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**THE QUALITY OF GRASSROOTS PARTY ORGANIZATIONS
IN STATE-OWNED BANKS IN CONTEMPORARY VIETNAM**

**SUMMARY OF DOCTORAL DISSERTATION
IN POLITICAL SCIENCE**

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INTRODUCTION

1. The necessity of the thesis

In a speech delivered at a training course for new Party members organized by the Hanoi Party Committee on May 14, 1966, President Ho Chi Minh emphasized: “*A strong Party is due to strong Party cells. Strong Party cells are due to all Party members being good*” [75, vol. 15, p. 113]. Accordingly, Party members are the most fundamental and dynamic factor of grassroots Party organizations (GPOs), with Party cells serving as the foundation of the Party and the political nucleus at the grassroots level. Therefore, building clean and strong GPOs with comprehensive leadership capacity and high combativeness is an important and urgent task, contributing to the comprehensive strengthening of the Party and ensuring the successful fulfillment of political tasks and the country’s socio-economic development goals.

Recognizing the importance of improving the quality of GPOs in consolidating, maintaining, and comprehensively developing Party building work, while also creating a solid foundation for banking operations, state-owned banks (SOBs) in Vietnam have consistently paid attention to Party building in general and the development of GPOs in particular. However, the system of state-owned banks possesses distinctive characteristics compared to ordinary state-owned enterprises, as they are not merely monetary business entities but also important instruments of the State in regulating monetary policy, stabilizing the macroeconomy, and ensuring national financial security. Therefore, the Party’s leadership role in SOBs is not limited to orienting production and business activities but is also associated with specific political tasks such as ensuring financial system safety, maintaining monetary stability, and implementing national socio-economic development objectives. This requires GPOs in SOBs to possess comprehensive leadership capacity that both meets the requirements of Party building and is compatible with market mechanisms and modern banking governance models.

Under the direct leadership of the Party Committee of the State Bank of Vietnam, state-owned banks have received comprehensive direction and guidance in Party building work. GPOs have been gradually consolidated and strengthened, promoting their role as the political nucleus and contributing to the fulfillment of political tasks and enterprise development. In implementing Conclusion No. 208-KL/TW dated November 11, 2025, issued by the Politburo and the Secretariat on the reorganization

of Party organizations within economic groups, corporations, and state-owned commercial banks, along with the implementation of the action program for the Resolution of the 5th Plenum of the 13th Party Central Committee on “*strengthening the consolidation and development of grassroots Party organizations and improving the quality of Party members in the new period,*” Party committees in banks have actively innovated organizational structures and operational methods, gradually improving the quality of GPOs and contributing to maintaining the role of state-owned banks as an important material force of the national economy.

According to Conclusion No. 208-KL/TW, Party organizations within the state-owned banking system in Vietnam are placed under the direct and comprehensive leadership of the Party Committee of the State Bank of Vietnam, including Party organizations of the Joint Stock Commercial Bank for Foreign Trade of Vietnam (Vietcombank), the Vietnam Joint Stock Commercial Bank for Industry and Trade (VietinBank), the Vietnam Bank for Agriculture and Rural Development (Agribank), the Joint Stock Commercial Bank for Investment and Development of Vietnam (BIDV), and the Vietnam Bank for Social Policies [30]. Although GPOs in these banks have been consolidated, renewed, and improved, practice shows that the quality of their operations still reveals various limitations and shortcomings. The leadership role of Party committees in some cases has not been fully promoted; the integration between the leadership function of Party organizations and corporate governance and management functions remains inconsistent; the content and operational methods of GPOs have been slow to innovate in response to the requirements of modern banking governance; grassroots Party committee members are mostly working on a concurrent basis, and their leadership capacity and Party work skills have yet to meet requirements; and coordination mechanisms between GPOs and boards of directors and executive management in some cases remain unclear. These limitations become more evident as state-owned banks operate under market mechanisms with intense competition while simultaneously fulfilling political tasks assigned by the Party and the State.

In the coming period, global and regional situations will continue to evolve in complex and unpredictable ways; hostile forces will intensify their strategy of “peaceful evolution,” affecting economic, political, and social stability as well as national financial security; meanwhile, corruption and negative practices in the economic and financial sectors still pose significant risks. These factors place increasingly higher demands on the Party’s leadership role in the banking sector,

particularly in enhancing the leadership capacity and combativeness of GPOs. The Ten-Year Socio-Economic Development Strategy for 2021–2030 emphasizes: “*Promoting the development of a number of key economic sectors and fields with strong potential and significant room for growth as drivers of development, in the spirit of catching up with, advancing alongside, and surpassing the region and the world in certain areas*” [35]. In this context, improving the quality of GPOs in state-owned banks is of particular importance to ensuring the Party’s leadership in a key sector of the national economy.

From the above considerations, it is evident that conducting systematic and comprehensive research—both theoretically and practically—on the quality of GPOs in state-owned banks in Vietnam is an objective and urgent requirement. This field is highly specialized and cannot be equated with Party building work in enterprises in general. Clarifying the theoretical foundations, assessing the current situation, identifying limitations and their causes, and proposing solutions to improve the quality of GPOs in state-owned banks will contribute to enhancing the effectiveness and efficiency of the Party’s leadership in the banking sector, thereby meeting the requirements of economic development and safeguarding national financial security in the new period. For these reasons, the doctoral candidate has chosen the topic: “The quality of grassroots Party organizations in state-owned banks in contemporary Vietnam” as the subject of the doctoral dissertation in the field of Party Building and State Governance at the Academy of Journalism and Communication.

2. Research Objectives and Task

**** Research Objectives***

On the basis of clarifying theoretical and practical issues concerning the quality of grassroots Party organizations in state-owned banks in Vietnam at present, the dissertation proposes orientations and several key solutions aimed at improving the quality of grassroots Party organizations in state-owned banks in Vietnam in the coming period.

**** Research Tasks***

In order to achieve the above-mentioned objectives, the tasks set out for the dissertation are as follows:

- To analyze and clarify theoretical and practical issues concerning the quality of grassroots Party organizations in state-owned banks in Vietnam at present.

- To survey and assess the achieved results, existing shortcomings, and limitations in the current quality of grassroots Party organizations in state-owned banks in Vietnam, and to clarify the causes of strengths and weaknesses as well as the issues posed regarding the quality of grassroots Party organizations in state-owned banks in Vietnam at present.

- To propose orientations and solutions for improving the quality of grassroots Party organizations in state-owned banks in Vietnam in the coming period, meeting the requirements and tasks of Party building work in state-owned banks in Vietnam.

3. Research Object and Scope

**** Research Object:***

The dissertation examines the quality of grassroots Party organizations in state-owned banks in Vietnam at present.

**** Research Scope:***

- *Spatial scope:* The dissertation examines the current state of the quality of grassroots Party organizations in state-owned banks in Vietnam, focusing on grassroots Party organizations of four out of the five state-owned bank Party Committees directly under the State Bank Party Committee in accordance with Conclusion No. 208-KL/TW dated November 11, 2025, of the Politburo and the Secretariat on reorganizing Party organizations in state-owned groups, corporations, and commercial banks (commonly referred to as the “Big Four” banks—the four commercial banks with the largest asset scale, capitalization, and influence in Vietnam), including: the Party Committee of the Joint Stock Commercial Bank for Foreign Trade of Vietnam (Vietcombank), the Party Committee of the Vietnam Joint Stock Commercial Bank for Industry and Trade (VietinBank), the Party Committee of the Vietnam Bank for Agriculture and Rural Development (Agribank), and the Party Committee of the Bank for Investment and Development of Vietnam (BIDV).

- *Temporal scope:* The dissertation examines grassroots Party organizations in state-owned banks in Vietnam using data collected from 2016 to the present.

4. Theoretical Foundation and Research Methods

**** Theoretical Foundation***

The dissertation is conducted on the basis of the viewpoints of Marxism–Leninism, Ho Chi Minh Thought, and the Party’s guidelines and perspectives on Party building and rectification and the political system; on building clean and strong

grassroots Party organizations; and on enhancing the leadership capacity and fighting strength of grassroots Party organizations in general.

**** Practical Foundation***

The current state of the quality of grassroots Party organizations in state-owned banks in Vietnam.

**** Research Methods***

The basic methods employed in conducting and completing the dissertation are as follows: the methodological foundation of the study is dialectical materialism, historical materialism, and the Marxist–Leninist dialectical method, together with Ho Chi Minh Thought on the state and law. The specific methods are applied in combination, including: the historical research method, analytical method, comparative method, analytical–synthetic method, the logical–historical method, statistical method, practical review and summarization, sociological survey, and expert interviews.

5. New Contributions of the Thesis

The dissertation formulates a conceptual framework on grassroots Party organizations (GPOs) and the quality of GPOs within state-owned banks in Vietnam at present.

It also synthesizes several issues arising in the new practical context of building GPOs in state-owned banks in Vietnam, specifically: emphasizing and consistently internalizing the requirements and tasks of Party building and rectification in close association with economic development objectives, thereby contributing to maintaining stability in the financial and monetary markets; closely combining the leadership and direction of the Party Committee of the State Bank of Vietnam with the proactive efforts of Party committees and Party cells at all levels; and promoting the role and responsibility of cadres and Party members within state-owned banks, especially those holding leading positions.

The dissertation proposes a comprehensive system of solutions, including two distinctive and breakthrough measures: strengthening training and capacity-building for full-time Party affairs personnel and Party committee members at all levels; and accelerating digital transformation and administrative reform within the Party.

6. Theoretical and Practical Significance of the Thesis

- The research results of the topic contribute to further clarifying several theoretical and practical issues concerning grassroots Party organizations in the banking sector and the building of clean and strong grassroots Party organizations in

state-owned banks in Vietnam at present. They provide scientific arguments to assist Party committees, Party organizations, leadership cadres, and functional agencies in studying and applying them in the process of building grassroots Party organizations in state-owned banks in Vietnam at present.

- The topic may be used as reference material for research purposes or applied in the work of building grassroots Party organizations in Party committees and cells within state-owned enterprises and state-owned banks in Vietnam.

7. Structure of the Thesis

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

Chapter 1

OVERVIEW OF RESEARCH WORKS RELATED TO THE THESIS

1.1. Overseas studies related to the Thesis

1.1.1. Studies related to state-owned banks and Party organizations within state-owned banks

Orhan Hilmi Yazar (2015), “*Decoding Banking Regulation in China*”, Journal of Current Chinese Affairs, Vol. 44, Issue 2, p.135, China; Susan Hoffmann (2016), *Politics and Banking*, Johns Hopkins University Press, USA; Le Xia (2019), “*Lessons from Bank Bailouts in China*”, Yale Working Paper, Yale University, USA; Zhang Wei (2021), “*Politicization and Organizationalization in the Governance of State-Owned Banks in China*”, Chinese Banking Journal, No. 5, March 2021, China; Feng Jianlong (2024), *An Investigation into Party Organization Building in State-Owned Banks in China*, Zhejiang People’s Publishing House, China; Office of the Central Financial Work Commission (2024), “*Firmly Implementing the Party’s Leadership Role and Building Party Organizations in the State Financial System*”, Journal of Party Building Studies, No. 12, 2024, China; Lu Wei, Mingye Wei, Yifei Wu, Zhangbo Jing (2025), “*The Impact of Grassroots Party Organization Building on the Stability of China’s Banking System: An Analysis Based on a New Text-Based Index*”, China Economic Journal.

1.1.2. Studies related to the quality of Party organizations in state-owned banks

Katharina Pistor (NBER Chapter, 2010/2009), “*Governing China’s Financial System*”, monograph chapter in the NBER Project on Capitalizing China, National Bureau of Economic Research, USA; Chuangqiang Xu, Qingxiang Feng (2020), “*An Analysis of Bottlenecks Constraining Party-Building Work in State-Owned Commercial Banks in the New Era*”, International Journal of Science Studies, Vol. 8, No. 4, USA; Daniel Koss (2023), “*Disciplinary Inspection and the Transformation of Party Power in Chinese Banks*”, China: An International Journal, Johns Hopkins University Press, Singapore.

1.2. Domestic studies related to the Thesis

1.2.1. Studies related to state-owned banks and Party organizations within state-owned banks

To Khanh Toan (2014), *Developing Retail Banking Services at the Vietnam Joint Stock Commercial Bank for Industry and Trade*, Doctoral Dissertation in Economic Management, Ho Chi Minh National Academy of Politics, Hanoi; Vu Thuy Linh (2014), *Improving the Internal Audit Process and Organizational Structure in Vietnam’s State-Owned Commercial Banks*, Doctoral Dissertation in Finance, Academy of Finance, Hanoi; Le Cam Ninh (2014), *Enhancing the Competitiveness of Vietnam’s Commercial Banking System in the Context of International Economic*

Integration, Doctoral Dissertation in Finance and Banking, Academy of Finance, Hanoi; Nguyen Tuan Dat (2024), “*Protecting the Party’s Ideological Foundation in Banking Sector Risk Governance*”, Politics and Development E-Journal, published on 3 June 2024, Hanoi; Le Xuan Ba (2024), “*Organizational Model and Management Mechanisms of Social Policy Credit in the Vietnam Bank for Social Policies*”, Journal of Economics and Management, No. 71 (07/2024), Hanoi.

1.2.2. Studies related to the quality of grassroots Party organizations in state-owned banks

Nguyen Van Tien (2021), “*Promoting the Leadership Role of Party Organizations in Credit Institutions amid the Requirements of Digital Transformation in the Banking Sector*”, Banking Journal, Special Issue, Q4/2021, Hanoi; Tran Thi Hong Hanh (2022), “*Building Clean and Strong Party Organizations in Association with Improving Risk Governance Effectiveness in State-Owned Commercial Banks*”, Banking Journal, No. 12/2022, Hanoi; Nguyen Thi Kieu Van (2023), “*Innovating the Party’s Leadership Methods through Promoting the Role of the Head of the Party Committee: Insights from the Party Committee of VietinBank – Thang Long Branch*”, Communist Review, published on 2 September 2023, Hanoi; Le Minh Tuan (2023), “*Linking Party Building with the Fulfillment of Political Tasks in the Current State-Owned Banking System*”, Banking Journal, No. 7/2023, Hanoi; Quang Duc (2024), “*Improving the Quality of Party Disciplinary Inspection and Supervision to Further Promote the Party’s Leadership Role in Building a Clean and Strong BIDV Party Committee*”, Electronic Journal of Party History, published on 30 November 2024, Hanoi.

1.3. Overview of research findings and issues addressed by the dissertation

1.3.1. Overview of findings from related studies

There have been numerous scientific studies on state-owned banks in Vietnam, as well as on grassroots Party organizations (GPOs) and their quality from various perspectives and scopes. However, no study has yet comprehensively and systematically examined, from the perspective of the discipline of Party Building and State Governance, the quality of GPOs within state-owned banks in Vietnam. Specifically:

First, in terms of the theoretical dimension:

Both domestic and international studies have focused on analyzing various theoretical aspects related to banking operations and economic governance, as well as the role of banks in the national economy, the operational mechanisms of financial and monetary markets, organizational structures, risk management, and internal control. Many studies affirm that the banking system functions as a key financial intermediary, performing both capital mobilization and allocation functions, while also serving as a macro-regulatory instrument of the State in stabilizing the economy and ensuring social welfare.

Some recent studies have initially addressed the political dimension of banking operations, particularly the role of GPOs in state-owned banks as the political nucleus ensuring political orientation in business activities. These studies affirm that GPOs play a comprehensive and direct leadership role in banking activities, especially in personnel work, political and ideological education, inspection and supervision, and the orientation of sustainable development. However, such studies mainly describe the role or coordination mechanisms between GPOs and the corporate governance and executive apparatus, without conducting in-depth analysis of the nature, substance, and criteria for assessing the quality of GPOs within state-owned banks.

On this basis, the dissertation inherits theoretical foundations concerning the roles, functions, operational principles, and factors influencing the quality of GPOs, while also developing a theoretical framework for GPOs in state-owned banks—an area with highly specific characteristics, simultaneously governed by the Party’s leadership mechanism and the requirements of professional financial and business governance.

Second, in terms of the practical dimension:

Existing studies have clarified the operational characteristics of the state-owned banking system, commercial banks, and joint-stock commercial banks, focusing on issues such as monetary management, credit policy, the development of electronic banking services, organizational structure, administrative reform, and human resource management. Some studies have initially addressed the role of GPOs in banks, particularly the relationship between grassroots Party committees and boards of directors and executive management in leading the implementation of political tasks, internal control, the development of cadres and Party members, and political and ideological education in the financial and banking environment.

However, no study has comprehensively, systematically, and in depth examined the quality of GPOs in state-owned banks. Existing results mainly focus on separate aspects—such as Party cell activities, Party member work, or the impact of market mechanisms on the leadership activities of GPOs—without establishing a comprehensive system of arguments for evaluating the overall quality of GPOs in this specific field.

On the basis of selectively inheriting data, survey results, and empirical findings from previous studies, the dissertation aims to analyze, compare, and generalize the current state of GPO quality in state-owned banks. It thereby clarifies key achievements and major limitations, identifies both objective and subjective causes, and draws practical lessons for consolidating, strengthening, and enhancing the leadership capacity and combativeness of GPOs in state-owned banks.

Third, in terms of the solution dimension:

Several domestic and international studies have offered important suggestions

related to improving banking governance effectiveness, developing high-quality human resources, applying financial technology, building corporate culture, and promoting the leadership role of political organizations in the financial and monetary sector. These suggestions provide valuable references for proposing the dissertation's solutions. However, most studies remain limited to technical or managerial aspects and have not developed a comprehensive system of solutions directly associated with the task of improving the quality of GPOs in state-owned banks.

By selectively inheriting theoretical arguments, methodological approaches, and practical experience from previous studies, the dissertation focuses on developing a system of solutions that is scientific, coherent, and feasible, combining theoretical rigor with close alignment to the practical operations of GPOs in state-owned banks.

1.3.2. Key issues addressed by the dissertation

First, the dissertation clarifies the system of key conceptual tools directly related to the research direction, particularly “grassroots Party organizations,” “the quality of grassroots Party organizations,” “state-owned banks,” and “the quality of grassroots Party organizations in state-owned banks in Vietnam at present.” The analysis, systematization, and differentiation of these concepts from related notions provide a scientific foundation for developing the dissertation's theoretical framework.

Second, the dissertation develops its theoretical framework, in which it clarifies the conceptual substance of “the quality of grassroots Party organizations in state-owned banks in Vietnam at present,” identifies determining factors, influencing elements, and establishes a system of criteria for quality assessment. This serves as the basis for the dissertation to both elaborate theoretical arguments and measure and analyze practical realities in a convincing manner.

Third, the dissertation surveys and evaluates the current state of the quality of grassroots Party organizations in state-owned banks, identifying achievements, limitations, causes, and generalizing key issues arising from practice. At the same time, it draws several preliminary lessons of practical reference value for improving the quality of grassroots Party organizations in the banking sector.

Fourth, the dissertation forecasts favorable conditions and challenges affecting the quality of grassroots Party organizations in state-owned banks in the coming period; on that basis, it determines orientations and proposes a system of solutions aimed at promoting strengths, overcoming limitations, and addressing newly emerging issues. Particular emphasis is placed on proposing feasible and breakthrough solutions that meet the requirements for improving the quality of grassroots Party organizations in the context of digital transformation and international integration.

Chapter 1 Summary

An overview of domestic and international research indicates that the quality of grassroots Party organizations in state-owned enterprises has been examined from multiple perspectives, focusing on their role as the political core, leadership capacity, operational methods, and the relationship between grassroots Party organizations and professional activities. Some studies have initially addressed the quality of grassroots Party organizations in state-owned banks, thereby providing valuable theoretical foundations and practical experiences for reference in this dissertation.

However, to date, no study has conducted a systematic and comprehensive analysis of the quality of grassroots Party organizations in state-owned banks in Vietnam. Therefore, the selection of this topic is both necessary and justified, not only to inherit the findings of previous research but also to fill an existing gap in theoretical research and practical synthesis. The dissertation aims to develop an appropriate evaluation framework and propose feasible solutions to improve the quality of grassroots Party organizations in state-owned banks, thereby meeting the requirements of building a clean and strong Party in a key sector of the national economy.

Chapter 2

THE QUALITY OF GRASSROOTS PARTY ORGANIZATIONS IN STATE-OWNED BANKS IN CONTEMPORARY VIETNAM – THEORETICAL AND PRACTICAL ISSUES

2.1. State-Owned Banks in Vietnam and Grassroots Party Organizations within State-Owned Banks at Present

2.1.1. State-Owned Banks in Vietnam at Present – Concept, Classification, Organizational System, Functions, Tasks, Roles, and Characteristics

2.1.1.1. Concept

State-owned banks in Vietnam constitute a system of financial institutions established by the State, in which the State wholly owns or holds controlling shares, operating under state management and supervision to achieve the objectives of monetary stability, ensure the safety of the financial–banking system, regulate the macroeconomy, and serve national socio-economic development and social welfare goals in accordance with the socialist orientation.

2.1.1.2. Classification

First, the group of wholly state-owned commercial banks includes credit institutions established by the State and fully owned in terms of charter capital.

Second, the group of policy banks consists of specialized credit institutions

directly under the Government, operating on a non-profit basis, primarily to implement policy credit programs, support sustainable development, and ensure social welfare.

Third, the group of joint-stock commercial banks with more than 50 percent State ownership includes banks established as joint-stock companies in which the State holds a controlling share, thereby exercising control and strategic direction over their operations.

2.1.1.3. Organizational System

At the first level, the State Bank of Vietnam holds the position of the central bank and stands at the apex of the national banking system.

At the second level, the system of credit institutions performs the function of monetary and credit business and provides financial services to the economy.

2.1.1.4. Functions and Tasks

In terms of functions:

First, state-owned banks act as the principal financial intermediaries in the economy, mobilizing idle funds in society for lending, investment, and capital redistribution to meet socio-economic development needs.

Second, state-owned banks assume the role of organizing, managing, and operating the payment system within the economy.

Third, state-owned banks possess the capacity to create money through credit, payment, and lending activities within the system.

In terms of tasks:

First, state-owned banks actively participate in the formulation, coordination, and implementation of national exchange rate policy under the overall direction of the central bank.

Second, state-owned banks are tasked with implementing interest rate policies in accordance with State orientation.

Third, state-owned banks participate in the management and operation of national foreign exchange reserves, playing a role in ensuring financial security and national creditworthiness.

Fourth, state-owned banks carry out banking business activities in accordance with legal regulations and in line with socio-economic development strategies in each period.

2.1.1.5. Roles

First, state-owned banks hold a central position in the structure for formulating and implementing national monetary policy.

Second, state-owned banks contribute to stabilizing the financial–banking system, preventing risks, and maintaining order in the national financial market.

Third, state-owned banks play a guiding and orienting role in the credit market, allocating capital efficiently in line with the State’s socio-economic development orientations.

Fourth, state-owned banks make an important contribution to the

implementation of social security policies and sustainable development.

Fifth, state-owned banks contribute to safeguarding national financial and monetary sovereignty and to proactively promoting international financial integration in a controlled manner.

2.1.1.6. Characteristics

First, state-owned banks embody a unified dual nature between business objectives and political–social objectives.

Second, state-owned banks are closely linked to the State’s macroeconomic regulatory role and the central bank.

Third, state-owned banks operate on a wide scale, with large scope and significant influence over the financial–banking market.

Fourth, state-owned banks are subject to strict dual supervision in both economic–financial and political–organizational dimensions.

2.1.2. Grassroots Party Organizations in State-Owned Banks in Vietnam at Present – Concept, Organizational Structure, Working Relationships, Functions, Tasks, Roles, and Characteristics

2.1.2.1. Concept

Grassroots Party organizations in state-owned banks in Vietnam are Party organizations established at grassroots units directly affiliated with state-owned banks, comprising at least three official Party members. They operate under the principle of democratic centralism and perform the functions of political leadership, strategic orientation, and inspection and supervision over the implementation of political tasks, business operations, and banking governance in accordance with the Party’s guidelines and the State’s policies and laws.

2.1.2.2. Organizational Structure

The organizational structure of Party organizations within state-owned banks in Vietnam is currently implemented and developed in a unified manner in accordance with key regulations and guidelines of the Party Central Committee, with particular emphasis on Conclusion No. 208-KL/TW dated November 11, 2025, issued by the Central Committee. Accordingly, the Party Committee of the State Bank of Vietnam is subordinate to the Party Committee of the Government. Under the Party Committee of the State Bank of Vietnam are the Party Committees of the State Bank of Vietnam, Vietcombank, BIDV, VietinBank, Agribank, and the Vietnam Bank for Social Policies (VBSP), comprising 240 Party organizations and 14,866 Party members. Specifically:

The superior level directly above the grassroots level includes: the Party Committee of the State Bank of Vietnam, the Party Committee of Vietcombank, the

Party Committee of BIDV, the Party Committee of VietinBank, the Party Committee of Agribank, and the Party Committee of the Vietnam Bank for Social Policies (VBSP).

The grassroots level consists of grassroots Party committees or Party cells established at branches, regional units, and operational centers. At this level, Party organizations take the form of grassroots Party committees or grassroots Party cells, established at Grade I and Grade II branches, regional units, operational centers, subsidiaries, affiliated companies, or representative offices both domestically and abroad, provided that they meet the conditions stipulated in the Party Charter.

2.1.2.3. Working Relationships

First, the relationship between grassroots Party organizations and their immediate superior Party committees.

Second, the relationship between grassroots Party organizations and the board of directors, the members' council, and the executive management of the banks.

Third, the relationship between grassroots Party organizations and local authorities where the units or branches are located.

Fourth, the relationship between grassroots Party organizations and socio-political organizations within the banks.

Fifth, the relationship between grassroots Party organizations and cadres, Party members, and employees within the banks.

2.1.2.4. Functions and Tasks

In terms of functions: Grassroots Party organizations in state-owned banks serve as the political nucleus, exercising leadership to ensure that units strictly adhere to the Party's guidelines and policies and the State's laws. They lead banks in effectively fulfilling political tasks, developing enterprises, and building clean and strong Party committees and cells, thereby helping state-owned banks maintain their key position in the national economy.

In terms of tasks:

First, to lead the implementation of production, business, national defense, and security tasks.

Second, to lead political and ideological work.

Third, to lead organizational and personnel work.

Fourth, to lead the building of grassroots Party organizations.

Fifth, to lead and carry out inspection and supervision work.

Sixth, to lead socio-political organizations.

2.1.2.5. Roles

First, grassroots Party organizations in state-owned banks are the entities that exercise comprehensive and direct political leadership at the unit level, encompassing

strategic orientation, cadre work, ideological guidance, and internal supervision.

Second, grassroots Party organizations in state-owned banks serve as the political nucleus that unifies will and action, builds internal solidarity, and promotes democracy within the enterprise.

Third, grassroots Party organizations in state-owned banks play an important role in building a contingent of cadres with sufficient qualities, capabilities, and prestige, contributing to the cause of Party building and rectification in association with organizational reform and the enhancement of modern banking governance quality.

Fourth, grassroots Party organizations in state-owned banks function as centers for ideological guidance, safeguarding the political foundation, orienting internal communication, and fostering trust among cadres, Party members, and employees within the banks.

Fifth, grassroots Party organizations in state-owned banks constitute an institutional mechanism that ensures the comprehensive leadership of the Party in a key sector of the national economy.

2.1.2.6. Characteristics

First, grassroots Party organizations in state-owned banks operate under a distinctive organizational model combining sector-based vertical management with territorial management.

Second, grassroots Party organizations in state-owned banks comprise a large number of Party members with high qualifications and diverse professional backgrounds, directly linked to modern financial–banking operations.

Third, grassroots Party organizations in state-owned banks bear dual political tasks: leading the effective fulfillment of business objectives while ensuring the State’s macro-regulatory role in the economy.

Fourth, grassroots Party organizations operate in a market economy environment characterized by high risk and are subject simultaneously to Party discipline, State law, and financial–banking governance standards.

2.2. The Quality of Grassroots Party Organizations in State-Owned Banks in Vietnam at Present – Concept, Determining Factors, and Evaluation Criteria

2.2.1. Concept:

The quality of grassroots Party organizations in state-owned banks in Vietnam is the aggregate of factors reflecting the leadership capacity, fighting strength, and prestige of grassroots Party organizations in thoroughly grasping and organizing the implementation of the Party’s guidelines and resolutions and the State’s policies and laws; leading and directing the effective performance of the functions and tasks of state-owned banks to ensure national financial and monetary security; and

concurrently building clean and strong Party organizations commensurate with political requirements and assigned tasks.

2.2.2. Factors Determining the Quality of Grassroots Party Organizations in State-Owned Banks

First, the leadership and direction of superior Party committees over grassroots Party organizations.

Second, the political qualities, educational level, and professional capacity of Party committee members and Party members.

Third, adherence to organizational and operational principles and the quality of Party committee and Party cell activities.

Fourth, the operational conditions and environment of grassroots Party organizations.

Fifth, the participation of socio-political organizations and of employees in Party-building work.

2.2.3. Evaluation Criteria

First, the degree of correctness and timeliness in grasping resolutions of higher-level Party organizations, concretizing them into resolutions at the organization's own level, and organizing their implementation in close connection with professional activities in the banking sector.

Second, the results of consolidating and building clean and strong grassroots Party organizations, and of implementing the Party's organizational and operational principles.

Third, the outcomes of cultivating political qualities, ethics, lifestyle, and professional working capacity among cadres and Party members.

Fourth, the results of fulfilling political tasks of the banking sector (such as business performance generating profits and achievements in ensuring macroeconomic stability, etc.).

Fifth, the level of trust and confidence of the masses and customers, as well as the recognition and evaluation by higher-level authorities toward grassroots Party organizations.

Chapter 2 Summary

The quality of grassroots Party organizations is one of the decisive factors directly affecting the Party's leadership capacity and fighting spirit, particularly in key economic units such as the state-owned banking system—where not only specific political tasks are performed but also a core role is played in macroeconomic regulation and national financial–monetary stability. Enhancing the quality of grassroots Party organizations in state-owned banks is an objective requirement arising from the characteristics of the socialist-oriented market economy and is a crucial condition for maintaining the Party's comprehensive leadership in this sensitive and essential sector.

Chapter 2 focuses on clarifying the core theoretical issues related to the quality

of grassroots Party organizations in state-owned banks, while systematizing and analyzing representative research findings in order to derive fundamental orientations and insights for subsequent in-depth research. Accordingly, this chapter emphasizes the synthesis of the theoretical framework, research findings, and the identification of subsequent research issues, rather than providing a comprehensive analysis of organizational realities, influencing factors, or specific solution systems for improving the quality of grassroots Party organizations in particular state-owned banks.

Chapter 3

THE QUALITY OF GRASSROOTS PARTY ORGANIZATIONS IN STATE-OWNED BANKS IN CONTEMPORARY VIETNAM – CURRENT SITUATION, CAUSES, AND ISSUES RAISED

3.1. The current situation of the quality of grassroots Party organizations in state – owned banks in Vietnam at present

3.1.1. Strengths

First, the dissemination and implementation of resolutions of higher-level Party organizations, their concretization into resolutions at the respective level, and their execution in close association with professional activities in the banking sector have been carried out by state-owned banks in a correct, timely, and effective manner.

Second, the work of consolidating and building clean and strong grassroots Party organizations, as well as implementing the Party's organizational and operational principles in state-owned banks, has undergone profound and comprehensive transformation.

Third, the cultivation of political qualities, ethics, lifestyle, and professional working capacity of cadres and Party members in state-owned banks has been given due attention and implemented in a coordinated and effective manner.

Fourth, the fulfillment of political tasks of the banking sector (such as business performance generating profits and ensuring macroeconomic stability, etc.) has been maintained in a stable, safe, effective, and sustainable manner.

Fifth, the trust and confidence of the masses and customers, as well as the recognition and evaluation by higher-level authorities toward grassroots Party organizations in state-owned banks, have been increasingly strengthened and enhanced.

3.1.2. Limitations and shortcomings

First, the dissemination of resolutions of higher-level Party organizations, their concretization into resolutions at the respective level, and their implementation in close connection with professional activities in the banking sector remain formalistic and

are slowly carried out in some units.

Second, the work of consolidating and building clean and strong grassroots Party organizations, as well as implementing the Party's organizational and operational principles, still reveals certain limitations and has not yet achieved high effectiveness.

Third, the results of training and cultivating political qualities, ethics, lifestyle, and professional working capacity of some Party committees and cadres and Party members have not yet been commensurate with practical requirements.

Fourth, the results of fulfilling political tasks of the banking sector (such as business performance generating profits and ensuring macroeconomic stability, etc.) still show many limitations and have not reached the objectives set in comparison with practical demands.

Fifth, the trust and confidence of the masses and customers, as well as the recognition and evaluation by higher-level authorities toward grassroots Party organizations, remain limited, with considerable disparities among banks.

3.2. Causes and issues raised

3.2.1. Causes of the current situation

3.2.1.1. Causes of strengths

First, the regular, close attention, leadership, and direction of the Party Central Committee, the Politburo, the Secretariat, higher-level Party committees, and especially the Central Bank Party Committee.

Second, the quality of Party committee members and key cadres in grassroots Party organizations within state-owned banks has been increasingly enhanced.

Third, strong renewal in leadership methods and working styles of Party committees at all levels within the banking sector.

Fourth, the quality of inspection and supervision work within grassroots Party organizations in state-owned banks has also been improved, contributing to maintaining Party discipline and order and preventing violations at an early stage.

Fifth, close coordination between grassroots Party organizations and socio-political mass organizations such as trade unions and youth unions in state-owned banks has also contributed to creating a synergistic force in organization and operations.

3.2.1.2. Causes of limitations and shortcomings

First, the leadership and management capacity of a segment of Party committees and heads of grassroots Party organizations remains inadequate.

Second, another deep-rooted cause lies in the uneven quality of the contingent of cadres and Party members.

Third, another important cause is the quality of cadre work, particularly the

processes of planning, appointment, and evaluation of cadres within the state-owned banking system, which still exhibit many shortcomings and have not truly placed competence, ethics, and prestige at the core.

Fourth, the organization of the Party apparatus in state-owned banks has not yet been truly stable and remains disproportionate to leadership requirements under the specific operational conditions of the banking sector.

Fifth, the lack of close linkage between Party work and professional banking operations.

Sixth, the mechanical application of Party regulations, resolutions, and rules to the banking environment without flexible adjustments to suit practical operational conditions.

3.2.2. *Issues raised*

First, the requirement to enhance the effectiveness and efficiency of the comprehensive leadership role of grassroots Party organizations in the context of an increasingly complex financial market.

Second, the need to improve coordination mechanisms between grassroots Party organizations and professional management bodies, socio-political organizations, and state management agencies.

Third, the demand to renew the content and forms of Party activities and to improve the quality of cadres and Party members in line with new standards of the digitalization and integration era.

Fourth, the necessity to establish mechanisms for power control and for preventing and combating degeneration from the grassroots level, considering this a regular and continuous task closely associated with banking governance practices.

Chapter 3 summary

The quality of grassroots Party organizations in state-owned banks in Vietnam at present is one of the important factors ensuring the Party's comprehensive leadership over the financial–banking sector, contributing to maintaining macroeconomic stability, safeguarding monetary security, and enhancing the governance capacity of state-owned enterprises in the context of integration, digital transformation, and the development of a socialist-oriented market economy.

Through the study and analysis of the current situation, it can be affirmed that the majority of grassroots Party organizations in the state-owned banking system have been performing relatively well their role as the political nucleus, leading cadres, Party members, and the masses to successfully fulfill political tasks; Party-building work continues to receive attention, consolidation, and renewal; and the leadership and

direction of grassroots Party committees have shown positive progress.

However, alongside these positive results, the quality of grassroots Party organizations in state-owned banks still reveals many shortcomings, such as insufficiently thorough study of resolutions, formalistic implementation of organizational and operational principles, leadership and direction capacity of Party committees not keeping pace with the requirements of modern governance transformation, lack of coordination mechanisms between grassroots Party organizations and professional apparatuses, and weaknesses in personnel work, administrative reform, and the building of an ethical and democratic working environment in certain units. Moreover, objective factors such as Party organizational models not fully aligned with business organizational structures, fragmentation in direction from central to grassroots levels, and challenges arising from digital transformation and the internationalization of financial markets have also raised a range of new issues.

Chapter 4

ORIENTATIONS AND SOLUTIONS FOR IMPROVING THE QUALITY OF GRASSROOTS PARTY ORGANIZATIONS IN STATE- OWNED BANKS IN VIETNAM IN THE COMING PERIOD

4.1. Forecast of influencing factors and orientations for improving the quality of grassroots Party organizations in state-owned banks in Vietnam in the coming period

4.1.1. Forecast of factors affecting the quality of grassroots Party organizations in state-owned banks in Vietnam in the coming period

4.1.1.1. Forecast of favorable factors

First, the Party's strong and resolute leadership and direction in Party building work have created clear motivation and orientation, contributing to improving the quality of grassroots Party organizations in state-owned banks in Vietnam.

Second, the quality of cadres and Party members in state-owned banks in Vietnam has been increasingly enhanced, creating favorable conditions for strengthening leadership capacity and maintaining the role of Party organizations as the political nucleus throughout the system.

Third, the increasingly stable development and positive growth of the banking sector provide favorable conditions for grassroots Party organizations to consolidate their leadership role and enhance operational effectiveness.

Fourth, the increasingly robust digital transformation process in the banking sector creates favorable conditions for grassroots Party organizations to innovate

leadership methods and improve operational effectiveness.

4.1.1.2. Forecast of challenging factors

First, the negative impacts of the market economy on the ideology, ethics, and lifestyle of a segment of cadres and Party members.

Second, the process of international integration in the new context exerts influence on the work of building and consolidating grassroots Party organizations in the State Bank system of Vietnam.

Third, challenges arising from administrative reform and the restructuring of Party organizational models affect the activities of grassroots Party organizations in state-owned banks.

Fourth, heavy workloads and high levels of professional specialization reduce the degree of attention to and effectiveness of Party work implementation in state-owned banks.

4.1.2. Orientations for improving the quality of grassroots Party organizations in state-owned banks in Vietnam in the coming period

First, to strengthen Party building and rectification in grassroots Party organizations in close association with the fulfillment of the banks' political tasks.

Second, to enhance the application of digital transformation in Party work in order to improve the quality of grassroots Party organizations in state-owned banks.

Third, to improve the quality of cadres and Party members in state-owned banks.

Fourth, to continue renewing the content and forms of Party cell activities in a practical and effective manner, closely aligned with the specific characteristics of banking operations and development requirements in the new context.

4.2. Major solutions for improving the quality of grassroots Party organizations in state-owned banks in Vietnam in the coming period

4.2.1. Enhancing awareness and responsibility of Party committees at all levels for improving the quality of grassroots Party organizations in state-owned banks, in order to meet the political task requirements of the banking sector.

4.2.2. Strengthening training and capacity building to improve the competence of cadres specialized in Party work and Party committee members at all levels.

4.2.3. Renewing the issuance and organization of implementation of resolutions, programs, and action plans on building and consolidating grassroots Party organizations within the state-owned banking system of Vietnam.

4.2.4. Strengthening the strict implementation of the Party's organizational and operational principles, especially the principle of democratic centralism and the principle of self-criticism and criticism.

4.2.5. Strengthening the development of the contingent of Party members and

promoting the role of socio-political organizations in state-owned banks.

4.2.6. Improving and effectively implementing working regulations and coordination mechanisms among Party committees, boards of directors, and management boards within the state-owned banking system.

4.2.7. Promoting digital transformation and administrative reform within the Party.

4.2.8. Strengthening preliminary reviews, overall evaluations, inspection, supervision, commendation, and discipline within grassroots Party organizations.

CONCLUSION

1. The work of building, consolidating, and improving the quality of grassroots Party organizations (GPOs) in state-owned banks (SOBs) is of decisive significance in ensuring the Party’s leadership in a key sector of the economy and national financial security. GPOs are the locus where the Party’s guidelines and lines are transformed into practical actions in bank governance, management, and internal control; where political steadfastness is strengthened, degeneration is prevented, and “self-evolution” and “self-transformation” among cadres and Party members are combated; where group-interest risks are restrained and the stability of the financial system is maintained. Improving the quality of GPOs directly consolidates the operational capacity and internal resilience of SOBs, ensuring unity between political objectives and business efficiency, between Party discipline and financial discipline, and between institutional security and market stability.

2. The quality of GPOs in SOBs is manifested through the entirety of activities ranging from the dissemination of resolutions, organization of political activities, building Party committees and Party members, to inspection, supervision, and leadership in fulfilling political tasks in close linkage with business tasks. This work is not only a core component of Party building but also a governing mechanism that shapes the political orientation of all banking activities. The more strictly GPOs operate in accordance with regulations, the more orderly Party activities are conducted, the more rigorous inspection becomes, and the more leadership methods align with digital transformation and modern risk governance, the higher the quality of GPOs and the more assured the effectiveness of political leadership across the entire system.

3. Practice during 2016–2025 shows that the quality of GPOs in SOBs has made notable progress: the principle of Party leadership has been institutionalized in decision-making processes; many Party committees have closely integrated Party work with credit operations, risk governance, restructuring, and digital transformation; Party discipline has been tightened; inspection and supervision data have increased; and manifestations of degeneration and violations have declined. Nevertheless, limitations

remain: in some places, Party activities and self-criticism remain formalistic; leadership capacity of Party committees is uneven; power-control mechanisms are not yet deeply embedded; and in certain cases the political responsibility of heads has not translated into concrete effectiveness. These shortcomings stem from both objective causes (rapid digital transformation, pressures of business performance and profit, challenges from financial markets) and subjective causes (unstandardized capacity of Party committee members, insufficient investment in political education, and inspection and discipline in some places lacking sufficient deterrent effect).

4. To further improve the quality of GPOs in SOBs in the coming period, it is necessary to synchronously implement a set of solutions: enhancing awareness among Party committees at all levels of the position, role, and importance of improving GPO quality to meet the political task requirements of the banking sector; strengthening training and capacity building for cadres specialized in Party work and Party committees at all levels in alignment with the professional characteristics of banking; renewing the issuance and implementation of resolutions, programs, and action plans on building and consolidating GPOs within Vietnam's SOB system; strictly enforcing the Party's organizational and operational principles, especially democratic centralism and self-criticism and criticism; improving and effectively implementing working regulations of GPOs within the SOB system; promoting digital transformation and administrative reform in Party building work; and strengthening preliminary reviews, overall evaluations, inspection, supervision, commendation, and discipline within GPOs. These solutions not only consolidate the Party's internal strength but also directly generate outcomes in governance transparency, risk control, and financial system stability.

5. Improving the quality of GPOs in SOBs in the coming period is an imperative requirement to ensure consistency between political objectives and economic–financial operations. This work requires proactive, resolute, and responsible engagement from Party committees at all levels; close inspection and supervision from higher authorities; and political self-discipline among Party members. When solutions are implemented substantively rather than formally, GPOs in SOBs will be fully capable of providing political leadership, ensuring internal control, preventing risks, and safeguarding national financial and economic security amid current integration and digital transformation.

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