

MINISTRY OF EDUCATION AND TRAINING      HO CHI MINH NATIONAL ACADEMY  
OF POLITICS

**ACADEMY OF JOURNALISM AND COMMUNICATION**

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**LEADERSHIP OF HANOI CITY PARTY COMMITTEE IN  
BUILDING URBAN GOVERNMENT IN CURRENT PERIOD**

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

**HANOI - 2024**

## INTRODUCTION

### **1. Reason for choosing the topic**

Innovation in organization and operation of urban government is an important task, which our Party and State always pay attention to and direct through Resolutions of National Party Congresses and Plenary Sessions to meet practical requirements for improving the effectiveness and efficiency of state management by urban governments at all levels in general and Hanoi Capital in particular in the current context of urbanization in our country.

Hanoi City has determined that the urbanization trend has been taking place strongly. In Hanoi, the provisions of the Law on the Capital (amended) have been implemented to effectively implement and deploy the urban government model, especially in the context of the Fourth Industrial Revolution affecting the formation and development of smart cities. After nearly 3 years of implementation, closely following the direction of the Central Government, with high political determination, the City Party Committee, the Standing Committee of the City Party Committee, Party committees and authorities at all levels from the City to the grassroots have seriously and synchronously deployed the pilot implementation of the urban government model and have achieved important initial results, creating a clear change in both awareness and action in the work of Party building and the political system of the Capital. Conclusion No. 22-KL/TW, dated November 7, 2017, summarizing 5 years of implementing Resolution No. 11-NQ/TW of the Politburo on the direction and tasks of developing Hanoi Capital in the period of 2011 - 2020, affirmed: "Hanoi City is piloting management according to the urban government model in the district areas. On April 19, 2019, the Politburo issued Conclusion No. 46-KL/TW, the National Assembly issued Resolution No. 97/2019/QH14 dated November 27, 2019 and the Government issued Decree No. 32/2021/ND-CP dated March 29, 2021 on piloting urban government model in Hanoi City. The City Party Committee, government and socio-political organizations have promptly developed and issued a complete and timely plan and documents to lead, direct and guide the pilot implementation of the urban government model.

However, in reality, during the implementation process, especially in the initial phase of piloting urban government, some Party committees and authorities

still show signs of confusion regarding organization when approaching the operation of the new model. Moreover, based on the requirements of the current stage, urban construction and development, especially the construction of smart government and cities, digital and modern government, is one of the common trends of urban areas in Vietnam, and Hanoi Capital is no exception to that trend. Therefore, the requirement for Hanoi in the process of building the urban government is to strengthen the leadership and direction of the Hanoi Party Committee, especially clearly defining the content and leadership methods to effectively implement the construction of urban government in the city.

Based on the above reasons, the author chose the issue: "*Leadership of Hanoi City Party Committee in building urban government in current period*" as the doctoral thesis in Party building and state government.

## **2. Purpose and tasks of the thesis**

### ***2.1. Purpose***

On the basis of clarifying theoretical and practical issues on the leadership of Hanoi City Party Committee in building urban government, identify goals, requirements, tasks and propose solutions to strengthen the leadership of the Hanoi Party Committee in urban government construction until 2035

### ***2.2. Tasks***

- Conduct an overview of domestic and foreign scientific works related to the thesis topic.
- Clarify the concept, content and leadership methods of the Hanoi City Party Committee in building the current urban government;
- Evaluate the implementation of urban government construction in the City as well as the implementation of the Hanoi Party Committee's leadership in urban government construction, clearly point out the causes, and draw experience in construction leadership urban government of Hanoi City;
- Identify goals, requirements, tasks and propose solutions to strengthen the leadership of the Hanoi Party Committee in urban government construction until 2035.

## **3. Research subject and scope of the thesis**

### ***3.1. Research subject***

Leadership of Hanoi City Party Committee in building urban government

### **3.2. Scope of research**

- Space: The thesis surveys the leadership of Hanoi City Party Committee in building urban government in districts, towns and wards in the city.

- Time: The thesis studies the leadership of the Hanoi City Party Committee in urban government construction from 2019 to present; Identify goals, requirements, tasks and propose valuable solutions until 2035.

## **4. Theoretical and practical basis and research methods**

**4.1. Theoretical basis:** The thesis is based on the theoretical basis of Marxism-Leninism, Ho Chi Minh's Ideology and the viewpoints and guidelines of the Communist Party of Vietnam on the leadership of Party committees at all levels.

**4.2. Practical basis:** The practical basis of the thesis is the current status of building urban government and the current status of Hanoi City Party Committee's leadership in building urban government from 2019 to present.

**4.3. Research methods:** The thesis uses the methodology of Marxism-Leninism, and at the same time uses interdisciplinary and specialized scientific research methods such as: The method combines history with logic, analysis with synthesis, deduction and induction, summary of practice, and sociological investigation.

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

- The thesis raises and analyzes the concept of Hanoi City Party Committee leading the construction of urban government;

- The thesis evaluates the current situation and draws some leadership experiences of the Hanoi City Party Committee in building an investment agency from 2019 to present;

- The thesis proposes some solutions to strengthen the leadership of Hanoi City Party Committee in building urban government by 2035.

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

The thesis contributes to clarify theoretical and practical issues about the content and methods of the Party leading the construction of urban governments, and the provincial Party Committee leading the construction of urban governments; experience and key solutions to strengthen the leadership of the Hanoi Party Committee for urban government construction in the coming time.

The thesis can be used as a reference document to serve research, teaching, and learning about Party building and State government work.

## **7. Scientific hypothesis and further research questions of the thesis**

**Regarding scientific hypothesis:** Without the leadership of Hanoi Party Committee, would the process of building the City's urban government have achieved results and success?

### **Research questions of the thesis topic:**

(1). What is the current status of the Hanoi Party Committee's leadership in building an urban government?

(2). What solutions help improve the effectiveness of Hanoi Party Committee's leadership in building an urban government?

## **8. Structure of the thesis**

The thesis consists of an introduction, 4 chapters, 10 sections, a conclusion, a list of the author's published scientific works related to the thesis topic, a list of references and appendices.

## **Chapter 1**

### **OVERVIEW OF RESEARCHES RELATED TO THE THESIS TOPIC**

#### **1.1. Foreign scientific works**

##### **1.1.1. Research works on local government**

The work “Public Administration in East Asia: Mainland China, Japan, South Korea, and Taiwan”; Doctoral thesis on *Theoretical and practical basis of innovation of provincial government apparatus in the Lao People's Democratic Republic* by Kham Khoong Phom Ma Phan Nha; The book *Research on the path of innovation of local government institutions in China* by Tham Vinh Hoa and Chung Vi Quan

The two authors Ann Bownman and Richarch Kearney wrote the article “State and Local Government”; the book “Two Centuries of Local Autonomy” by Jurgen Georg Backhaus (ed.); the article “*Research on the structure and scale of local government in China*” by Ly Ha Trung; the authors Carlo Panara - Michael Varney's study of local government in France in the article *Local Government in Europe - The 'Fourth level' in the EU multilayered system of governance*.

##### **1.1.2. Research works on urban government and building urban government**

Author Ly Ky wrote the article *Transformation of functions and innovation of government management institutions in large cities in Chinese*; Author Peter McKinlay wrote the article “Integration of urban services and good governance: the Auckland supercity project”; Article “Reviewing the Auckland ‘super city’: Towards an ongoing agenda for evaluating super city governance” by authors Mouat, Clare, Jago Dodson; Authors Andreas Ladner, Nicolas Keuffer, Harald Baldersheim (2015) “*Self-rule Index for Local Authorities*”; Ali Memon, Tom G. Davies and Tom Fookes (2017) “Institutional arrangements for metropolitan government and strategic planning in Auckland”; Paul Fairlough, “*Government and Politics in Britain*”; Scientific article “*Organizing urban management: In search of solutions*” by Russian authors Попадюк Никита Кириллович and Мусинова Нина Николаевна; Russian author Мусинова Нина Николаевна wrote the article “*Development of urban clusters is one of the directions in Russia's spatial development strategy*”; Scientific article “*Municipal self-government in Russia in the late 19<sup>th</sup> - 20<sup>th</sup> centuries: decentralization and internal structure*” by Russian scholar Полянина Ольга Анатольевна (2020); Mark Sandford (2022) “The Greater London Authority”; Article “Berlin’s Political Structure”;

### ***1.1.3. Research works on political parties leading government building***

Doctoral thesis *Leadership of the Lao People's Revolutionary Party in building the People's Democratic State in the period of renovation (1986-1996)* by Kham Phiem Bualapha; Doctoral thesis *Leadership of the Lao People's Revolutionary Party in the process of building the state administrative apparatus (1975-1995)* by On Keo Phom Ma Kon; The article *Continuously improving the leadership level and governing level, enhancing the capacity to fight corruption, prevent degeneration and combat risks* by Ha Quoc Cuong; The article *Strengthening the building of local Party committees, fully promoting the role of core leadership* by Trieu Gia Ky; The book "On the work of building the Party's governing capacity" by Luu Chan Hoa; The book "Scientific Governance" by Hoang Van Ho; The book "*Xi Jinping: The Governance of China*" by Xi Jinping";

## **1.2. Domestic scientific works**

### ***1.2.1. Research works on local government.***

The article "Towards building an urban government model in Vietnam" by author Hoang Mai; Doctoral thesis "Perfecting the provincial government

apparatus to meet the requirements of building a socialist rule-of-law state in Vietnam" by Trinh Tuan Thanh; Nguyen Thi Huong wrote the article "Law on Organization of Local Government - Practical application and some recommendations"; The article "City within the city, some thoughts", author Nguyen Canh Hop; Author Van Tao wrote the article "Experience in building and managing governments at all levels in history"; Le Minh Thong (2021), "Some theoretical issues on organizational model of cities under centrally-run cities"; The article "Innovation of organizational models and increasing autonomy for provincial-level governments - Case study of Ho Chi Minh City", author Hoang Thi Thao;

### ***1.2.2. Research works on urban government and building urban government***

Doctoral thesis in Law "Innovation of urban government organization in our country in current period" by Pham Van Dat; Article "Urban government models in some capitals in the world and suggestions for building urban government in Hanoi Capital" by Vo Thi Hoa; Author Diep Van Son wrote the article "Resolving relationships in the model of organization and operation of urban government in Ho Chi Minh City"; Institute of State Organization Science, Ministry of Home Affairs implemented the project "Investigation of the current situation, proposing solutions to innovate the organization and operation of urban government"; Author Nguyen Thi Thuy wrote the article "Orientation for building urban government in Vietnam in current period"; Article "Law on organization and operation of urban government - Current situation and some recommendations" by Hoang Minh Hoi; Article "Opportunities and challenges in building urban government in Ho Chi Minh City" by Luu Ngoc To Tam; Do Thi Thuy Hang wrote the article "Urban government model and its impacts on cadres and civil servants in Hanoi Capital"; Nguyen Bich Thuy (2021) "Current urban government organization model in Vietnam and some issues that need further research and improvement"; The article "Urban government in some countries in the world and experiences for Vietnam" by Quach Thi Minh Phuong; Nguyen Minh Phuong wrote the article "Promoting efficiency, closely combining the State, market and society in urban management and development"; The article "Specific mechanism for cities under centrally-run cities from the practice of Thu Duc City" by author Thai Thi Tuyet Dung; Tran Thi Dieu Oanh

wrote the article "Piloting organization of urban government model in Hanoi City"; The article "Urban government model in Ho Chi Minh City" by author Do Thi Hien; Doctoral thesis "Theoretical and practical basis of building urban government model of Ho Chi Minh City in current period" by Nguyen Thi Lien Phuong; Doctoral thesis in economics "Decentralization of state budget management in Hanoi City in the context of applying urban government model" by Pham Thanh Ha; Doan Trung Kien, Le Thi Thieu Hoa wrote the article "Demarcation of authority between the central government and local governments and some issues arising when building an urban government model in Hanoi"; The article "Supervision of the pilot implementation of urban government organization in Da Nang City according to Resolution No. 119/2020/QH14 and issues arising"; Quach Thi Minh Phuong, Tran Nguyen Bao Minh wrote the article "Ensuring implementation of supervision activities when organizing urban government in Ho Chi Minh City"; Author Ngo Thanh Can wrote the article "Building and perfecting a modern urban government that operates effectively and efficiently in the new context in Vietnam"; The article "Organization and operation of urban government in Vietnam in current period"; Vo Cong Khoi, Pham Ngoc Thao Nguyen wrote the article "Urban government models in the world and suggestions for Vietnam"; The article "Building urban government in Vietnam"; The article "Pilot implementation of urban government model in Da Nang City - Initial results and solutions in the coming time" by Vu Xuan Thuy; Author Bui Phuong Thao wrote the article "Strengthening the supervision activities of the City People's Council in the conditions of implementing urban government".

### ***1.2.3. Research works on Party's leadership in government building***

Author Doan Minh Huan wrote the book "The Communist Party of Vietnam leads the building and consolidation of the State"; Doctoral thesis "Innovation of the leadership method of the district Party Committee over the district government in the Red River Delta in current period" by Tran Quang Canh; Topic KX. 04-02/11/15 "Innovation of the Party's leadership method over the State, the Fatherland Front and socio-political organizations in the new conditions"; Doctoral thesis "Provincial Party Committees in the Red River Delta lead the provincial government in current period" by Le Thi Minh Ha; Doctoral thesis "Innovation of the leadership method of the commune Party Committee over the government in the Red River Delta in current period" by Tran Thi Bich Nhuan; Doctoral thesis



"Innovation of the leadership of the provincial Party Committee over the provincial-level state agencies in the conditions of our country" by Nguyen Van Biet; Article "The current situation of implementing the Party's leadership method over the State" by Lam Quoc Tuan; Trong Cuong wrote the article "Innovation of the Party's leadership method towards the State"; Author Nguyen Van Quang wrote the article "The Party Committee of Da Nang City leads the building of urban government"; The article "Innovation of the leadership method of Tu Son City Party Committee, Bac Ninh Province towards the city government in current period" by Le Xuan Loi.

### **1.3. Overview of the results of research works related to the thesis topic and issues that the thesis focuses on solving**

#### ***1.3.1. Overview of the results of research works related to the thesis topic:***

*Firstly*, the research works have clarified the concepts of urban government, building urban government, and the Party's leadership in building urban government; *Secondly*, the research works, especially the research results of scientific topics and scientific articles, have assessed the current status of building urban government and the leadership of Party committees at all levels in building urban government in localities with specific and accurate data and evidence; *Thirdly*, a number of research works have pointed out the experiences in the leadership of Party committees at all levels in building urban government in localities; *Fourthly*, each research work has exploited from different perspectives and proposed different solutions, but all aim at the common goal of strengthening the leadership of Party committees at all levels in building urban government in localities; *Fifthly*, foreign scientific works show the effective policies and measures of the ruling parties in these countries in leading the building urban government.

#### ***1.3.2. Issues that the thesis needs to focus on researching***

*Firstly*, clarifying the theoretical and practical basis of Hanoi City Party Committee's leadership in building urban government: Research to clarify the concept of urban government.

*Secondly*, analyzing and evaluating objectively the current status of building urban government in Hanoi City.

*Thirdly*, the thesis focuses on surveying and analyzing the advantages and limitations of the leadership of Hanoi City Party Committee in building urban

government, drawing experiences on the leadership of Hanoi City Party Committee in building urban government.

*Fourthly*, the thesis proposes basic solutions the leadership of Hanoi City Party Committee in building urban government, the thesis proposes directions and basic, appropriate solutions to strengthen the leadership of Hanoi City Party Committee for urban government construction in the coming time.

### **Conclusion of Chapter 1**

Based on an overview of domestic and foreign research works related to the thesis topic, scientists have clarified the basic theoretical and practical issues in building urban government in current period. In general, the works focus on research on urban government, building urban government, the Party's leadership in building urban government in some localities in Vietnam and in some countries with many different perspectives and approaches, achieving many important theoretical and practical results.

## **Chapter 2**

### **LEADERSHIP OF HANOI CITY PARTY COMMITTEE IN BUILDING URBAN GOVERNMENT IN CURRENT PERIOD - THEORETICAL AND PRACTICAL ISSUE**

#### **2.1. Urban government and building urban government**

##### ***2.1.1 Concept and characteristics of urban government***

###### ***\* Concept of urban government***

Urban government is a specific form of local government, with all the basic characteristics of local government and organized in accordance with the characteristics of natural, political, economic, and social conditions. urban culture and society. In terms of nature, position, role, function, urban government is the representative government of the people as well as the relationships between governments at all levels as prescribed by law and have their own characteristics to Organize and manage for the most appropriate and effective urban development.

*\* Characteristics of urban government: Firstly*, characteristics of organizational model of People's Councils and People's Committees at all levels.

*Secondly*, characteristics of the functions and tasks of People's Councils and People's Committees at all levels are basically in compliance with the Law on Organization of Local Government. *Thirdly*, characteristics of the urban government's operating mechanism of each level of government must be organized and operate in accordance with the Constitution and laws. *Fourthly, characteristics of the staff, civil servants, and public employees of government agencies*

\* *Characteristics of urban government in Hanoi City implemented according to the current pilot model*: The pilot organization of urban government model in Hanoi City was approved by the National Assembly in Resolution No. 97/2019/QH14, effective from July 1, 2021.

### **2.1.2. Building urban government - Concept, content, role**

\* *Concept of building urban government*

\* *Concept*: Building urban government is the sum of activities of party organizations, government, fatherland front and socio-political organizations at all levels, with specific policies, forms and measures, affecting the constituent elements of urban government and the relationships between them, aiming to consolidate and perfect the organizational system; to perfect the management and operation mechanism; to develop the team of civil servants; to create favorable conditions for urban government to operate effectively, meeting the requirements, tasks, functions and powers as prescribed by law.

\* *Subjects and participating forces*: The subjects leading, directing and organizing the implementation of building urban government include: the Party Central Committee, the Government, the City Party Committee, the City People's Committee and relevant functional agencies according to the provisions of the Constitution and laws. The forces participating in building urban government are all organizations in the political system, cadres, party members, agencies, units, organizations and people in the urban area.

\* *Content*: *Firstly*, build and perfect the organizational structure of the urban government. *Secondly*, build and perfect the operating mechanism of the urban government. *Thirdly*, build a team of cadres and civil servants and promote the role of the human factor in the urban government.

\*Role: *Firstly*, building urban government contributes to creating an important shift in mobilizing the combined strength, effectively exploiting the potential and advantages of the locality; *Secondly*, success in building urban government will promote the comprehensive and synchronous development of the locality, meeting the requirements of international integration; *Thirdly*, through building urban government, it will contribute to making the urban management apparatus scientific, streamlined and effective; *Fourthly*, implementing urban government is one of the solutions to help the policy of staff streamlining, arranging and restructuring the apparatus of the political system; *Fifthly*, the process of building urban government is associated with the task of administrative reform and smart urban construction.

## **2.2. The City, Hanoi Party Committee**

### ***2.2.1. Overview of Hanoi City's characteristics affecting Urban Government Construction***

*2.2.1.1. Regarding natural features:* Including geographical location; natural area; hydrology; climate - weather

#### *2.2.1.2. Regarding political system*

Hanoi City's political system mirrors the national political structure, encompassing the Party Committee, government, Vietnam Fatherland Front, and political-social organizations, each with its distinct roles, functions, organizational structures, principles, and nature of operations.

#### *2.2.1.3. Regarding economy, socio-culture, and national defense-security*

*Regarding the economy:* Hanoi City has been restructuring its economy and transitioning its growth model. As a result, during the 2015-2020 period, Hanoi City's economy maintained steady growth at a relatively high rate. *Regarding socio-culture:* Hanoi City consistently views culture as the spiritual foundation and soft power, central to its sustainable development policies for the capital. *Regarding education and training:* Hanoi City continues to lead the nation in terms of scale, school network, and the comprehensive quality of education. *Regarding labor and employment:* Hanoi City has effectively implemented vocational training policies to meet the practical needs of the market. *Regarding social welfare:* Hanoi City consistently ensures that social welfare policies, as well as the state's policies

for people with meritorious services, low-income households, near-poor households, social protection beneficiaries, the elderly, people with disabilities, and ethnic minorities, etc... are implemented accurately, fully, and in a timely manner. *Regarding the prevention and combat of social evils:* The city has focused on addressing pressing and hazardous issues in society. *Regarding national defense and security:* The political security situation and social order in the capital are fundamentally guaranteed, and the people's security posture has been strengthened.

### ***2.2.2. Functions, Missions, Roles, and Characteristics of the City Party Committee and the Standing Committee of Hanoi City Party Committee***

#### *2.2.2.1. Overview of Hanoi City Party Committee*

Hanoi City Party Committee is the abbreviated name for the Executive Committee of the City Party Organization, term 2020-2025. The 17th Executive Committee of Hanoi City Party Organization comprises 71 members, with 64.79% being re-elected members and 35.2% being newly elected members. The Standing Committee of Hanoi City Party Committee (term 2020-2025) consists of 16 members elected by the Executive Committee of Hanoi City Party Committee. *The Standing Committee of Hanoi City Party Committee* includes the Secretary and Vice Secretaries.

#### *2.2.2.2. Functions, Missions, Powers, and Key Working Relationships of Hanoi City Party Committee*

*Firstly, regarding the functions of the City Party Committee and the Standing Committee of Hanoi City Party Committee:* *Firstly*, Hanoi City Party Committee acts as the leading body of the Hanoi City Party Organization between two congresses. *Secondly*, The Standing Committee of Hanoi City Party Committee acts as the leading body between the meetings of the City Party Committee, with the function of leadership, inspection, and supervision.

#### *Regarding the missions and authorities of Hanoi City Party Committee:*

Based on Regulation No. 10-QDi/TW dated December 12, 2018, of the Politburo regarding the functions, missions, authorities, and working relationships of the Party Committee, the Standing Committee of the provincial and municipal Party Committees under the Central Government, at the 17th Hanoi City Party Congress (term 2020-2025), Hanoi City Party Committee issued Regulation No. 05-QC/TU on June 15, 2022. This is the working regulation of the Executive

Committee of the City Party Organization, The Standing Committee of the City Party Committee and the Secretariat of the Standing Committee of the 17th term (2020-2025) issued regulations for the Executive Committee of the City Party Organization (the City Party Committee), which outline the missions and authorities of the Executive Committee of the City Party Organization, focusing on several specific missions, such as:

*Firstly*, based on central regulations and guidelines, discuss and decide on the number of Executive Committee members, members of the Standing Committee of the City Party Committee, members of the Inspection Committee of the City Party Committee, and elects the Standing Committee, Secretary, Vice Secretary of the City Party Committee, Inspection Committee, and the Head of the Inspection Committee of the City Party Committee.

*Secondly*, decision on the issuance of the Working Regulations of the Executive Committee, Standing Committee, Secretariat, and the Inspection Committee of the Standing Committee; the overall work program and inspection and supervision program for the entire term; and the annual work program and inspection plan of the City Party Committee and the Standing Committee the City Party Committee.

*Thirdly*, decision on strategic issues, major policies, and measures in various fields of the city's work.

*Fourthly*, guide or decide on matters related to the construction of the Party, organization and personnel work; inspection, monitoring, and discipline; internal affairs, anti-corruption, and negative behaviors according to the Party's Charter, Central regulations, and relevant laws.

*Fifthly*, lead government at all levels in performing state management functions, tasks, and powers as prescribed by law. Provide guidance on particularly important issues decided by the City People's Council.

*Sixthly*, lead mass mobilization work, implement the mass mobilization regulations of the Political System, grassroots democracy regulations, promote the People's ownership; enhance the role of social supervision and critique, contribute to building the Party and government through the Vietnam Fatherland Front, Social-Political organizations, and representatives of the People.

*Seventhly*, decide on issues related to the management of the Party Organization's finances and assets; review and give opinions on the Party's financial work annually and at the end of the term.

*Eighthly*, review and provide opinions on the work the Standing Committee of the City Party Committee addressed between two sessions of the City Party Committee; decide on important issues presented by the Standing Committee of the City Party Committee.

*Ninthly*, in addition to the tasks and powers stipulated in the Regulations approved at the 17<sup>th</sup> Congress of the Hanoi City Party Committee (term 2020 – 2025).

*Regarding the tasks and authorities of the Standing Committee of the Hanoi City Party Committee: Firstly*, decide on the convocation and preparation of content for the sessions of the City Party Committee; *Secondly*, direct, inspect and supervise the implementation and organization of the implementation of the Resolution of the City Party Organization, resolutions and directives of the City Party Committee and the Central Committee. *Thirdly*, specify and implement the policies and resolutions on Party building, political system construction, and organization and personnel work. *Fourthly*, on important and sensitive socio-economic issues, the Standing Committee of the City Party Committee may issue resolutions or conclusions to lead. *Fifthly*, decide or provide policies, orientations, and measures to carry out national defense and security tasks. *Sixthly*, guide internal affairs activities, investigations, prosecutions, courts, judiciary, judicial reform, and anti-corruption efforts; handle serious and complex cases and incidents according to regulations. *Seventhly*, lead and direct the financial and asset management of the City Party Organization, information technology, and administrative reforms of the Party in accordance with the Party's guidelines and policies, and the State's laws. *Eighthly*, decide on major policies regarding the City's cooperation and foreign relations. *Ninthly*, report on the overall activities of the Party Organization to the Central Committee and other issues as required by the Politburo and the Secretariat. *Tenthly*, decide on other important issues proposed by local Party committees and organizations. *Eleventhly*, authorize the Standing Committee of the City Party Committee to carry out specific tasks within the authorities of the Standing Committee of the City Party Committee, while

regularly checking and supervising the implementation. *Twelfthly*, in addition to the specific tasks and authorities stipulated in this Regulations, the Standing Committee of the City Party Committee shall carry out tasks and authorities defined in other relevant current documents of the Party, State, and City Party Committee.

*Regarding the working relationship of the City Party Committee and the Standing Committee of the Hanoi City Party Committee:* Strictly comply with the leadership and comprehensive direction of the Central Executive Committee; the working relationship of the Hanoi City Party Committee with Party committees at all levels, Party organizations, and agencies directly under the Central Committee; with the Party Committee of the Hanoi Capital Command; The working relationship of the Hanoi City Party Committee with Party committees at all levels, Party organizations directly under the Party Committee and with specialized agencies advising and assisting the City Party Committee.

*2.2.2.3. Advisory and support agencies of Hanoi City Party Committee: Office of the City Party Committee; Organizing Committee of the City Party Committee; Inspection Commission of the City Party Committee; Propaganda Department of the City Party Committee; Mass Mobilization Department of the City Party Committee; Internal Affairs Committee of the City Party Committee*

#### *2.2.2.4. The roles of Hanoi City Party Committee*

*Firstly*, Hanoi City Party Committee is a provincial-level Party Committee, with the role and responsibility of leading and organizing the implementation of policies, resolutions and directives of the Central Committee with high quality and efficiency in Hanoi; *Secondly*, in the political system of the City, Hanoi City Party Committee has the role of leading the government, the Vietnam Fatherland Front and socio-political organizations of the City; *Thirdly*, Hanoi City Party Committee has an important role in determining the quality of subordinate Party organizations.

#### *2.2.2.5. Characteristics of Hanoi City Party Committee*

Hanoi City Party Committee has the following main characteristics: *Firstly*, Hanoi City Party Committee is a committee with a long history; *Secondly*, Hanoi City Party Committee leads the political system of Hanoi City; *Thirdly*, quality of the City Party Committee members is increasingly younger, with high professional qualifications and political theory; *Fourthly*, it is a Party committee leading one of the two special cities of the country.



## **2.3. The Leadership of Hanoi City Party Committee in building urban government in current period - concept, characteristics, content, method and role**

### ***2.3.1. Concept, characteristics***

\* Concept of the Leadership of Hanoi City Party Committee in building urban government: *Hanoi City Party Committee's leadership in building urban government is the totality of activities of the City Party Committee in issuing resolutions to build urban government; organizing the implementation of that resolution and inspecting and supervising the implementation, aiming to successfully implement the Party's policies, the National Assembly's and the Government's regulations on the construction of urban government.*

\* Characteristics of the Leadership of Hanoi City Party Committee in building urban government: *Firstly*, the Hanoi City Party Committee leads the pilot implementation of the urban government model in an area with a particularly important position and role; *Secondly*, the Hanoi City Party Committee leads the pilot implementation of the urban government model different from the urban government model of Ho Chi Minh City and Da Nang City; *Thirdly*, the Hanoi City Party Committee leads the pilot implementation of the urban government model associated with the leadership of administrative reform throughout the City; *Fourthly*, some contents of the Hanoi City Party Committee's pilot implementation of urban government have been legalized in the Law on the Capital (amended) officially passed by the 15th National Assembly on June 28, 2024.

### ***2.3.2. Contents of the Leadership of Hanoi City Party Committee in building urban government***

*Firstly*, determine the goals, directions, tasks, and solutions for building the urban government; *Secondly*, lead government agencies to build the urban government; *Thirdly*, lead the coordination of activities between relevant agencies and organizations in building the urban government; *Fourthly*, lead the building of the organizational apparatus, staff, and civil servants of the district and town governments, and the organizational apparatus, staff, and civil servants in the wards; *Fifthly*, lead the work of inspection, supervision, interim and final review of the building of the urban government;

***2.2.3. The leadership method of the Hanoi City Party Committee in building urban government:*** *Firstly*, the Hanoi City Party Committee leads the building of

urban government through resolutions and major orientations; *Secondly*, the Hanoi City Party Committee builds urban government through propaganda, persuasion, and mobilization; *Thirdly*, the Hanoi City Party Committee leads the building of urban government through organization and personnel work; *Fourthly*, the Hanoi City Party Committee leads the building of urban government through party organizations and party members; *Fifthly*, the Hanoi City Party Committee leads the building of urban government through inspection and supervision work, through exemplary actions of cadres and party members.

**2.2.4. The leadership role of the Hanoi City Party Committee in building urban government:** *Firstly*, the correct leadership of the Hanoi City Party Committee aims to successfully implement the pilot model of urban government in Hanoi City, contributing to concretizing the guidelines and policies of the Central Party, the National Assembly, and the Government on continuing to perfect the organization of local government to meet the requirements of the new period; *Secondly*, the correct leadership of the Hanoi City Party Committee plays an important role in determining the success of the organization of the urban government model in Hanoi; *Thirdly*, the correct leadership of the Hanoi City Party Committee ensures the positivity, proactiveness, and exemplary role of the government, the Fatherland Front, and socio-political organizations from the City to the ward level in building the urban government.

### **Conclusion of chapter 2**

The Hanoi City Party Committee leads the construction of urban government" is the City Party Committee's issuance of a resolution on the construction of urban government; organizing the implementation of that resolution and inspecting and supervising the implementation, aiming to successfully implement the Party's policies, regulations of the National Assembly and the Government on the construction of urban government. The Hanoi City Party Committee's method of leading the construction of urban government is a system of methods, forms and measures that the City Party Committees use to influence factors, fields, organizations, forces and related relationships in order to successfully implement the contents of leadership in the construction of urban government.

### Chapter 3

## **BUILDING URBAN GOVERNMENT AND LEADERSHIP OF HANOI CITY PARTY COMMITTEE IN BUILDING URBAN GOVERNMENT - CURRENT SITUATION, CAUSES AND EXPERIENCES**

### **3.1. Current status of urban government construction in Hanoi city**

#### ***3.1.1. Characteristics of urban government in Hanoi city in current period***

The pilot organization of urban government model in Hanoi City was approved by the National Assembly in Resolution No. 97/2019/QH14, effective from July 1, 2021. The Government also promulgated Decree No. 32/2021/ND-CP providing details and implementing measures for resolutions of the National Assembly, including lots of new regulations, clearly defining the management of the urban government different from that of the rural government; continuing to promote gradation and decentralization in accordance with urban characteristics.

***3.1.2. Advantages:*** Policies, resolutions, and documents on urban government construction in Hanoi are implemented seriously, systematically, synchronously, with correct content and order according to regulations and instructions of the Central Government; The organization and staff of urban government in districts and townships have been basically built and gradually improved; The activities of city, district, and ward governments have clearly changed and are relatively effective; The Fatherland Front and political and social organizations have proactively and actively improved the quality of their activities, contributing to the construction of urban government in Hanoi;

***3.1.3. Limitations and shortcomings in the implementation of urban government in Hanoi city at present:*** The development of specific plans to implement pilot solutions for the urban government model by some City Party Committees, agencies and organizations has not met the requirements; The organization of the urban government is not really streamlined, functions and tasks have not been clearly defined; The operating mechanism of district, township and ward governments is still confusing, the quality and efficiency of operations are not high; The staff and civil servants still have many shortcomings.

**3.2. Leadership of Hanoi City Party Committee in building urban government - current situation, causes and experiences**

### ***3.2.1. Current situation of Hanoi Party Committee leading the construction of urban government***

#### *3.2.1.1. Advantages*

**\* Regarding leadership content:** *Firstly*, the Hanoi City Party Committee has led the goals, directions, and tasks of building a feasible urban government that is suitable to the characteristics of the capital; *Secondly*, the Hanoi City Party Committee has led government agencies to perform the functions and tasks of building an urban government; *Thirdly*, the Hanoi City Party Committee has paid attention to leading and coordinating activities between relevant agencies in building an urban government; *Fourthly*, the Hanoi City Party Committee has led the building of the organizational apparatus, staff, and civil servants of the district and township governments, and the organization of the apparatus, staff, and civil servants in the wards to relatively well meet the requirements of building an urban government. *Fifthly*, the Hanoi City Party Committee pays great attention on leading the preliminary and final review of building the urban government.

**\* Regarding leadership methods:** *Firstly*, the Hanoi City Party Committee has institutionalized major resolutions and orientations on building an urban government in the the process of leading the building of an urban government with clear changes; *Secondly*, it has carried out relatively well the leadership of building an urban government through propaganda, persuasion, and mobilization work; *Thirdly*, the Hanoi City Party Committee leads the construction of urban government through relatively effective organizational and staff work, contributing to the successful implementation of the identified goal of building urban government; *Fourthly*, the Hanoi City Party Committee effectively implements the method of building urban government through party organizations under the City Party Committee, upholding the pioneering and exemplary spirit of cadres and party members, attracting attention. participation of socio-political organizations; *Fifthly*, the Hanoi City Party Committee leads the construction of urban government through drastic and effective inspection and supervision, and the control of government building work, promptly handling violations;

#### *3.2.1.2. Limitations*

\* ***Regarding leadership content:*** *Firstly*, the determination of goals, directions, and tasks for building urban government has some specific contents; *Secondly*, leaders of government agencies building urban government are sometimes not very effective; *Thirdly*, the City Party Committee's leadership in coordinating activities between a number of relevant agencies and organizations in building urban government is sometimes not smooth and drastic; *Fourthly*, the leadership in organizing the implementation of the preliminary summary of building urban government is not really of high quality;

\* ***Regarding leadership methods:*** *Firstly*, the leadership of organizations of the political system in concretizing and organizing the implementation of the policies and resolutions of the Hanoi City Party Committee on building urban government is sometimes not very effective; *Secondly*, leadership through propaganda, persuasion, and mobilization of some tasks of building a quality urban government is not high; *Thirdly*, leadership through organizational and personnel work in some contents is not effective; *Fourthly*, leadership through urban government building through City Party Committees and Party organizations directly under the City Party Committee is sometimes not regular and drastic; *Fifthly*, the leaders' implementation of inspection and supervision by some party committees and the exemplary actions of some officials and party members have not been highly effective.

### ***3.2.2. Causes***

#### ***3.2.2.1. Causes of advantages.***

\* ***Regarding objective causes:*** *Firstly*, the regular, direct, and close leadership of the Central agencies towards the pilot task of building an urban government in Hanoi. *Secondly*, the political determination of the political system, cadres, party members, and people of Hanoi City. *Thirdly*, the responsible, synchronous, and effective coordination between the advisory and support agencies of the Central Government, the City Party Committee, the People's Council, the City People's Committee, and local City Party Committees and authorities.

*Subjective causes:* *Firstly*, the majority of members of the Hanoi City Party

Committee have recognized the role and importance of the pilot urban government model in Hanoi City and their own responsibilities and tasks in implementing it. *Secondly*, the members of the Hanoi City Party Committee have political qualities, ethics, lifestyle, professional qualifications, and working capacity that meet the requirements. *Thirdly*, the members of the Hanoi City Party Committee have high qualifications and diverse expertise in most fields, so they have knowledge, understanding, and the ability to advise the leadership of the City Party Committee more effectively. *Fourthly*, through many terms of operation, the current Hanoi City Party Committee has inherited the operational experience of previous terms.

#### *3.2.2.2. Causes of limitations*

\* *Objective causes: Firstly*, Hanoi is the first locality in the country to pilot the two-level urban government model, so there is no precedent, it is a new and complicated issue. *Secondly*, the complicated and prolonged Covid-19 epidemic situation has significantly affected the progress of implementing the urban government model. *Thirdly*, legal documents and the list of administrative procedures are not stable. *Fourthly*, the advisory role of some agencies and units in some areas of work has not been clearly demonstrated.

\* *Subjective reasons: Firstly*, the awareness from some members of the Hanoi City Party Committee on Hanoi's pilot urban government issues has not been sufficient and profound; *Secondly*, some members of the Hanoi City Party Committee, including the leaders, made mistakes during their leadership and were disciplined, affecting the process of leadership in implementing the pilot urban government model in Hanoi; *Thirdly*, a number of staff and civil servants still have a dependent mindset, are afraid of change, slow to innovate their thinking, afraid of challenges, and lack initiative.

#### *3.2.3. Experience*

*Firstly*, it is required to thoroughly grasp and sufficiently, punctually implement the Central Government's leadership, direction and guidance documents on piloting the construction of urban government in Hanoi city; *Secondly*, identify the organization of the pilot urban government model in Hanoi as a new, difficult and complicated task that requires regular leadership and direction; *Thirdly*, attach importance to propaganda, mobilization and effective implementation of urban government construction; *Fourthly*, focus on inspection and supervision; promptly grasp

the difficulties and obstacles in the process of implementing urban government to lead, direct and resolve them.

### **Conclusion of Chapter 3**

From the current situation of the leadership of Hanoi City Party Committee in building urban government, we can draw experiences on closely following and taking advantage of the leadership, direction and guidance of the Central Government; strengthening the close and drastic leadership and direction of the Hanoi City Party Committee Standing Committee and Party Committees at all levels, strongly promoting the role and mobilizing the participation of the City's political system; on organizing the dissemination and propaganda of resolutions and documents on the pilot construction of urban government in Hanoi in a systematic and profound manner; on high political determination, great efforts, and drastic actions; on the process of preparing programs and plans; determining resources and assigning tasks; on focusing on inspection, supervision, and preliminary and final reviews to encourage, commend and reward collectives, individuals and typical models; removing difficulties and obstacles; promptly correcting and handling violations.

### **Chapter 4**

#### **OBJECTIVES, REQUIREMENTS, TASKS AND SOLUTIONS TO STRENGTHEN THE LEADERSHIP OF THE HANOI CITY PARTY COMMITTEE IN BUILDING URBAN GOVERNMENT IN THE COMING TIME**

#### **4.1. Objectives, requirements and tasks to strengthen the leadership of the Hanoi City Party Committee in building urban government in the coming time**

*4.1.1. Goals and requirements for strengthening the leadership of the Hanoi City Party Committee in building urban government in the coming time*

\* *Regarding the goals:* Strengthen the leadership of the Hanoi City Party Committee in building urban government in the coming time to effectively implement and organize the urban government model in conjunction with the Action Program of the City Party Committee and Party committees at all levels to implement the Law on the Capital (revised); Resolution No. 15-NQ/TW dated May 5, 2022 of the Politburo “*On directions and tasks of development of Hanoi by*

2030, with a vision toward 2045”; effectively implement Conclusion No. 48-KL/TW dated January 30, 2023 of the Politburo on continuing to reorganize administrative units at district and commune levels for the 2023-2030 period; continue to effectively implement Resolution No. 97/2019/QH14 of the National Assembly and Decree No. 32/2021/ND-CP of the Government and the City's implementation plans on piloting the organization of urban government model in Hanoi City.

*\* About request: Firstly, the construction of urban government will be greatly influenced by the globalization process, as well as the impact of international integration with the global supply chain; Secondly, the Fourth Industrial Revolution requires the process of building urban government to attached to digital transformation; Thirdly, Vietnam in general and Hanoi city in particular are currently undergoing large-scale, rapid urbanization, so the construction and completion of urban government is an objective necessity; Fourthly, the achievements of national renewal have a great influence on the building of urban government.*

**4.1.2. Tasks for leadership strengthening of the Hanoi City Party Committee in building urban government in the coming time:** Strengthening the direction of building and perfecting mechanisms to promote the advantages of urban government model; Leading the review and perfection of apparatus and personnel, improving the quality of cadres and civil servants, and effectively implementing policies for cadres; Continuing to pay attention to innovating leadership methods, working style and working manner of Party committees at all levels to ensure synchronization with promotion of Party building and rectification as well as innovation of organization and operation of political system; Focusing on leading innovation, improving effectiveness of urban governance, and promoting administrative reform; Leading the acceleration and improvement of urbanization quality and the sustainable urban development.

**4.2. Solutions to strengthen the leadership of the Hanoi City Party Committee in building urban government in the coming time**

*4.2.1. Continuing to raise awareness and responsibility of leaders and managers, especially members of the Hanoi City Party Committee, on building urban government in Hanoi City.*



*4.2.2. Innovating the promulgation and implementation of the resolution of the Leadership of Hanoi City Party Committee in building urban government.*

*4.2.3. Strengthening the organization, building a team of cadres and civil servants of the City Party Committees, authorities of cities, districts, townships and wards to meet the operational requirements of the urban government model;*

*4.2.4. Leading the development and strict implementation of working regulations of City Party Committees and authorities at all levels, coordination regulations between organizations with regular relationships, mainly in the construction of urban government*

*4.2.5. Promoting the role of the Vietnam Fatherland Front and people's organizations in monitoring and social criticism in the construction of urban government.*

*4.2.6. Strengthening the guidance, inspection and supervision of the organization and implementation of urban government construction and improving the quality of preliminary and final summaries of practical leadership in the construction of urban governments in Hanoi City*

#### **Conclusion of Chapter 4**

To implement the goals, requirements and tasks, the thesis proposes six solutions to strengthen the leadership of the Hanoi Party Committee in urban government construction in the coming time.

### **CONCLUSION**

The thesis has reviewed the scientific works of domestic and foreign authors related to the leadership of Hanoi City Party Committee in building urban government to see the research results that the thesis can inherit, and at the same time identify the issues that the thesis needs to focus on.

The thesis has built a theoretical framework on the leadership of Hanoi City Party Committee in building urban government. Based on the theoretical framework of the leadership of Hanoi City Party Committee in building urban government; the thesis has assessed the advantages and limitations in the leadership in building urban government of the Hanoi City Party Committee. Based on the correct assessment of the current situation; analyzing the causes of advantages and limitations, drawing experiences; forecasting the factors affecting

the leadership of the Hanoi City Party Committee in building urban government,  
The thesis proposes solutions to strengthen the leadership of the Hanoi Party  
Committee in building urban government in the coming time.

**SCIENTIFIC WORKS OF THE DOCTORAL STUDENT  
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