary of the party union, the president of the provincial and municipal union of scientific and technical associations; chairman of the provincial and municipal Cooperative Alliance; presidentes of the provincial and municipal associations: Journalists Association, Red Cross, Traditional Medicine Association.

At the districts, towns, provincial cities, municipalities and subordinate party committees:

Secretary and deputy secretary of the district party committee, town party committee, city party committee and subordinate party committee; presidentes of people's councils, presidentes of people's committees of districts, towns and cities.

At the provincial and municipal police, military and border guards:

Secretary and deputy secretary of the Party Committee; the director and deputy director of the police of the province or city; secretary and deputy secretary of the Party Committee; military commanders, border guards, provincial and municipal military.

The contingent of cadres under supervision of the provincial and municipal Party standing committees in the Mekong Delta

Regarding quantity and structure:

According to the data of the organizing committees of the Mekong Delta, the whole region currently has 3,568 officials under supervision of the provincial and municipal Party standing committees (provincial level: 2,512 people (accounting for 70.4 %), district and equivalent level: 1,056 people (accounting for 29.6 %)), of which there are 469 women (accounting for 13 %). In terms of age structure: there are 253 people from 30–40 years old (accounting for 7.1 %), 259 people from 41–45 years old (accounting for 7.3 %), 609 people from 46–50 years old (accounting for 17.1 %) and 2,147 people over 50 years old (accounting for 60.2 %).

Regarding political qualities, moral qualities and lifestyle:

The majority of cadres under supervision of the provincial and municipal Party standing committees in the Mekong Delta are absolutely loyal to Marxism-Leninism, Ho Chi Minh's thought, loyal to the Party's goals and ideals, and have absolute faith in the renovation work initiated and led by the Party. They are always exemplary in morality and lifestyle, well abide by the regulations of the Party, the State and the locality. In addition, most of them live a simple lifestyle and live in harmony with everyone; have good relations with colleagues and people. These people are always enthusiastic and responsible; thus setting an example for other cadres and people to follow.

Regarding qualifications:

The qualifications of the cadres under supervision of the provincial and municipal

Party standing committees in the Mekong Delta have been gradually enhanced. The cadres are always responsible for their work; dynamic, creative, enterprising and flexible in performing tasks. They always uphold the role of being exemplary and conduct self-criticism and criticism in both work and life. They are examples of the sense of organization and discipline for cadres, civil servants and the people to follow.

Apart from the above-mentioned, the contingent of cadres still have limitations. The percentage of female staff is still low compared to the requirement (accounting for 13 %). In recent years, although the Party's policy of rejuvenating cadres at all levels has been thoroughly understood and organized by Party committees and organizations in the Mekong Delta, the number of young cadres holding the positions under supervision of the provincial and municipal Party standing committees is still moderate. Most of the cadres are of old age with health issues, limited thinking capacity, with less dynamism, creativity, enterprising and are not dare to take responsibility. This has affected the quality of leadership, management, and organization in practice, especially in the current period of economic integration, accelerated industrialization and modernization. Unless this situation is improved, it is likely to lead to shortages and unsustainability in future cadre work.

2. Building a contingent of cadres under supervision of provincial and municipal Party standing committees in the Mekong Delta at present – Contents and methods

2.1. Contents of building a contingent of cadres under supervision of provincial and municipal Party standing committees in the Mekong Delta

Firstly, regarding quantity and structure

At present, in response to the requirement of downsizing of payroll of the Party and State, all levels of Party committees and organizations in provinces and cities in the Mekong Delta have actively been

implementing Resolution No. 39-NQ/TW dated 17 April 2015 of the Central Committee on downsizing and restructuring of officials and public employees. In particular, they focus on reviewing and consolidating functions, tasks, organizational structure and conducting research on developing title standards of cadres under supervision of the provincial and municipal Party standing committees associated with their job positions. The appropriate quantity and structure shall be determined on that basis. As a result, the number of cadres has been increasingly enhanced and the structure has been adjusted to become more reasonable and scientific.

Secondly, regarding political qualities, moral qualities and lifestyle.

Party committees and organizations at all levels in provinces and cities in the Mekong Delta have strictly implemented Directive No. 05-CT/TW dated May 15, 2016 of the Politburo on promoting the studying and following of President Ho Chi Minh's thought, morality and lifestyle. The study of Ho Chi Minh's thought and morality is associated with studying and mastering the Party's directives and resolutions, and political activities on the occasion of major national holidays of country and locality. Typically, in the period 2016-2020, Can Tho city has praised and rewarded 702 typical collectives and 1,177 typical individuals for studying and following Ho Chi Minh's thought, morality and lifestyle [1, p. 8–9]. Additionally, until now, Party Committees in Bac Lieu province has praised 170 typical collectives and 260 typical individuals, thereby contributing to spreading the example of good people and good deeds in the Party Committee and the whole society [2, p. 54].

In particular, Party committees and organizations in provinces and cities in the Mekong Delta have strictly implemented the Resolution of the 4th Plenum of Party Central Committee, 11th Tenure, on a number of urgent issues on the current Party building and the Resolution of the 4th

Plenum of the 12th Party Central Committee on enhancing the building and rectification of the Party; preventing and repulsing the degradation in political ideology, ethics and lifestyle as well as the manifestation of the internal “self-evolution” and “self-transformation”. This has contributed to educating, training, and improving quality politics, moral qualities and lifestyle of cadres and party members in general, cadres under supervision of the provincial and municipal Party standing committees in particular. A typical example is Tra Vinh Provincial Party Committee, it has concretized 27 degradation signs of cadres and party members into 82 signs and clearly explained for the officials and party members to easily identify. It also organized a contest of “Studying Ho Chi Minh's thought, morality and lifestyle and choosing a typical model in studying and following Uncle Ho's teachings” and selected 19 typical models to be printed into books and popularized throughout the Party Committee [3, p. 15].

Thirdly, regarding qualifications in all aspects and working capacity.

In the past time, Party committees and organizations in provinces and cities in the Mekong Delta have paid great attention to improving all aspects and working capacity of cadres in general, and cadres under supervision of the provincial and municipal Party standing committees in particular. On that basis, many measures have been taken to train and improve the qualifications and capacity, and as a result, the level of qualifications in all aspects and the working capacity of cadres have been significantly improved. Most of the cadres are appointed in accordance with their qualifications, capacity and strength. Many cadres have a chance to experience and become mature in practice, they show bravery, a firm class stance and steadfastness in the ideal goals of the Party, maintain political, moral and lifestyle qualities, uphold the sense of responsibility, contributing to the successful completion of tasks of localities and units.

Fourthly, regarding working style; sense of organization and discipline; attitude towards cadres, civil servants and public employees in their in-charge agencies and units; with cadres, civil servants and public employees of where they are working with and with the people.

On the basis of Regulation No. 89-QD/TW dated August 4, 2017 of the Central Committee on the framework for title criteria, orientation of criteria for evaluating leaders and managers at all levels, Party committees and organizations in the Mekong Delta have clarified and concretized criteria to appropriately evaluate the manners, working style, sense of organization and discipline of each cadre under supervision of the provincial and municipal Party standing committees, serving as a basis for staff evaluation, classification and supervision. Many provinces and cities have developed regulations to define responsibilities in citizen reception, maintained regular inspection, prevention and handling of violations and negativities when the officials perform their duties. Thereby, it contributes to correcting posture, behavior, training methods of working closely to the people, gradually overcoming the idea of exerting only enough initiative to get by among the current cadres.

However, reality shows that although there is continuous development in quantity and quality, the contingent of cadres under supervision of the provincial and municipal Party standing committees in the Mekong Delta is large but not really strong and synchronized, there is still the situation of “redundancy and shortage at the same time”. Some Party committees have not paid due attention to the work of young cadres, female cadres, and ethnic minority cadres. The work of political and ideological education sometimes has not met the requirements; the quality of implementing, studying and grasping the Party's directives and resolutions of some Party committees and organizations is not high; no specific

program or plan has been developed yet. Therefore, some cadres are not really political stable, lack of exemplary, low prestige, their capacity and quality are not up to the task. There is still situation of bureaucracy, distance from the people, individualism, corruption, wastefulness, negativity and group interests. Through the cadre assessment, it was found that there were still 0.05 % cadres of the Standing Committee of Tien Giang Provincial Party Committee [4, p. 9] and 0.45 % of the cadres of the Standing Committee of the Soc Trang Provincial Party Committee failed to complete their tasks [5, p. 7].

2.2. Methods of building a contingent of cadres under supervision of the provincial and municipal Party standing committee in the Mekong Delta

Firstly, to follow the resolutions and decisions of the Party, resolutions and directives of the provincial and municipal Party Committee, the provincial and municipal party standing committee in the Mekong Delta on cadres and cadre work.

Overall, in the process of determining the goals, tasks and measures to build a contingent of cadres under supervision of the provincial and municipal Party standing committees, the Party committees and organizations at all levels in the Mekong Delta have seriously grasped and creatively applied the Party's resolutions and directives on cadres and cadre work in accordance with their own characteristics, situation, requirements and tasks. On that basis, many documents directing and guiding the implementation of cadres and cadre work have been promulgated, including building cadres under supervision of the provincial and municipal Party standing committees. For example: Regulation No. 03-QD/TU dated June 6, 2016 of the Can Tho City Party Committee on title criteria, criteria for evaluating cadres of the City Party Committee; Regulation No. 1855-QD/TU dated August 19, 2018 of the Bac Lieu Provincial Party Committee on title criteria,

criteria for evaluating key provincial cadres and cadres under supervision of the provincial and municipal Party standing committees...

Secondly, to perform all stages of cadre work.

Party committees and organizations at all levels in the Mekong Delta have thoroughly grasped and applied flexibly and creatively the Party's regulations in determining the titles of cadres under supervision of the provincial and municipal Party standing committees and developing standards for the each respective title; at the same time, they pay attention to the selection, arrangement and use of cadres to ensure objectivity, science and efficiency. The leaders of party committees, agencies and units shall assign cadres with specific tasks, clearly define the responsibilities of each cadre and ensure the principle of the right person being assigned with the right job, right profession, right capacity and strength. As a result, the work's efficiency and quality could be ensured with an aim to build a contingent of cadres developing harmoniously and comprehensively. On average, every year, 78.69 % of cadres under supervision of Tien Giang provincial Party standing committees complete their tasks with excellence; 18.8 % well-complete the task; 0.77 % complete the task and 0.05 % fail to complete the task [4, p. 9]. In Soc Trang province, from 2016 to now, on average, every year, 60.54 % of cadres under supervision of the provincial Party standing committees complete their tasks with excellence; 38.35 % well-complete the task; 0.63 % complete the task and 0.45 % fail to complete the task [5, p. 7]. In Long An province, every year, about 95 % of cadres under supervision of the provincial and municipal Party standing committees complete their tasks with excellence [6, p. 7] ...

The cadre planning and rotation initially has made positive changes, contributing to the renovation of cadre work and improvement of the cadres' quality. Regimes and policies for cadres in recent years have

undergone many renovations, they are increasingly supplemented and perfected, creating conditions for cadres to feel secure in their work and promote their abilities and responsibilities when performing the assigned work. For example: Can Tho City Party Committee has promptly revised, supplemented and issued regulations on regimes and policies for officials of the City Party Committee, well-performed periodic health checks for current and retired cadres under supervision of the municipal Party standing committees [7, p. 5]; Every year, Dong Thap province organizes tours, vacations, visits and presents for retired cadres under supervision of the provincial Party standing committees [8, p. 7]...

Thirdly, to enhance the activities of advisory agencies of the provincial and municipal Party committees; Party committees at all levels, especially the organizing committee of the provincial and municipal Party Committee and the Department of Internal Affairs.

Thoroughly grasping the Party's regulations, especially Regulation No. 04-QDi/TW dated July 25, 2018 of the Central Committee defining the functions, tasks, powers and organizational structure of the provincial and municipal Party advisory agencies, Party Committees and organizations at all levels in the Mekong Delta are always keen on promoting their role in building a contingent of cadres under supervision of the provincial and municipal Party standing committees; subordinate Party committees, especially the organizing committee of the provincial and municipal Party Committee and the Department of Internal Affairs. During the implementation of policies and measures, there has been coordination in activities with advisory agencies, contributing to building a strong contingent of cadres.

Fourthly, to promote the role of self-study and self-training of cadres under supervision of provincial and municipal Party standing committee, in planning and in office, for comprehensive development.

Party committees and organizations at all levels in the Mekong Delta always focus on ideological and political education so that each cadre under supervision of the provincial and municipal Party standing committees, in planning and in office, are well aware of the requirement to be a pioneer, exemplary in learning and training. At the same time, they create favorable conditions and encourage officials to self-train and improve their qualifications through schooling and practical work: Financial support, creating conditions on time and work for officials to study outside working hours; registering for training, competing, and reward in a timely and worthy manner for cadres who achieve good work results...

Fifthly, to strengthen the activities of party organizations, party members in agencies and units where cadres live and work and of committees in where cadres reside.

In the past time, the provincial and municipal Party committees, the standing committees and subordinate party committees at all levels in the Mekong Delta have promoted their roles in directly and regularly participating in building the contingent of cadres, first of all, cadres under supervision of the provincial and municipal Party standing committees in their respective agencies and units. In building a contingent of cadres of the provincial and municipal Party standing committee, they focus on promoting the role of party committees at all levels where cadres reside in. They maintain the implementation of Regulation No. 76-QD/TW dated June 15, 2000 of the Politburo on Party members working in agencies, enterprises and non-business units shall regularly keep in touch with branch committees, grassroots party committees and be exemplary in performing civic duties in the place of residence.

Sixthly, to promote the role of organizations in the political system, mass media agencies of the Party and State, relevant organizations and the people.

Organizations in the political system, party committees and organizations in the Mekong Delta have coordinated to contribute to building a strong contingent of cadres under supervision of the provincial and municipal Party standing committees. At the same time, they focus on promoting the role of mass media agencies in propagating and disseminating policies and resolutions of the Party and the provincial and municipal Party Committee on cadres and cadre work; praising typical examples, disseminating experience in cadre work of Party committees and organizations at all levels; promptly criticizing and correcting party organizations and cadres who violate, especially key officials at all levels and branches, including cadres under supervision of the provincial and municipal Party standing committees.

Seventhly, to strengthen the leadership of the Party and to create favorable conditions of Central agencies, departments, branches and socio-political organizations for the provincial and municipal Party Committees in building the cadres under supervision of the provincial and municipal Party standing committees.

In recent years, the Party Committees of provinces and cities in the Mekong Delta have always received the attention and guidance of the Politburo, the Secretariat, central agencies and organizations for the issues on cadre work in general, and building a contingent of cadres under supervision of the provincial and municipal Party standing committees in particular. The working relationship between the provincial and municipal Party Committee and relevant agencies and organizations at the Central Government shall comply with the regulations of the Politburo, the Secretariat. The working regulations of the provincial and municipal Party Committee will be adjusted and supplemented after every congress to ensure conformity with the actual situation.

In addition to the achieved results, reality shows that most of the provincial and municipal Party Committees in the Mekong Delta have not yet set out their own guidelines, tasks and programs for building a contingent of cadres under supervision of the provincial and municipal Party standing committees, but involved it in programs, plans and tasks on cadre work and cadre building work in general. Specific evaluation criteria have not been established for each title, so the assessment quality does not reflect the true nature. Some cadres are not actively self-study, they feel satisfied already with their knowledge and qualifications, show signs of tiredness, lazy to read and think, learning passively just to get a degree. Meanwhile, Party executive committees at all levels lack mechanisms and policies to encourage cadres to self-study and train to improve their qualifications and capacity. Along with that, the synergy has not been promoted, the coordination and participation of organizations in the political system and mass media agencies have not been oriented to build a contingent of cadres. In fact, this task is still mainly the responsibility of the provincial and municipal Party Committee and its standing committee. There are places where party committees and organizations have not regularly maintained good working relationships with agencies, departments, branches and socio-political organizations at the central level. Therefore, the concretization of resolutions, directives and conclusions of the Central Government is sometimes not timely and close to reality of each agency, unit and locality.

3. Lessons of experience

Firstly, to fully and deeply aware of the important role of cadre work and the building of cadres under supervision of the provincial and municipal Party standing committees in the Mekong Delta; clearly defining guidelines, tasks and measures to build the cadres in accordance with each locality's characteristics.

Raising awareness of the necessity and significance of building a contingent of

cadres under supervision of the provincial and municipal Party standing committees, overcoming the situation of disengagement and pushing responsibility for specialized advisory agencies. On that basis, the leadership and direction to build a strong contingent of cadres should be strengthened in order to select, appoint and arrange cadres appropriately. It is necessary to issue a resolution, a thematic plan on building a contingent of cadres of the provincial and municipal Party standing committees, with clearly-defined contents and methods. Preliminary and final reviews should be conducted annually or periodically to evaluate the achieved results, identify limitations and weaknesses in order to make adjustments and supplements in accordance with the situation, the requirements and practical tasks set forth.

Secondly, to synchronously implement all stages in cadre work; at the same time, to promote the responsibilities of competent agencies in building a contingent of cadres under supervision of the provincial and municipal Party standing committees.

In order to build a contingent of cadres, there must be a synchronization among all stages, from sourcing, recruiting to training, fostering, arranging, employing, planning, rotating and evaluating staff. Each stage is the basis, the link to carry out the next stages, creating the continuity in cadre work. Therefore, it is necessary to properly recognize the role of each stage and organize the synchronous implementation and close combination between the stages in cadre work. At the same time, the role of advisory agencies of the provincial and municipal Party Committee should be promoted, especially the organizing and inspection committee of the provincial and municipal Party Committee, officials, party members and organizations in the political system, relevant organizations and the people in the performance of tasks and solutions to build a contingent of cadres under supervision of the provincial and municipal Party standing committees.

Thirdly, attaching the socio-economic development goals of the locality with the development of conditions and standards for the contingent of cadres under supervision of the provincial and municipal Party standing committees.

It is necessary to closely link the goal of improving the quality of economic growth with improving the quality of high-quality human resources, especially the contingent of cadres under supervision of the provincial and municipal Party standing committees. The higher the goal of socio-economic development is, the higher and more specific the requirements for the conditions and standards of cadres' titles are. This is a criterion for cadres to strive for training, and at the same time to help them overcome limitations and negativities.

Fourthly, promoting the spirit and responsibility of the contingent of cadres under supervision of the provincial and municipal Party standing committees in self-study, fostering and training.

Educating officials to raise awareness, build motivation and proper responsibility for self-study, fostering and training. On that basis, each cadre could clearly define the awareness, spirit and responsibility to self-cultivate, practice, constantly study to improve qualifications and capacity, and well complete their assigned tasks. At the same time, specific mechanisms, policies and orientations should be developed to create a favorable environment and conditions for cadres to voluntarily study, cultivate and improve their qualifications, professional capacity, political qualities, ethics, working style; at the same time, cadres' self-study and training process should be regularly monitored, checked and supervised.

Fifthly, there should be regularly inspection and supervision on the organization and implementation of building a contingent of cadres under supervision of the provincial and municipal Party standing committees.

It is necessary to be deeply aware that cadre work is the initial work of the Party and is a very important and urgent matter. Therefore, along with the formulation of guidelines, schemes, programs, and plans for building cadre, it is necessary to well-perform the inspection and supervision of the organization and implementation of all stages of cadre work. Inspection and supervision should be associated with the responsibilities of each collective or individual for the training program, plan and scheme of key cadres of the province or city. Through inspection, supervision and evaluation in order to detect unreasonable issues, difficulties and problems could be promptly resolved and solutions for implementation could be timely proposed.

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