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**DO KHOI NGUYEN**

**THE OPERATIONAL QUALITY OF GRASSROOTS PARTY  
COMMITTEES AND BRANCHES IN ONSES IN HANOI CITY  
NOWADAYS**

**SUMMARY OF DOCTORAL THESIS  
PARTY BUILDING AND STATE GOVERNMENT**

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## INTRODUCTION

### 1. Rationale for the research

Grassroots party organizations (GPOs) play a role of paramount importance in the internal development of the Party from the grassroots level: leading the organizations within the political system, economic entities, and social organizations; directing leaders, officials, Party members, and the people at the local level; and presiding over all aspects of social life to ensure that grassroots activities strictly adhere to the Party's lines and guidelines, as well as State policies and laws. Deeply internalizing the position and role of GPOs, Resolution No. 21-NQ/TW dated June 16, 2022, of the Fifth Central Committee Meeting (13th Tenure) focused on strengthening and consolidating GPOs and enhancing the quality of Party members in the new era; furthermore, the Politburo and the Secretariat continued to emphasize this in Conclusion No. 176-KL/TW dated July 4, 2025, and Conclusion No. 229-KL/TW dated January 5, 2026, regarding the implementation of key contents and tasks in the activities of GPOs in the coming period.

In the process of developing a socialist-oriented market economy, the private sector has been identified as one of the most important drivers of the national economy. Therefore, building, consolidating, and promoting the role of grassroots Party organizations in non-state enterprises (NSEs) is of increasing importance.

On the territory of Hanoi, there is a large number of enterprises outside the state sector, representing diverse business lines and different scales of operation. Fully aware of the scale and influence of NSEs in the Capital, and in order to promote the Party's leadership role over enterprises, the Standing Committee of the Hanoi Party Committee issued Resolution No. 09-NQ/TU (dated February 27, 2012) on "Strengthening Party building and mass organizations in enterprises outside the state sector in Hanoi until 2020"; and Conclusion No. 67-KL/TU on continuing the implementation of Resolution No. 09-NQ/TU dated February 27, 2012 of the Standing Committee of the Hanoi Party Committee for the 2020–2025 period. Politburo Resolution No. 02-NQ/TW dated March 17, 2026, on Building and Developing Hanoi in the New Era, together with the determination that the "private economy is one of the most important driving forces," also clearly states the task of "building the Party organization and political system of the Capital to be

clean, strong, exemplary, action-oriented, and responsible; truly outstanding and exemplary in political steadfastness, revolutionary morality, leadership capacity, and combativeness”.

Since the issuance of Resolution No. 09-NQ/TU, Hanoi as a whole has established 1,931 Party organizations in NSEs and admitted 12,717 Party members, including 67 private business owners, out of 343,885 enterprises registered for establishment in the city. Party committees and grassroots Party cells in NSEs have played a leadership role in carrying out political tasks, participating in the formulation of business development strategies, resolving arising problems, and building harmonious, stable, and progressive labor relations. Most Party committees and Party cells have developed operating regulations suited to the specific characteristics of enterprises, maintained regular Party activities, and paid attention to improving the professional qualifications of Party members and employees. In particular, in enterprises where the Party secretary, deputy secretary, or members of the Party committee are also part of the company’s leadership, production and business development orientations have been incorporated into Party cell resolutions, thereby creating unity and enhancing leadership effectiveness.

In addition to the achievements attained, the quality of activities of some Party committees and grassroots Party cells in non-state enterprises remains limited, as reflected in several specific aspects. A small number of Party committees and grassroots Party cells have become “faded” and have not yet clearly demonstrated their leadership role; their leadership content and methods have not met new requirements. Some Party committees and grassroots Party cells operate in a merely formalistic manner, while political and ideological education has not been conducted in a thorough and close manner. Some Party organizations have not been proactive or timely in consolidating their Party committees, and there have been cases where Party meetings and activities were not conducted in accordance with the Party Charter. Some Party organizations also remain uncertain about leadership methods, the content of Party activities, and the development of their operating regulations. In some cases, the Party secretary is not a member of the enterprise’s leadership board, resulting in limited conditions for coordination and access to information; as a consequence, the leadership role and the quality of activities are diminished.

Improving the quality of activities of Party committees and grassroots Party cells in non-state enterprises in Hanoi has therefore become an issue that is both urgent and of long-term strategic significance in the new era of national development in general, and of the Capital in particular, especially in the context of developing a socialist-oriented market economy, promoting international integration, and advancing digital transformation, with the increasingly important role of non-state enterprises. For these reasons, the doctoral candidate has chosen the topic “The operational quality of grassroots party committees and branches and branches in onses in Hanoi City nowadays” for the doctoral dissertation in Party Building and State Administration at the Academy of Journalism and Communication.

## **2. Research objectives and tasks**

### ***2.1. Research objectives***

The dissertation aims to propose systemic solutions to enhance the operational quality of grassroots Party committees and branches in NSEs in Hanoi in the coming period.

### ***2.2. Research tasks***

- An overview of representative domestic and international scientific works related to the dissertation topic.
- Clarifying theoretical and practical issues concerning the quality of activities of Party committees and grassroots Party cells in NSEs.
- Survey and evaluate the current status of operational quality in these Party organizations in Hanoi from 2015 to the present; identify the root causes of strengths and limitations, and highlight emerging issues arising from practical reality.
- Propose orientations and solutions to enhance the operational quality of grassroots Party committees and branches within NSEs in Hanoi in the coming period.

## **3. Scope and object of research**

### ***3.1. Research Object***

The research object of the dissertation is the quality of activities of Party committees and grassroots Party cells in non-state enterprises in Hanoi at present.

### ***3.2. Research Scope***

- Spatial Scope: the dissertation focuses on surveying and assessing the current state of the quality of activities of Party committees and grassroots Party cells in non-state enterprises in Hanoi.

- Time Scope:

+ Current Status: Evaluating the operational quality from 2015 up to now.

+ Orientations and Solutions: Proposing measures with applicability until 2030 and a vision toward 2045.

#### **4. Theoretical basis, practical basis, and research methodology**

##### ***4.1. Theoretical basis***

The dissertation is grounded in Marxism–Leninism, Ho Chi Minh Thought, and the viewpoints of the Communist Party of Vietnam on Party building, especially regarding the quality of Party organizations under the conditions of developing a socialist-oriented market economy.

##### ***4.2. Practical basis***

The practical basis of this research comprises the operations and the quality of activities of GPOs within NSEs in Hanoi from 2015 to the present. This includes summary reports on Party building efforts from GPOs within NSEs in Hanoi; reports from the Central Businesses Sector Party Committee, the Organization Commission of the Hanoi Party Committee, and the Hanoi Businesses Sector Party Committee regarding the activities of GPOs in NSEs; as well as reports from grassroots Party cells and committees within NSEs in Hanoi from 2015 to the present.

##### ***4.3. Research methodology***

On the basis of the methodology of dialectical materialism and historical materialism, the dissertation employs a combination of research methods, including: systematization, document review, logic combined with historical analysis, analysis and synthesis, deduction, induction, practical review, statistics, comparison, sociological survey, and forecasting.

#### **5. New scientific contributions of the dissertation**

- Constructed a conceptual framework for the operational quality of GPOs within NSEs, and identified six key factors that determine the operational quality of these organizations.

- Established four evaluation criteria to assess the operational quality of GPOs within NSEs.

- Identified five emerging issues: the number of Party organizations in which key enterprise leaders who are Party members participate in Party committees remains limited; the political theory qualifications, skills, professional competence,

and experience in Party affairs of Party committee members have not yet met the requirements and tasks; the organization of Party activities has not been aligned with enterprises' working hours; the role of socio-political organizations has not been fully brought into play in creating sources for Party member development and has not generated sufficient motivation for workers and employees to strive to become Party members; and most Party organizations are placed under the leadership of ward- and commune-level Party committees, while these committees often find it difficult to closely grasp the specific characteristics of enterprises' production and business activities in order to provide timely and appropriate leadership and direction.

- Proposed a breakthrough solution by improving the quality of Party members, especially Party committee members of Party committees and grassroots Party cells in non-state enterprises in Hanoi, and by strengthening efforts to mobilize and admit business owners into the Party and encourage their participation in Party committees.

## **6. Theoretical and practical significance of the dissertation**

### ***6.1. Theoretical significance***

The dissertation contributes to empirical summation, while supplementing and advancing the theoretical framework regarding the operational quality of grassroots Party committees and branches within the non-state sector in the current context.

### ***6.2. Practical significance***

- Application in Party Governance: Serves as a specialized reference for Party committees and organizations within NSEs to apply in improving the operational quality of their grassroots units.

- Educational and Research Value: Provides reference material for research and the teaching of Party Building within the system of schools under the Ho Chi Minh National Academy of Politics.

## **7. Structure of the dissertation**

In addition to the introduction, conclusion, list of references, and appendices, the dissertation is structured into four chapters and nine sections.

## Chapter 1

### LITERATURE REVIEW AND RESEARCH CONTEXT

#### 1.1. INTERNATIONAL RESEARCH WORKS

##### 1.1.1. Research on the non-state sector

Prominent studies in this field include: Hakkala, K. & Kokko (2007), *The state and the private sector in Vietnam*; Lois Stevenson (2010), *Private Sector and Enterprise Development: Fostering Growth in the Middle East and North Africa*; Ross Garnaut, Ligang Song, Stoyan Tenev (2012), *Private Enterprise in China*; Mariana Mazzucato (2013), *The Entrepreneurial State: Debunking Public vs. Private Sector Myths*; Nicholas R. Lardy (2014), *Markets over Mao: The Rise of Private Business in China*; Xiaoyong Dai & Liwei Cheng (2015), "Public selection and research and development effort of manufacturing enterprises in China: state owned enterprises versus non-state owned enterprises"; Yunqi Fan Fangzhao Zhou, Yunbi An, Ligang Zhong, (2017), "Independent directors, non-controlling directors, and executive pay-for-performance sensitivity: Evidence from Chinese non-state owned enterprises"; Kexin Zhang (2017), "Proceedings of the 2017 3rd International Conference on Humanities and Social Science Research (ICHSSR 2017)"; Janaina Macke Ivan Bozhikin, Luana Folchini da Costa b, (2019), "The role of government and key non-state actors in social entrepreneurship: A systematic literature review"; Jie Li, Zhiyuan Li, Jiao Wang (2021), "The performance of private companies in China before and during the global financial crisis"; Zhang Wanming và Liu Yingqiu (2022), "Creating a New Chinese Discourse on Political Economy".

##### 1.1.2. Research on Party Organizations within NSEs

Key academic contributions regarding Party organizations in the non-state sector include: Li Yuanchao (2014), "*Party building operations in non-state-owned enterprises*"; Party Building Research Institute – Organization Department of the CPC Central Committee (2018), *The Communist Party of China: Five Years of Comprehensive and Strict Party Governance – Achievements and Experiences in Party Building since the 18th National Congress*; Jun Ma, Xuan He (2018), "The Chinese Communist Party's Integration Policy towards Private Business and Its

Effectiveness”; Scott Livingston (2021), *The New Challenge of Communist Corporate Governance*; Xiaoxue Liu, Jingyun Zhou, You Wu, Na Hao (2022), “The Influence of Party Organization Involvements in Corporate Governance on Innovation: Evidence from China’s Private-Owned Enterprises”; Zhenjiu Yao, Zengtian Zhang, Jun Ma (2023), “Party branches, policy perception and corporate social responsibility”; Yishuai Shi, Jianjun Li, Ying Zhang, Xiaoyan Zhang, Zhenyu Zhang (2024), “On the Enabling Role of Party Organization Embedding on the Healthy Development of Private Enterprises in the VUCA Environment”.

### **1.1.3. Studies related to the operational quality of Party organizations in non-state-owned enterprises**

Jun Ma, Xuan He (2018), The Chinese Communist Party’s integration policy towards private business and its effectiveness: An analysis of the Ninth National Survey of Chinese Private Enterprises; FU Yong-gang, LIU Qi (2020), Research on the impact of Party Organization participation on the level of corporate governance and enterprise performance; Long Cheng, Yang Jin (2022), CCP committees, worker benefits and firm performance: empirical evidence from Chinese private firms; Various authors, article published in *Frontiers in Psychology* (2023), Party branches, policy perception and corporate social responsibility.

## **1.2. DOMESTIC RESEARCH WORKS**

### **1.2.1. Research on non-state-owned enterprises**

Nguyen Ke Tuan (2010), Ownership issues in the socialist-oriented market economy in Vietnam; Pham Thi Luong Dieu (2015), Policies of the Party and State of Vietnam on the private economy (1986 - 2005); Minh Huong (2021), The private economy - A driver of economic growth in Vietnam; Do Thanh Phuong (2021), Continuing to affirm the important role of the private economy in the spirit of the 13th National Party Congress; Tran Thi Hoa (2022), Current status and solutions for the development of the private economic sector; Nguyen Van Thanh, Tran Kim Chung (2023), Theoretical and Practical Issues on Private Sector Development in Vietnam; Ngo Thang Loi, Vu Thanh Huong, Bui Duc Tuan (2024), Developing Vietnam’s Private Sector within New Development Orientations and Visions; Nguyen Manh Thang (2025), Private Sector Development – Guidelines for Promoting Entrepreneurship, Innovation, and the Impetus for a Prosperous Vietnam.

### **1.2.2. Research works related to Party organizations in NSEs**

Huynh Thi Gam (2011), Building grassroots Party organizations in foreign-invested enterprises in the Southeast region in the current period; Dinh The Huynh, Phung Huu Phu, Le Huu Nghia, Vu Van Hien, & Nguyen Viet Thong (2015), “30 years of Innovation and Development in Vietnam”; Nguyen Van Giang, Lam Quoc Tuan, & Pham Tat Thang (2015), Party organizations in NSEs today; Vu Quynh Phuong (2023), Building Party organizations in non-state-owned enterprises in China.

### **1.2.3. Research works related to the performance quality of grassroots Party cells and Party committees in NSEs**

Lam Quoc Tuan (2011), Party members engaging in the private economy in Hanoi in the current period; Le Thanh Ha (2014), “Developing new Party members among workers in various types of enterprises: Current status and solutions”; Nguyen Thi Tuyen (2015), Management of Party members in NSEs in the Red River Delta in the current period; Do Huu Nhan (2020), “Improving the quality of Party organizations in private economic units”; Tran Viet Cuong (2021), Admitting qualified private business owners into the Party: Outstanding results; Nhac Phan Linh & Le Van Cong (2021), “Developing grassroots Party organizations and Party members in NSEs: Current status, challenges, and solutions”; Tran Van Toan (2021), Developing Party organizations and Party members in private enterprises in Quang Tri province today; Le Van Cuong (2021), Improving the quality of Party organizations and Party members in private enterprises today; Le Van Bang (2022), Hai Duong: Promoting the development of Party organizations and Party members in private enterprises; Vu Van Bach (2024), Building Party organizations and developing Party members in private enterprises in Quang Ninh province; Khai Hung (2025), Affirming the Role of Party Organizations in NSEs.

## **1.3. SYNTHESIS OF RESEARCH FINDINGS AND IDENTIFICATION OF RESEARCH GAPS TO BE ADDRESSED BY THE DISSERTATION**

### **1.3.1. Synthesis of Existing Research Results**

*Firstly*, theoretically, domestic and international studies related to the thesis topic have addressed the position, role, functions, and duties of Party organizations in enterprises in general, and in NSEs in particular.

*Secondly*, practically, several studies have surveyed the current situation,

summarized the results of performing the functions and duties of Party organizations in NSEs, analyzed the causes of success, and pointed out difficulties and inadequacies in their operations. From there, they have generalized and drawn lessons regarding the activities of Party organizations in the non-state sector.

*Thirdly*, some studies have suggested directions and solutions to strengthen the role and improve the operational quality of Party organizations in NSEs, providing rationales for these solutions or specifying the requirements and conditions to ensure their successful implementation in practice.

*However*, there remain gaps in both theory and practice that have not been deeply analyzed, such as: concepts, characteristics, and roles of grassroots-level Party committees and cells in NSEs in Hanoi, influencing factors and criteria for evaluating the operational quality of these Party units in Hanoi. Therefore, there is a need for research into the current reality and the proposal of solutions to improve the operational quality of Party organizations in NSEs.

### **1.3.2. Research problems to be addressed by the dissertation**

*Firstly*, the thesis will clarify the conceptual tools used to develop the theoretical framework of the research.

*Secondly*, it aims to establish a theoretical framework, clarify concepts, and identify determining factors and criteria for evaluating the operational quality of grassroots - level Party cells and committees in NSEs in Hanoi.

*Thirdly*, it will analyze the current quality of activities of grassroots - level Party committees and cells in NSEs in Hanoi from 2015 to the present; identify strengths and limitations; analyze their causes; and generalize the issues arising from the current operational reality of these Party organizations in the city.

*Fourthly*, it will forecast and analyze favorable and unfavorable factors, determine directions, and propose systematic, synchronized, and feasible solutions - including novel approaches - to enhance the operational quality of grassroots - level Party cells and committees in NSEs in Hanoi in the coming period.

## **Chapter 2**

### **THEORETICAL AND PRACTICAL ISSUES REGARDING THE OPERATIONAL QUALITY OF GRASSROOTS - LEVEL PARTY COMMITTEES AND CELLS IN NSES IN HANOI AT PRESENT**

#### **2.1. OVERVIEW OF HANOI CITY; NSES; GRASSROOTS PARTY COMMITTEES AND CELLS WITHIN ENTERPRISES; THE OPERATIONS OF GRASSROOTS PARTY ORGANIZATIONS WITHIN NSES IN HANOI CITY**

##### **2.1.1. An overview of Hanoi City**

Hanoi Capital is the national political and administrative center, housing the headquarters of the central agencies of the Party, the State, and mass organizations. It is the seat of diplomatic missions and international organizations, and the venue for the nation's most important domestic and foreign affairs. Hanoi has the second-largest area in the country, covering 3,358.6 km<sup>2</sup>, with a population of 8,685,607, accounting for 8.59% of the national population.

Hanoi is a land of a thousand-year civilization with numerous prominent historical and cultural relics, consistently serving as a locomotive and a driving force for the economic development of the Northern Key Economic Region and the country as a whole. In its Socio-economic Development Strategy to 2030, Hanoi is oriented toward developing models of a smart urban economy, circular economy, digital economy, and green economy.

##### **2.1.2. Non–state enterprises in Hanoi City: Concepts, classifications, characteristics, and roles**

###### ***2.1.2.1. Definition of NSEs in Hanoi City***

*NSEs in Hanoi City are economic organizations with their own names, assets, and transaction offices, established or registered for establishment in Hanoi City in accordance with the law for business purposes. These include enterprises without State charter capital and those in which the State holds 50% or less of the charter capital or the total number of voting shares.*

###### ***2.1.2.2. Classification of NSEs in Hanoi City***

NSEs in Hanoi comprise: private enterprises; partnerships; limited liability companies; joint-stock companies without State capital, and joint-stock companies where State capital accounts for 50% or less of the charter capital.

### ***2.1.2.3. Characteristics of NSEs in Hanoi City***

*Firstly*, the majority of NSEs in Hanoi City are small and medium-sized.

*Secondly*, the industry structure is predominantly concentrated in the trade and service sectors.

*Thirdly*, they operate within the Capital, an area characterized by a unique political, economic, and socio-cultural environment.

*Fourthly*, owners of NSEs in Hanoi possess advantages in terms of educational attainment and dynamism.

*Fifthly*, the labor quality within NSEs exhibits a clear stratification.

*Sixthly*, these enterprises face intense competition, evidenced by the high rate of newly established businesses coupled with a significant proportion of temporary suspensions and dissolutions.

### ***2.1.2.4. Roles of NSEs in Hanoi City***

*Firstly*, NSEs in Hanoi City serve as a decisive economic driving force for the Capital.

*Secondly*, NSEs play a pivotal role in job creation and in shifting the labor structure toward modernization.

*Thirdly*, NSEs in Hanoi City contribute to ensuring social welfare and maintaining stability both within the enterprises themselves and for society as a whole.

## **2.1.3. Grassroots-level Party committees and cells in NSEs in Hanoi City at present: Concepts, functions, duties, and characteristics**

### ***2.1.3.1. Concepts***

Grassroots-level Party committees and cells in NSEs in Hanoi City are grassroots-level Party organizations established and operating in enterprises without State charter capital and enterprises where the State holds 50% or less of the charter capital or total voting shares. The functions and duties of these grassroots-level Party committees and cells are specifically regulated in accordance with each type of enterprise.

### ***2.1.3.2. Functions and duties of grassroots-level Party committees and cells in NSEs in Hanoi City***

#### ***\* Functions***

The functions of grassroots-level Party committees and cells in private

enterprises are specified in Regulation No. 170-QD/TW, dated March 7, 2013, issued by the Secretariat.

The functions of grassroots-level Party committees and cells in foreign-invested enterprises are specified in Regulation No. 171-QD/TW, dated March 7, 2013, issued by the Secretariat.

The functions of grassroots-level Party committees and cells in enterprises where the State holds 50% or less of the charter capital are institutionalized in Regulation No. 47-QD/TW, dated December 20, 2021, issued by the Secretariat.

Grassroots-level Party committees and cells in NSEs (NSEs) in Hanoi City serve as the political core, leading officials, Party members, and employees, while propagating and mobilizing all members within the enterprise to implement the lines and orientations of the Party and the Hanoi City Party Committee; the policies and laws of the State; the regulations of the City People's Committee; the company charter; and corporate rules and regulations. They participate in formulating and leading the effective implementation of production and business tasks, building sustainable enterprises, fulfilling obligations to the State, and ensuring the legitimate interests of the enterprise, shareholders, and employees. Furthermore, they foster harmonious, stable, and progressive labor relations and strive to build clean and strong Party units, contributing to the development of Hanoi City and the nation.

The duties of grassroots-level Party committees and cells in NSEs in Hanoi City include: leading Party members and political-social organizations within the enterprise; propagating and mobilizing employees to fulfill production and business tasks while ensuring national defense, security, and social responsibility; leading ideological work within the enterprise; leading political-social organizations within the enterprise; contributing opinions to business owners regarding organizational structure and personnel work; and building clean and strong Party organizations.

### ***2.1.3.3. Characteristics of grassroots-level Party committees and cells in NSEs in Hanoi City***

GPOs within NSEs in Hanoi are large in number compared to other provinces and cities nationwide; they possess a sizeable membership that is diverse in terms of business types and educational attainment; furthermore, these GPOs in NSEs in Hanoi maintain a collaborative relationship with corporate leadership.

## **2.1.4. Activities of grassroots-level Party committees and cells in NSEs in Hanoi City at present: concepts, contents, and roles**

### ***2.2.4.1. Concepts***

Activities of grassroots-level Party committees and cells in NSEs in Hanoi City encompass all the work carried out by these units to fulfill their functions and duties as prescribed by regulations, which are manifested through two main activities: leadership activities and internal building activities.

### ***2.2.4.2. Contents of activities of grassroots-level Party committees and cells in NSEs in Hanoi City***

*First*, the leadership activities of grassroots-level Party committees and Party cells encompass: directing the execution of production and business operations; overseeing political and ideological education; providing guidance to socio-political organizations; and advising on organizational structure and personnel management.

*Second*, activities regarding the internal development of GPOs: establishing, building, and consolidating Party organizations; maintaining the regularity of Party committee and cell meetings and adhering to the Party's organizational and operational principles; developing new members and managing existing ones; combating corruption, negativity, and wastefulness; preventing and repelling manifestations of degradation in political ideology, ethics, and lifestyle, as well as "self-evolution" and "self-transformation" within the internal ranks in association with the study and following of Ho Chi Minh's ideology, ethics, and style; and implementing the Party's inspection, supervision, and disciplinary work.

*Third*, the coordination mechanism between the Party Executive Committee and the corporate leadership team.

### ***2.2.4.3. The Quality of Activities of Grassroots-level Party Committees and Party Cells in NSEs in Hanoi: Concept, Determinants, and Evaluation Criteria***

The activities of grassroots-level Party committees and Party cells within NSEs in Hanoi contribute to actualizing the Party's leadership role in the economic sector. These activities guide corporate development and the enterprise's contributions to the overall economic growth and the resolution of social issues within Hanoi. Furthermore, they facilitate the maintenance and strengthening of close-knit ties between the Party and the workforce, while simultaneously

enhancing the operational quality of socio-political organizations within the enterprise.

## **2.2. ACTIVITIES AND OPERATIONAL QUALITY OF GRASSROOTS-LEVEL PARTY COMMITTEES AND CELLS IN NSES IN HANOI CITY AT PRESENT – CONCEPT, DETERMINANTS, AND EVALUATION CRITERIA**

### **2.2.1. Concept**

The operational quality of GPOs within NSEs is a synthesis of factors reflecting the extent to which goals are achieved in leadership activities, internal development activities, and coordination activities, in strict accordance with the functions and duties of GPOs within NSEs, thereby contributing to the successful fulfillment of all assigned tasks.

### **2.2.2. Determinants of the quality of activities**

The determining factors include: the system of documents regulating the functions, duties, powers, organization, and operations of GPOs; the GPOs themselves within NSEs; the quality of the Party committee members, especially the leaders, and the quality of the Party membership; the leadership, direction, guidance, inspection, and supervision from superior Party committees; the relationship between the GPOs and business owners, socio-political organizations, and laborers; the availability of physical facilities, information, and documentation ensuring the operations of GPOs within NSEs; the socio-economic environment of the country and locality; and the production and business performance of the enterprise.

### **2.2.3. Evaluation criteria for the Operational Quality of Grassroots-level Party Committees and Party Cells in NSEs**

*2.2.3.1. The group of criteria regarding the results of leadership activities of GPOs*, manifested in the extent of achievement in: leading the implementation of production and business tasks; leading political and ideological education; leading socio-political organizations within the enterprise to be strong and to correctly perform the functions, duties, and charters of each organization; and providing consultancy to the leadership collective and business owners on policies for organizational restructuring and personnel work.

**2.2.3.2. *The group of criteria regarding the results of internal development activities***, reflected in the degree of: building and consolidating clean and strong Party organizations; maintaining the regularity of Party committee and cell meetings and adhering to the Party's organizational and operational principles; implementing the development of new members and member management; combating corruption, negativity, and wastefulness; preventing and repelling manifestations of degradation in political ideology, ethics, and lifestyle, as well as "self-evolution" and "self-transformation" within the internal ranks in association with the study and following of Ho Chi Minh's ideology, ethics, and style; and implementing the Party's inspection, supervision, and disciplinary work, along with the results of the evaluation and classification of Party organizations.

**2.2.3.3. *The group of criteria regarding the extent of coordination activities between the Party committee and the corporate leadership collective.***

**2.2.3.4. *The group of criteria regarding the prestige of GPOs and the Party membership***, demonstrated through: the recognition and positive evaluation from the immediate superior Party committee; the trust and support of the business leadership; the confidence and cohesion of officials and Party members within the organization; and the level of credibility among the masses and laborers within the enterprise.

### **Chương 3**

## **THE OPERATIONAL QUALITY OF GRASSROOTS-LEVEL PARTY COMMITTEES AND PARTY CELLS IN NSES IN HANOI TODAY: CURRENT SITUATION, CAUSES, AND ARISING ISSUES**

### **3.1. CURRENT SITUATION OF THE OPERATIONAL QUALITY OF GRASSROOTS-LEVEL PARTY COMMITTEES AND PARTY CELLS IN NSES IN HANOI TODAY**

#### **3.1.1. Strengths**

**3.1.1.1. *Grassroots-level Party Committees and Party Cells Have Effectively Executed Leadership Activities in Alignment with Their Functions and Duties, Yielding Relatively Positive Results***

*Firstly*, numerous Party committees and cells have demonstrated effective leadership in fulfilling the production and business objectives of their respective enterprises.

*Secondly*, ideological leadership has been implemented through flexible formats and methods that are specifically tailored to the unique operational and business characteristics of the enterprise.

*Thirdly*, leadership over socio-political organizations has been successfully maintained, ensuring that these entities perform their mandated functions and duties in strict accordance with established regulations and charters.

***3.1.1.2. The majority of grassroots-level Party committees and Party cells have effectively implemented internal Party-building tasks***

*First*, regarding the building and consolidation of clean and strong Party organizations; maintaining the regularity of Party committee and cell meetings; and adhering to the Party's organizational and operational principles.

*Second*, the quality of new Party member recruitment and member management has been prioritized and implemented with a high degree of rigor and seriousness.

*Third*, the work of Party inspection, supervision, and discipline within grassroots-level committees and cells has been fundamentally executed in strict accordance with established annual plans and protocols.

*Fourth*, the struggle against corruption, negativity, and waste, alongside the prevention and reversal of internal "self-evolution" and "self-transformation" signs—integrated with the movement to study and follow Ho Chi Minh's thought, morality, and style—has received significant attention and focused direction from various Party committees and organizations.

*Fifth*, the performance evaluation and classification of both collectives and individuals have been carried out transparently and in full compliance with the prevailing regulations of the Party.

***3.1.1.3. The coordination between Party committees, Party organizations, corporate leadership, and the workforce, along with the fostering of internal solidarity and unity, has been executed with relative effectiveness in several enterprises.***

***3.1.1.4. Numerous grassroots-level Party committees and Party cells within NSEs in Hanoi have garnered a relatively high level of prestige and confidence.***

### **3.1.2. Limitations and Shortcomings**

***3.1.2.1. The results of leadership activities in several grassroots-level Party committees and cells have fallen short of established requirements***

*First*, they have not yet been truly proactive in leading the implementation of production and business tasks.

*Second*, some Party committees lack proactiveness, while their leadership capacity and skills and professional competence in Party affairs remain limited.

*Third*, a number of Party cells have not paid regular attention to leading socio-political organizations.

***3.1.2.2. The outcomes of internal Party-building activities have, at times, failed to meet the specified requirements***

*Firstly*, competitive pressure in the context of the market economy and international integration has placed many enterprises under strain, leading them to focus primarily on production and business activities while devoting little time to Party work.

*Secondly*, the enhancement of Party member quality and the management of personnel within several Party organizations have been ineffectively executed, falling short of the required standards.

*Thirdly*, the implementation of inspection, supervision, and Party discipline in various cells remains largely superficial and formalistic, lacking substantive depth.

*Fourthly*, the initiatives to combat corruption, negativity, and wastefulness—alongside the prevention and reversal of political, ethical, and lifestyle degradation, as well as internal "self-evolution" and "self-transformation" in alignment with Ho Chi Minh's ideology, ethics, and style—have not yet secured broad engagement from cadres, Party members, and employees in certain units.

*Finally*, the outcomes of performance evaluations and classifications for both collectives and individuals in several grassroots Party organizations do not yet accurately reflect the objective reality of their performance.

***3.1.2.3. The coordination between Party committees and leadership***

*collectives, along with the cultivation of internal solidarity and unity within certain Party cells and committees, occasionally continues to encounter hesitation and lacks proficiency.*

*3.1.2.4. The level of confidence exhibited by corporate management and the workforce toward various non-state grassroots Party organizations in Hanoi remains limited and has not yet reached a high level of credibility.*

## **3.2. UNDERLYING CAUSES AND ISSUES EMERGING FROM THE CURRENT SITUATION**

### **3.2.1. Factors Underlying the Identified Strengths**

#### **3.2.1.1. Subjective Causes**

*Firstly*, a profound transformation in the perception, determination of responsibility, and promotion of the Party spirit among Party committees regarding the enhancement of the operational quality of GPOs within NSEs, in the context of developing a socialist-oriented market economy.

*Secondly*, numerous Party committees have demonstrated high levels of determination and responsibility in accompanying and supporting enterprises to achieve stable development.

*Thirdly*, a significant number of Party secretaries and members possess a firm ideological stance, remaining steadfast in the Party's guidelines and the State's legal policies, while exhibiting high levels of professional qualifications and operational competence.

*Fourthly*, several Party organizations benefit from having committee members and secretaries who concurrently serve as members of the corporate management boards.

#### **3.2.1.2. Objective Causes**

*Firstly*, a number of Party committees have not yet fully perceived, determined their responsibilities, or promoted the Party spirit regarding the enhancement of the operational quality of Party committees and cells.

*Secondly*, the Hanoi Municipal Party Committee has demonstrated significant concern for the construction of the Party and mass organizations within NSEs.

*Thirdly*, Party building activities are regularly led, directed, and implemented in a systematic and synchronized manner by district-level Party committees,

business sector Party committees, and the Party Committee of Hanoi Industrial and Export Processing Zones, resulting in numerous innovations and positive achievements.

*Fourthly*, many corporate leadership boards and executives have recognized the standing, role, and practical benefits of establishing Party and mass organizations within their enterprises, subsequently providing support and creating favorable conditions for their operations.

### **3.2.2. Factors Underlying the Existing Limitations**

#### **3.2.2.1. Subjective Causes**

*Firstly*, certain Party committees have not yet attained a comprehensive and profound understanding of the significance of Party member recruitment, as well as the management, review, and screening of members.

*Secondly*, a number of committees have yet to demonstrate genuine concern for enhancing the quality of committee and cell meetings. This is characterized by a lack of proactiveness in preparation and the selection of meeting agendas, alongside the limited moderating capacity of presiding officials. Furthermore, the principle of democratic centralism has not been effectively implemented, leading to continued passivity among several Party members.

*Thirdly*, there persists a situation in which employees remain hesitant to participate in mass organizations and lack the motivation to strive for Party membership.

*Fourthly*, the contingent of Party and mass organization cadres within enterprises primarily serves in concurrent capacities and experiences frequent turnover. This results in a lack of dedicated operational time, while some individuals have not yet prioritized the task of building the Party and mass organizations within the corporate environment.

#### **3.2.2.2. Objective Causes**

*First*, the conditions and challenges facing the production and business operations of the enterprise.

*Second*, many enterprises have not yet paid sufficient attention to allocating resources for the activities of the Party organization.

*Thirdly*, a segment of business owners has not yet prioritized creating favorable conditions for the establishment of Party organizations or the development of Party members within their enterprises.

*Fourthly*, the inspection, supervision, and guidance provided by certain higher-level Party committees and their advisory bodies toward Party cells and committees in NSEs have not been conducted with regularity or continuity.

*Fifthly*, the sabotage activities of hostile forces.

### **3.2.3. Emerging issues**

*First*, there is a requirement for close integration between the activities of GPOs and corporate operations, whereas the number of GPOs where key corporate executives are Party members participating in the Party committee remains limited.

*Second*, the requirements for the operational quality of GPOs are increasingly high, whereas the political theoretical proficiency, skills, professional expertise, and Party-work experience of committee members in NSEs in Hanoi have not yet reached the level necessitated by their duties and tasks.

*Third*, the specific nature of corporate production and business activities demands flexibility, diversity, and adaptability, whereas the organization of Party meetings within committees and cells generally remains incompatible with business working hours.

*Fourth*, the potential for Party member development within NSEs is relatively abundant, whereas socio-political organizations have not yet fully leveraged their role in cultivating a source for development, nor have they created sufficient motivation for workers and laborers to strive for Party membership.

*Fifth*, most Party organizations in non-state enterprises conduct their Party activities at the local level and are placed under the leadership and management of ward- and commune-level Party committees. However, because these Party committees oversee broad areas of operation and a wide range of leadership subjects, they often find it difficult to closely grasp the specific characteristics of enterprises' production and business activities in order to provide timely and appropriate leadership and direction.

## Chapter 4

### ORIENTATIONS AND SOLUTIONS FOR ENHANCING THE OPERATIONAL QUALITY OF GRASSROOTS PARTY COMMITTEES AND CELLS WITHIN NSES IN HANOI IN THE COMING PERIOD

#### 4.1. PROJECTIONS OF INFLUENCING FACTORS AND ORIENTATIONS FOR ENHANCING THE OPERATIONAL QUALITY OF GRASSROOTS PARTY COMMITTEES AND CELLS WITHIN NSES IN HANOI IN THE COMING PERIOD

##### 4.1.1. Projections of factors influencing the enhancement of the operational quality of grassroots Party committees and cells within NSEs in Hanoi in the coming period.

###### *4.1.1.1. Projections of Favorable Factors*

*Firstly*, the policy environment is exceptionally favorable for the growth of the private economic sector and the expansion of Party organizations within NSEs.

*Secondly*, the national digital transformation process for the 2025–2030 period is projected to enter a phase of acceleration and optimization, with a priority on translating digitization achievements into tangible socio-economic values.

*Thirdly*, the trend of international integration is expected to continue expanding with greater intensity throughout the 2025–2030 period, positioning the private economy within a more extensive and open global competitive landscape.

*Fourthly*, enterprises are increasingly paying attention to building and developing corporate culture in tandem with promoting the role of the young workforce in the digital economy era.

*Fifthly*, Party organizations in NSEs are projected to benefit from increasingly favorable conditions to innovate their operational methods during the 2025–2030 period.

###### *4.1.1.2. Projections of Challenging Factors*

*Firstly*, competitive pressures within the market economy and deep international integration will continue to escalate significantly, placing private enterprises - particularly small and medium-sized enterprises in a state of continuous volatility.

*Secondly*, the rapid and profound process of digital transformation imposes rigorous requirements on the technological capacity and digital competence of

Party organizations within these enterprises.

*Thirdly*, the young workforce in private enterprises is projected to exhibit greater mobility and more intense fluctuations, driven by emerging trends such as digital employment, borderless work, the gig economy, and the platform economy, which affects the creation of a source for developing new Party members.

*Fourthly*, the process of deep international integration will continue to enhance the diversity of enterprise types, governance models, organizational cultures, and developmental perspectives, therefore posing many new challenges to Party organizations in their leadership work.

*Fifthly*, the restructuring and cessation of operations at the district level, along with the merger of commune-level administrative units and the implementation of a two-tier local government model, have introduced fundamental changes in the management of NSEs and their corresponding Party leadership structures.

*Sixthly*, issues such as the risk of ideological degradation and manifestations of "self-evolution" and "self-transformation" within the context of information openness and the robust development of social media will continue to pose significant challenges for Party organizations in NSEs.

#### **4.1.2. Orientations for enhancing the operational quality of grassroots Party committees and cells within NSEs in Hanoi in the coming period**

*Firstly*, the enhancement of the operational quality of grassroots Party committees and cells in NSEs must be pursued in tandem with the effective management of the relationship between Party affairs and the production and business objectives of the enterprise.

*Secondly*, there must be an innovation in the content and modalities of the activities of grassroots Party committees and cells, ensuring they are practical, efficient, and closely aligned with production and business mandates while remaining appropriate to the specific nature of the enterprise's operational sector.

*Thirdly*, it is essential to bolster the development of grassroots Party committees and cells in NSEs to ensure they are comprehensively clean and robust across political, ideological, ethical, organizational, and personnel dimensions, thereby effectively fulfilling their leadership role in the context of accelerating digital transformation and deepening international integration.

*Fourthly*, emphasis should be placed on expanding Party organizations and

developing new members, alongside the refinement of coordination mechanisms with corporate management to facilitate the activities of grassroots Party committees and cells.

*Fifthly*, the integration of digital technology into Party work must be intensified to streamline and elevate the operational quality of grassroots Party committees and cells within NSEs.

## **4.2. SOLUTIONS FOR ENHANCING THE OPERATIONAL QUALITY OF GRASSROOTS PARTY COMMITTEES AND CELLS WITHIN NSES IN HANOI IN THE COMING PERIOD**

**4.2.1. Enhancing the perception and responsibility of the City Party Committee, the Standing Committee of the City Party Committee, the immediate superior committees of GPOs, as well as the Party committees, cells, officials, and members regarding the improvement of the operational quality of GPOs within NSEs in Hanoi.**

**4.2.2. Continuing to review, supplement, and refine the regulations and working procedures of grassroots Party committees and cells within NSEs, with a particular focus on the coordination mechanisms between Party committees and business owners.**

**4.2.3. Enhancing the quality of the Party membership, particularly the committee members of GPOs within NSEs in Hanoi, while strengthening the mobilization and admission of business owners into the Party and their participation in Party committees.**

**4.2.4. Improving the quality of Party meetings and activities for grassroots committees and cells within NSEs in Hanoi.**

**4.2.5. Promoting the roles of socio-political organizations, particularly Trade Unions, the Youth Union, and the Women's Union, in participating in the construction and development of grassroots Party committees and cells within the non-state business sector.**

**4.2.6. Strengthening the guiding role of the Hanoi Party Committee and renewing the leadership methods of ward- and commune-level Party committees toward Party committees and grassroots Party cells in non-state enterprises in Hanoi.**

## CONCLUSION

NSEs have increasingly affirmed their position as an important driving force of the national economy in general and of Hanoi in particular. Building, consolidating, and improving the quality of the activities of grassroots Party organizations in this sector is therefore not only a key task in Party building, but also an urgent requirement for ensuring the sustainable development of enterprises, maintaining political orientation, and preserving social stability in the Capital. The dissertation clarifies the concept of the quality of activities and develops a set of criteria for evaluating the quality of the activities of Party committees and grassroots Party cells in non-state enterprises. Through practical research, as well as surveys, statistics, synthesis, and analysis of data from 2015 to the present, the dissertation provides an objective assessment of the current quality of activities of grassroots Party committees and Party cells, analyzes the causes, and identifies five issues arising from the current situation. On the basis of promoting strengths, overcoming limitations, and addressing the issues identified, the dissertation proposes six solutions to improve the quality of activities of Party committees and grassroots Party cells in non-state enterprises. These solutions focus on raising the awareness and responsibility of the Hanoi Party Committee, its Standing Committee, and the higher-level Party committees directly overseeing grassroots Party organizations; improving the regulations and working rules of Party committees and Party cells; enhancing the quality of Party members, especially Party committee members; improving the quality of Party meetings and activities; promoting the role of socio-political organizations in Party building; and strengthening the guiding role of the Hanoi Party Committee while renewing the leadership methods of ward- and commune-level Party committees toward Party committees and grassroots Party cells in non-state enterprises in Hanoi.

**LIST OF THE AUTHOR’S PUBLISHED SCIENTIFIC WORKS  
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