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**HUNG YEN PROVINCIAL PARTY COMMITTEE LEADING
THE PROVINCE'S ECONOMIC DEVELOPMENT
AT PRESENT**

**ABSTRACT OF DOCTORAL THESIS
PARTY AND STATE GOVERNANCE BUILDING**

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INTRODUCTION

1. Rationale for the Research Topic

Over nearly 40 years of implementing the "Doi Moi" (Renovation) process, following the consistent and unified perspective of the Communist Party of Vietnam and the political system's collective efforts, the national economy has maintained continuous growth and achieved significant milestones, enhancing national development and improving public living standards. However, empirical evidence indicates that the national economy faces various external pressures that continue to influence Vietnam's economic stability.

Hung Yen is a coastal province in the Red River Delta, situated within the influence zone of the Hanoi - Hai Phong - Quang Ninh economic growth triangle. In recent years, under the rigorous, timely, and decisive leadership of the Provincial Party Committee, complemented by the dedicated efforts of the business community and the populace, the provincial economy has attained a relatively high and comprehensive growth rate across various sectors. This has manifested prominent hallmarks and established the requisite foundations for developmental breakthroughs, substantiating the effective efforts in transforming Hung Yen province into a prominent catalyst for development in the Red River Delta region. The production value of industry and construction increased by an average of 15.2% per year (surpassing the set target of 13.8% per year). The mobilization of investment capital for socio-economic infrastructure development was intensified and achieved positive results (especially socialized capital resources). Public investment capital was allocated with a focus on key infrastructure projects and prioritized for the liquidation of basic construction debts. The infrastructure of industrial zones and clusters continued to be developed and refined in a synchronous manner. Investment attraction policies were adjusted, supplemented promptly, and effectively implemented; substantial social capital was mobilized for socio-economic infrastructure investment.

Alongside this, trade and services have progressively developed towards modernity and sophistication, essentially fulfilling production requirements and public welfare. Commercial and tourism infrastructure continued to be capitalized, constructed, and upgraded. Several commercial centers, supermarkets, markets, and high-end hospitality establishments were completed and rendered operational. The planning and construction of the Hung Yen Economic Zone received particular strategic focus in leadership and implementation. Economic sectors and enterprises were encouraged and facilitated for expansion. State-owned enterprises were restructured and optimized for operational efficiency. The private economy developed robustly in many fields, making significant contributions to job creation, economic growth, and provincial budget revenue. The collective economy was fostered and facilitated; cooperatives demonstrated enhanced operational efficiency.

However, empirical evidence indicates that the Hung Yen Provincial Party Committee's leadership in economic development still faces numerous impediments and limitations, preventing the province's potential and advantages from being fully leveraged. The issuance of certain leadership resolutions and implementation plans for economic development by some Party committees within the province has not been expeditious. The role of the Fatherland Front and socio-political organizations in executing the Provincial Party Committee's resolutions and decisions regarding provincial economic development has not been fully optimized. Inspection and supervision mechanisms at times remained procedural...

Given the aforementioned situation, researching theory, synthesizing practice, accurately assessing the current status, and identifying solutions to strengthen the leadership of the Hung Yen Provincial Party Committee regarding economic development is an urgent imperative at present. For these reasons, the doctoral candidate chose the topic "Hung Yen

Provincial Party Committee Leading the Province's Economic Development at Present" for a doctoral thesis in the specialization of Party and State Governance.

2. Objectives and Tasks of the Thesis

2.1. Objectives of the Thesis

On the basis of clarifying theoretical and practical issues regarding the Hung Yen Provincial Party Committee leading the province's economic development at present, the thesis proposes orientations and major solutions to strengthen the leadership of the Hung Yen Provincial Party Committee towards the economic development of the province in the coming years.

2.2. Research Tasks of the Thesis

- Systematically review seminal scientific works directly pertinent to the thesis topic to identify hereditary achievements for further development; precisely delineate the core research contents requiring clarification.

- Theorize and elucidate the theoretical and practical frameworks concerning the Hung Yen Provincial Party Committee leading the province's economic development.

- Survey and assess the current status of economic development in Hung Yen province and the current status of the Hung Yen Provincial Party Committee leading the province's economic development from 2015 to the present; identify strengths, rectify limitations, analyze root causes, and synthesize empirical lessons.

- Propose orientations and pivotal solutions to strengthen the leadership role of the Hung Yen Provincial Party Committee towards provincial economic development in the coming years.

3. Subjects and Scope of Research

3.1. Research Subject

The Hung Yen Provincial Party Committee leading the province's economic development at present.

3.2. Scope of Research

- Spatial scope: The thesis investigates and researches the actual leadership status of the Hung Yen Provincial Party Committee leading the province's economic development at present.

- Temporal scope: From 2015 to August 2025, the thesis surveys the current status of the Hung Yen Provincial Party Committee and the Thai Binh Provincial Party Committee leading the economic development of the two provinces before the merger; from August 2025 to the present, the thesis surveys the status of the Hung Yen Provincial Party Committee leading the province's economic development upon the merger; the proposed orientations and solutions maintain validity until 2035.

4. Theoretical and Practical Foundations and Research Methods

4.1. Theoretical Foundation

The theoretical underpinnings of the thesis comprise Marxism-Leninism, Ho Chi Minh Thought, and the ideological perspectives of the Communist Party of Vietnam regarding the economy, economic development, and Party committees leading economic development.

4.2. Practical Foundation

The practical foundation of the thesis is the current status of the Hung Yen Provincial Party Committee leading the province's economic development from 2015 to the present.

4.3. Research Methods

The thesis adopts the methodology of dialectical and historical materialism.

Furthermore, the thesis employs an interdisciplinary synthesis of research methods from political science and related fields, specifically: systematization; analysis integrated with synthesis; the dialectic between logic and history; empirical survey and inductive

synthesis; deduction; statistical and comparative analysis; and sociological inquiry.

5. New Scientific Contributions of the Thesis

- Conceptualize and clarify the substantive content and leadership modalities of the Hung Yen Provincial Party Committee leading the province's economic development.
- Draw several experiences regarding the leadership of the Hung Yen Provincial Party Committee towards the province's economic development.
- Propose innovative and viable solutions to bolster the leadership of the Hung Yen Provincial Party Committee towards provincial economic development in the upcoming stage.

6. Theoretical and Practical Significance of the Thesis

6.1. Theoretical Significance

The thesis contributes to summarizing practice, supplementing, and developing theories on the Hung Yen Provincial Party Committee leading the province's economic development.

6.2. Practical Significance

- The research findings may serve as a comprehensive reference for Party committees and organizations within Hung Yen province in formulating policies and mechanisms to direct local economic development, ensuring the fulfillment of prescribed objectives.
- The thesis is applicable as a pedagogical and scientific resource for teaching, research, and the study of Party Building at the Hung Yen Provincial Political School and district-level political centers; furthermore, it may serve as a comparative reference for analogous activities at provincial political schools across the Red River Delta region.

7. Structure of the Thesis

Complementary to the introduction, conclusion, list of the author's published scientific works, bibliography, and appendices, the thesis is structured into 04 chapters and 10 sections.

Chapter 1

OVERVIEW OF RESEARCH SITUATION RELATED TO THE THESIS TOPIC

1.1. FOREIGN RESEARCH WORKS

1.1.1. Research works related to the economy, economic development, and local economic development

World Bank (2006), *Local Economic Development: A Primer*, Washington D.C.

World Bank (2007), *Understanding Your Local Economy: A Resource Guide for Cities*, Cities Alliance/World Bank.

Blair, John P. & Carroll, Michael C. (2018), *Local Economic Development: Analysis, Practices, and Globalization*, SAGE Publications, Los Angeles.

Akyeampong, Emmanuel; Jonas, Steven C.; Driffield, Nigel (2021), *Local Economic Development in an Era of Scarcity: Theory, Practice and Potential*, Routledge, London.

OECD (2022), *Policies for Resilient Local Economies*, OECD Local Economic and Employment Development (LEED) Papers No. 2022/09, OECD Publishing, Paris.

Kamnuansilpa, Peerasit et al. (2023), "Local economic development in Thailand", *Journal of International Development*, Vol.35(7), 1852-1873.

OECD (2024), *Job Creation and Local Economic Development 2024: The Impact of Generative AI*, OECD Publishing, Paris.

Loso Judijanto, Silvia Ekasari & Septina Elida (2024), "Local Economic Development Based on Village Potential: A Literature Review", *Journal of Community Dedication* 4(2): 414-426.

Lin Yifu (2024), *Demystifying the Chinese Economy: The Path to National Rejuvenation Under Rapidly Changing Global Dynamics*, Peking University Press, Beijing.

Author Group (2024), *A Brief History of the New Chinese Economy (1949-2024)*, Economic Science Press, Beijing.

OECD (Series ongoing 2024-2025), *OECD Local Economic and Employment Development (LEED) Papers Series*, OECD Publishing.

1.1.2. Research works related to the Party directing economic development and Party committees directing local economic development

Jiang Yongmu, Wang Rui (2021), "Research on the Economic Development Thought of the Communist Party of China in a Century: Review and Prospect", *Social Science Journal*, No. 6.

Wittwer, S. (2021), "How strong is local politics' grip on local economic development? The case of Swiss small and medium-sized towns", *Urban Affairs Review*, 59(2), 476-505.

Guo Shuiju (2022), "Reflections on Building Primary-level Party Organizations to Lead Rural Revitalization in the New Era", *Journal of Rural Economics and Technology*, No. 33(14).

Zhang Zhongjun (2023), "Strengthen the Party's Comprehensive Leadership Over Economic Work", *Economy Magazine* (Reprinted on the Party Building Portal - People's Daily Online, October 10, 2023).

Party Committee of the National Development and Reform Commission & Xi Jinping Economic Thought Research Center (2023), "Research on Promoting the Implementation of the Party Central Committee's Economic Decisions Through Party Building in Agencies", *Journal of Party Building Research in Agencies*, No. 1.

Li, Jianjun; Fan, Zhihao; Han, Xun (2023), "Strict Party Governance and economic development: Evidence from China", *Finance Research Letters*, 58(Part A), 104023.

Cheng Baohui, Zhang Chenchu (2025), "Chain Governance: Selection of a Model for Building a Business Environment Under Party Leadership - Based on Practical Analysis of Economic and Technological Development Zones", *Modernization of Governance Research Journal*, No. 6.

1.2. RESEARCH WORKS IN VIETNAM

1.2.1. Research works related to the economy, economic development, and local economic development

Bui Van Tien (2012), *Developing craft village economy in Ninh Binh province*, Doctoral thesis, Hanoi University of Agriculture, Hanoi.

Le Hong Giang (2019), *Renovating the development model of economic zones in Quang Ninh province during international economic integration*, Doctoral thesis, Central Institute for Economic Management, Ministry of Planning and Investment, Hanoi.

Pham Tien Dat (Editor-in-Chief) (2020), *Mobilizing financial resources for circular economy development: Arguments and recommendations for Vietnam*, Ministerial-level scientific project, National Institute for Economics and Finance, Ministry of Finance.

Tuong Manh Dung (2021), *Developing specialized farming economies in agricultural restructuring in Hung Yen province*, The Labour Publishing House, Hanoi.

Nguyen Quang Thuan (2021), *Basic solutions for sustainable development of the Southwest region in the new context*, National-level scientific project, Vietnam Academy of Social Sciences.

Nguyen Anh Tuan (2022), *High-tech agricultural development policies in Nghe An province*, Doctoral thesis, Vinh University, Nghe An.

Nguyen Minh Tuan (2022), *Developing tourism in Phu Tho province towards linkage and integration*, Doctoral thesis, Graduate Academy of Social Sciences, Vietnam Academy of Social Sciences, Hanoi.

Trinh Ha Hoang Linh (2022), *Developing the coastal economy of Thanh Hoa*

province in a modern direction, Doctoral thesis, Development Strategy Institute, Ministry of Planning and Investment, Hanoi.

Nguyen Le Huong (2024), Institutions promoting green industrial development in Hung Yen province, Doctoral thesis, Ho Chi Minh National Academy of Politics, Hanoi.

Nguyen The Vinh (2025), Promoting comparative advantages to drive socio-economic development of Vinh Phuc province, Knowledge Publishing House, Hanoi.

Hoang Van Long (Editor-in-Chief) (2025), Impact of road transport infrastructure connectivity on sustainable local economic development in the Southwest region, Social Sciences Publishing House, Hanoi.

Nguyen Thi Kim Doan (2024), Restructuring the economy associated with renovating the growth model based on science, technology, and innovation in provinces of the Central Key Economic Region, National Political Publishing House, Hanoi.

Nguyen Xuan Thang (2025), Development model of Binh Duong province in the national renovation process and orientation vision to 2050 (Monograph), National Political Publishing House, Hanoi.

1.2.2. Research works related to the Party directing economic development and Party committees directing local economic development

Nguyen Thi Thom (2015), The process of the Party directing maritime economic development from 1996 to 2011, Doctoral thesis, Ho Chi Minh National Academy of Politics, Hanoi.

Nguyen Manh Cuong (2015), The role of provincial-level local government in sustainable tourism development in Ninh Binh province, Doctoral thesis in Economics, National Economics University, Hanoi.

Vu Quang Anh (2017), Implementing the Party's line on agricultural economic development in several provinces and cities of the Red River Delta (1997-2010), Political Theory Publishing House, Hanoi.

Nguyen Quoc Khuong (2018), Yen Bai Provincial Party Committee directing forestry economic development from 2001 to 2015, Doctoral thesis, Ho Chi Minh National Academy of Politics, Hanoi.

Nguyen Thi Hoa Phuong (2018), Ba Ria - Vung Tau Provincial Party Committee directing maritime economic development from 2000 to 2015, Doctoral thesis, Ho Chi Minh National Academy of Politics, Hanoi.

Nguyen Van Duc (2018), Thai Nguyen Provincial Party Committee directing the private economy from 1997 to 2015, Doctoral thesis, Ho Chi Minh National Academy of Politics, Hanoi.

Bui Van Nghiem (2018), Provincial Party Committees in the Mekong Delta directing agricultural economic structural shift in the current period, Doctoral thesis, Ho Chi Minh National Academy of Politics, Hanoi.

Nguyen Thi Nguyet Anh (2018), Hung Yen Provincial Party Committee directing agricultural economic development from 1997 to 2010, Doctoral thesis, Ho Chi Minh National Academy of Politics, Hanoi.

Dinh Van An (2018), Ba Ria - Vung Tau Provincial Party Committee directing tourism economic development from 1991 to 2015, Doctoral thesis, Ho Chi Minh National Academy of Politics, Hanoi.

Nguyen Thi Huyen Trang (2019), Hanoi City Party Committee directing foreign economic relations from 1986 to 2006, Doctoral thesis, Vietnam National University, Hanoi.

Vu Thi Yen (2020), Bac Ninh Provincial Party Committee directing the private economy from 1997 to 2015, Doctoral thesis, Vietnam National University, Hanoi.

Dang Thi Minh Nguyet (2020), Ho Chi Minh City Party Committee directing

agricultural economic development from 2001 to 2015, Doctoral thesis, Ho Chi Minh National Academy of Politics, Hanoi.

Nguyen Van Thao (2022), "The Communist Party of Vietnam Directing the Development of a Socialist-Oriented Market Economy - Achievements and Experiences", Economics and Management Review, No. 1(41)-2022, pp.3-7.

Bui Thu Chang (2024), The Communist Party of Vietnam directing foreign economic relations in the current period, Doctoral thesis, Ho Chi Minh National Academy of Politics, Hanoi.

Nguyen Bich Ngoc (2025), The Party directing Dong Thap province to develop tourism economy from 1998 to 2020, Doctoral thesis, Ho Chi Minh National Academy of Politics, Hanoi.

1.3. OVERVIEW OF RESEARCH RESULTS INHERITED BY THE THESIS AND ISSUES THE THESIS FOCUSES ON CLARIFYING

1.3.1. Overview of research results inherited by the thesis

The overview of domestic and foreign research works shows that studies related to the economy, economic development, and local economic development in general, and the Party leading economic development and Party committees leading local economic development in particular, have been approached from rich and diverse perspectives, achieving many important theoretical and practical results, including:

Firstly, in terms of theory, research works have contributed to forming and clarifying the system of concepts, categories, and approach frameworks related to local economic development and the leadership role of Party committees towards local economic development.

Secondly, in terms of practice, works have provided vivid arguments reflecting how local Party Committees direct economic development.

Thirdly, in terms of solution orientation, research works have proposed many groups of solutions aimed at improving the leadership efficiency of Party committees towards economic development.

However, alongside the achieved results, published research works still have certain gaps that need to continue to be clarified:

Primarily, studies on Party committees directing local economic development mainly focus on specific fields or historical periods.

Furthermore, currently, there is no research work that systematically and comprehensively studies the leadership of the Hung Yen Provincial Party Committee leading the province's economic development in the context of the national restructuring of provincial administrative units.

Additionally, there is still a lack of studies that closely combine theoretical analysis with practical assessment of the leadership in economic development of the Hung Yen Provincial Party Committee after expanding the development space to propose highly feasible solutions.

1.3.2. Issues the thesis focuses on researching

Firstly, clarify the theoretical and practical foundations of the Hung Yen Provincial Party Committee leading economic development: Research to further clarify the concepts of the Hung Yen Provincial Party, the Provincial Party Committee, and the Standing Board of the Hung Yen Provincial Party Committee, thereby pointing out the functions, tasks, and roles of these entities; simultaneously clarify the concept, characteristics, and economic role of Thai Binh province. Particularly, the thesis emphasizes building a theoretical foundation for the economic development of Hung Yen province and the leadership of the Hung Yen Provincial Party Committee in economic development; identifies the subjects and objects of leadership; and researches and presents fundamentally and systematically the content and methods of leadership of the Hung Yen Provincial Party Committee regarding economic development.

Secondly, objectively analyze and assess the current status of the Hung Yen Provincial

Party Committee leading the province's economic development. Specifically, the thesis focuses on surveying, analyzing, and assessing the strengths and limitations regarding the content and methods of leadership of the Hung Yen Provincial Party Committee towards the province's economic development; analyzes the causes, and draws several experiences regarding the leadership of the Hung Yen Provincial Party Committee towards the economic development of the province.

Thirdly, forecast favorable factors and difficulties affecting the leadership of the Hung Yen Provincial Party Committee towards the province's economic development, propose orientations and synchronous, feasible solutions, including new and breakthrough solutions aimed at strengthening the leadership of the Hung Yen Provincial Party Committee towards the economic development of the province in the coming years.

Summary of Chapter 1

Elucidating the overview of research works pertinent to the thesis topic not only facilitates the identification of knowledge gaps but also serves as a fundamental prerequisite for determining the methodological approach, research object, scope, and procedures of the thesis.

Chapter 2

THEORETICAL AND PRACTICAL ISSUES REGARDING THE HUNG YEN PROVINCIAL PARTY COMMITTEE LEADING THE PROVINCE'S ECONOMIC DEVELOPMENT AT PRESENT

2.1. HUNG YEN PROVINCE, THE PROVINCIAL PARTY, THE PROVINCIAL PARTY COMMITTEE, AND THE STANDING BOARD OF THE PROVINCIAL PARTY COMMITTEE AT PRESENT

2.1.1. Overview of natural, economic, political, cultural, social, national defense, and security conditions of Hung Yen province

****Natural conditions***

On June 12, 2025, the National Assembly of the Socialist Republic of Vietnam officially ratified Resolution No. 202/2025/QH15 regarding the consolidation of Hung Yen and Thai Binh provinces into a new administrative entity designated as Hung Yen province. Following this merger, Hung Yen province encompasses a natural land mass of 2,514.8 km² and a total population of 3,567,943 inhabitants.

****Economic conditions***

Hung Yen province is strategically situated at the epicenter of the Northern Key Economic Region, the Capital Region, and the nation at large. Located within the Hanoi – Hai Phong – Quang Ninh economic growth triangle and intersected by vital transportation arteries, the province possesses advantageous prerequisites for trade expansion and sustained provincial economic development.

****Political conditions***

Pursuant to Resolution 202/2025/QH15, the newly established Hung Yen province comprises 104 commune-level administrative units, including 93 communes and 11 wards. This administrative arrangement was executed with transparency and accountability, garnering high public consensus. Parallel to the implementation of a two-tier local government system, the Politburo decreed the establishment of the Hung Yen Provincial Party with a three-tier structure: the Provincial Party Committee – superior Party organizations – and grassroots Party organizations. Currently, the Provincial Party consists of 104 commune-level Party organizations and 04 other superior Party organizations directly subordinate to the Provincial Party Committee.

****Cultural and social conditions***

Hung Yen possesses 900 historical and cultural relics, of which 216 are designated as national heritage sites. Notable tourism clusters include: Da Hoa – Da Trach; Chu Dong Tu Temple; Phuong Hoang Temple; the Pho Hien commercial port; Bai Say; and various prominent

religious sites such as Nom Pagoda, Chuong Pagoda, Keo Pagoda, Dong Xam Temple, Tien La Temple, Dong Bang Temple, and Nguyen Xa village. Post-merger, with a population of 3,567,943, Hung Yen ranks among the top-tier provinces regarding total population and demographic density among the 34 provinces and cities nationwide.

****National defense, security, and external affairs conditions***

Hung Yen province performs a dual strategic role: it serves as a defensive perimeter for the capital, Hanoi, providing protection from the East and Southeast; simultaneously, it acts as the Capital's primary gateway to the sea. The province's national transportation infrastructure is characterized by its modernity and is recognized as one of the most developed systems within the region.

2.1.2. Hung Yen Provincial Party – Overview of establishment process, organizational apparatus, and membership

Establishment process of the Provincial Party: Pursuant to Decision No. 311-QD/TW dated June 18, 2025, issued by the Politburo regarding the establishment of the Hung Yen Provincial Party Organization through the strategic consolidation of the Hung Yen and Thai Binh Provincial Party Organizations, the Politburo ratified the appointment of 70 members to the Provincial Party Executive Committee and 22 members to the Standing Board of the Provincial Party Committee for the 2025–2030 tenure.

Organizational system of the Party Organization: After the Politburo's decision to establish the (new) Hung Yen Provincial Party based on the merger, the current organizational structure comprises: i) 104 commune-level Party organizations (including 93 commune-based and 11 ward-based units), all of which are designated as superior Party organizations directly subordinate to the Provincial Party Committee; ii) 04 specialized superior Party organizations under the direct jurisdiction of the Provincial Party Committee, namely: the Party Organization of Provincial Party Agencies, the Party Organization of the Provincial People's Committee, the Provincial Military Party Organization, and the Provincial Public Security Party Organization. Furthermore, there are 108 grassroots Party organizations established within administrative agencies, public non-business units, and state-owned economic entities, operating under their respective superior Party organizations.

Party membership of the Hung Yen Provincial Party: As of October 2025, the Hung Yen Provincial Party Organization commands a total membership of 182,000, including 13,560 newly inducted members.

2.1.3. Hung Yen Provincial Party Committee – Concept, functions, tasks, powers, and role

2.1.3.1. Hung Yen Provincial Party Committee – Concept, functions, tasks, powers, role, and organizational structure

**** Concept***

The Hung Yen Provincial Party Committee serves as the synecdoche for the Provincial Party Executive Committee—the preeminent leadership body of the Provincial Party Organization during the interval between congresses. It is either democratically elected by the Provincial Party Delegate Congress or formally appointed by the Central level.

****Functions of the Hung Yen Provincial Party Committee***

In accordance with established regulations, the Hung Yen Provincial Party Committee exercises two primary functions: firstly, the leadership and governance function; and secondly, the strategic advisory function.

****Tasks and powers of the Hung Yen Provincial Party Committee***

The Hung Yen Provincial Party Committee is vested with 14 mandates, which the thesis categorizes into seven pivotal groups: (1) Directing implementation; (2) Fostering a robust and integrated political system; (3) Cultivating a Party Organization that is resilient in terms of politics, ideology, organization, and ethics; (4) Operating in alignment with strategic orientations

from the Central level; (5) Governing the execution of key localized missions; (6) Fulfilling specialized tasks assigned by the Party Central Committee, the Politburo, and the Secretariat; (7) Leading and organizing preliminary and summative reviews concerning the execution of Central and Provincial resolutions and directives...

**Role of the Hung Yen Provincial Party Committee*

Firstly, the leadership of the Provincial Party Committee constitutes the determinative factor for the successful realization of Party guidelines, policies, and State laws within the province. *Secondly*, the Committee leads the development of a transparent and resolute Party Organization, acting as the political leadership nucleus and the decisive force behind socioeconomic, political, and cultural advancements. *Thirdly*, the Committee ensures the successful execution of the Resolution of the First Hung Yen Provincial Party Delegate Congress for the 2025–2030 tenure. *Fourthly*, it governs the organizational refinement of the provincial political system and the development of a cadre contingent possessed of the requisite virtues and capacities for the new era. *Fifthly*, the Committee contributes to the perfection of the Party's ideological framework and State legislation, particularly regarding the governance of the Central Executive Committee, the Politburo, and the Secretariat over local Party organizations.

**Organizational structure of the Hung Yen Provincial Party Committee*

Regarding the organizational framework, pursuant to the Party Charter, the executive leadership body of the Provincial Party Organization between congresses is the Provincial Party Executive Committee (Provincial Party Committee). The Standing Board of the Provincial Party Committee serves as the leading entity between plenary sessions of the Provincial Party Committee. The Standing Committee of the Provincial Party Committee is the body delegated by the Standing Board to lead and direct the resolution of specific operational tasks. At the First Provincial Party Delegate Congress for the 2025–2030 tenure, the 13th Politburo ratified the appointment of 70 members to the Provincial Party Executive Committee and 22 members to the Standing Board.

The Provincial Party Inspection Committee is constituted by the Central level with 07 members.

The advisory, assisting, and non-business agencies of the Provincial Party Committee include: the Office, Organization Board, Inspection Committee Agency, Propaganda and Mass Mobilization Board, and Internal Affairs Board; alongside the Political School, the Party Newspaper, and the Provincial Radio and Television Agency.

2.1.3.2. Standing Board of the Hung Yen Provincial Party Committee – Concept, functions, tasks

**Concept of Standing Board of the Hung Yen Provincial Party Committee*

The Standing Board of the Hung Yen Provincial Party Committee is a pivotal leadership body of the Provincial Party Organization, operating under the direct guidance of the Central Executive Committee, the Politburo, and the Secretariat, while maintaining a direct and frequent reporting relationship with the Provincial Party Committee. The membership of the Standing Board was designated by the Politburo at 22 members, selected from the 70 members of the Provincial Party Executive Committee.

**Functions of the Standing Board of the Provincial Party Committee*

Firstly, the leadership and governance function; *secondly*, the inspection and supervision function; and *thirdly*, the strategic advisory function.

**Tasks and powers of the Standing Board of the Provincial Party Committee*

Firstly, to lead, direct, inspect, and supervise the execution of the Provincial Party Delegate Congress resolutions, the Provincial Party Committee's decisions, and Central-level directives across all socio-political sectors. *Secondly*, to govern the implementation of Central and Provincial resolutions regarding Party building and rectification. *Thirdly*, to promulgate guidelines, resolutions, and conclusions of the Standing Board concerning pivotal socio-economic

issues of the locality. *Fourthly*, to provide strategic orientation for internal affairs, judicial activities, and the anti-corruption and anti-waste campaigns; to oversee the financial administration and asset management of the Party Organization. *Fifthly*, the Standing Board adjudicates on critical matters proposed by subordinate Party committees and organizations while fulfilling tasks assigned by higher authorities. It authorizes the Standing Committee of the Provincial Party Committee to perform specific tasks within its jurisdiction and maintains oversight of such implementation.

2.2. ECONOMY AND ECONOMIC DEVELOPMENT OF HUNG YEN PROVINCE

2.2.1. Economy of Hung Yen province – Concept, structure, and economic characteristics of the province

2.2.1.1. Concept of economy

The economy of Hung Yen province is an integral component of the national economy of Vietnam, encompassing the totality of production, exchange, distribution, and social consumption within the provincial geography, in close integration with domestic and international markets. This concept entails the following connotations: (1) It functions as a constituent of Vietnam's socialist-oriented market economy. (2) It comprises material production and auxiliary services as manifested in specific economic activities. (3) It involves complex relationships of exchange, distribution, and social consumption. (4) These economic activities are primarily localized and driven by the provincial population...

2.2.1.2. Economic structure of Hung Yen province

*Economic sector structure of Hung Yen province

Firstly, the State-owned sector. Secondly, the collective economic sector. Thirdly, the private economic sector. Fourthly, the foreign direct investment (FDI) sector.

**Economic sectors of Hung Yen province*

Firstly, industrial and construction economic sector. Secondly, agriculture, forestry, and fishery economic sector. Thirdly, tourism and service economic sector.

**Investment structure of Hung Yen province*

Firstly, investment from the state budget. Secondly, investment from the domestic private sector. Thirdly, foreign direct investment (FDI).

2.2.1.3. Economic characteristics of Hung Yen province

Firstly, the provincial economy is undergoing a rigorous structural transition toward high-tech industry, construction, modern tourism, and sustainable green agriculture. Secondly, there remains a significant developmental disparity between sub-regions within the province. Thirdly, the industrial and construction sectors are experiencing accelerated growth specifically in the northern districts. Fourthly, the province is prioritizing the development of a green agricultural economy and a sustainable marine-based economy. Fifthly, the urban, digital, and circular economies in Hung Yen are witnessing rapid evolution.

2.2.2. Economic development of Hung Yen province – Concept, content, role, and characteristics

2.2.2.1. Concept of economic development of Hung Yen province

**Concept of economic development*

The Vietnam Encyclopedia defines: "ECONOMIC DEVELOPMENT is the process of transforming the national economy through an increase in production and an improvement in the population's standard of living..."

**Concept of economic growth*

The Dictionary of Economics posits that economic growth is "the increase in the potential output of an economy over time..."

**Concept of economic development of Hung Yen province*

Economic development of Hung Yen province refers to the activities of the local Party

Organization, government, and people to ensure that the provincial economy constantly increases production, exchange, distribution, and social consumption based on the modernization of productive forces, improvement of labor productivity, and renovation of the growth model, ensuring increasingly higher income, prosperity, and happiness for the people.

2.2.2.2. Content of economic development of Hung Yen province at present

Firstly, developing a rational, modern, and sustainable economic structure. Secondly, synchronously developing all economic sectors and improving the investment and business environment. Thirdly, developing economic sectors towards the application of modern scientific and technological achievements, resource conservation, and high labor productivity. Fourthly, developing and synchronously perfecting market elements and types of markets; building a synchronous and modern socio-economic infrastructure. Fifthly, promoting rapid and sustainable growth, progress, and social justice; perfecting labor, employment, and income policies and improving the actual standard of living of the people.

2.2.2.3. Measures for economic development

Firstly, intensifying propaganda and mobilizing local people, organizations within the political system, economic sectors, and social forces to actively participate in the provincial economic development. Secondly, continuing to perfect mechanisms and policies to meet the requirements of economic development in the province. Thirdly, building a contingent of leading and managing cadres and high-quality human resources to meet economic development requirements. Fourthly, promoting administrative reform, enhancing competitiveness, and improving the investment environment. Fifthly, building a modern economic-technical infrastructure to meet the province's economic development requirements. Sixthly, intensifying propaganda and mobilizing local people, organizations within the political system, economic sectors, and social forces to actively participate in the provincial economic development.

2.2.2.4. Role of economic development of Hung Yen province

Firstly, economic development is an important basis for affirming the correct leadership of the Party Organization in performing local political tasks, contributing to strengthening the people's trust in the Party Organization's leadership. Secondly, economic development creates important material resources to invest in developing essential areas of local social life. Thirdly, economic development promotes economic restructuring and improves the quality of human resources. Fourthly, economic development contributes to consolidating national defense and security and maintaining political stability. Fifthly, economic development creates conditions for expanding cooperation, regional linkages, and investment attraction, enhancing the province's position in the region and the whole country.

2.3. THE HUNG YEN PROVINCIAL PARTY COMMITTEE'S LEADERSHIP IN ECONOMIC DEVELOPMENT - CONCEPT, CONTENT, METHODS, AND ROLE

3.3.1. Concept of the Hung Yen Provincial Party Committee's leadership in economic development

The Hung Yen Provincial Party Committee's leadership in economic development refers to the totality of activities undertaken by the provincial party committee that exert oriented and purposeful influence on the political system and society, aiming to promote the combined strength for economic development within the province. The Provincial Party Committee formulates viewpoints, guidelines, and resolutions on economic development leadership, while simultaneously leading, directing, and administering the implementation and organization of those guidelines and resolutions.

2.3.2. Contents of the Hung Yen Provincial Party Committee's leadership in economic development

Firstly, the Provincial Party Committee leads the formulation of objectives, orientations, tasks, and solutions for the province's economic development; Secondly, the Provincial Party Committee leads subordinate Party committees and Party organizations to strictly implement the resolutions and guidelines of the Provincial Party Committee on economic development; Thirdly, the Provincial Party Committee leads the provincial government in implementing resolutions and programs for economic development in association with administrative reform, streamlining of the organizational apparatus, and improvement of operational effectiveness and efficiency; Fourthly, the Provincial Party Committee leads the development of the organizational apparatus and the contingent of government officials, civil servants, enterprise managers, and high-quality human resources to meet the requirements of economic development in the province; Fifthly, the Provincial Party Committee leads the Vietnam Fatherland Front, socio-political organizations, social organizations, and socio-professional organizations in implementing the resolutions and guidelines of the Provincial Party Committee on local economic development; Sixthly, the Provincial Party Committee leads the preliminary review and final review of the implementation of the Provincial Party Committee's resolutions and guidelines on economic development.

2.3.3. Methods of the Hung Yen Provincial Party Committee's leadership in economic development

Firstly, the Provincial Party Committee leads economic development through resolutions, guidelines, and major orientations; Secondly, the Provincial Party Committee leads economic development through propaganda, persuasion, and mobilization of organizations within the political system, economic organizations, cadres, Party members, and the people to implement the Provincial Party Committee's resolutions and guidelines on economic development; Thirdly, the Provincial Party Committee leads economic development through organizational and personnel work; Fourthly, the Provincial Party Committee leads economic development through Party organizations and by promoting the vanguard and exemplary role of Party members; Fifthly, the Provincial Party Committee leads economic development through inspection and supervision of Party organizations and Party members in implementing the Provincial Party Committee's resolutions and guidelines.

2.3.4. The leadership role of the Hung Yen Provincial Party Committee in economic development

Firstly, the leadership of the Provincial Party Committee is the decisive factor ensuring that the province's economy develops in accordance with the Party's viewpoints and lines, and the State's policies and laws, achieving quality and efficiency; Secondly, the leadership of the Provincial Party Committee ensures that the province's economic development objectives are achieved; Thirdly, the leadership of the Provincial Party Committee is the factor ensuring coordinated and unified collaboration among sectors and levels in implementing the Provincial Party Committee's guidelines and resolutions on economic development; Fourthly, the leadership of the Provincial Party Committee is the factor ensuring that economic development is associated with strengthening national defense and security, and maintaining political stability.

Summary of Chapter 2

Chapter 2 of the thesis examines theoretical and practical issues concerning the leadership of the Hung Yen Provincial Party Committee in carrying out the task of local economic development. The research findings of Chapter 2 provide a direct foundation for the research tasks addressed in Chapters 3 and 4 of the thesis.

Chapter 3

THE HUNG YEN PROVINCIAL PARTY COMMITTEE'S LEADERSHIP IN THE PROVINCE'S ECONOMIC DEVELOPMENT - CURRENT SITUATION, CAUSES, AND LESSONS LEARNED

3.1. CURRENT SITUATION OF THE HUNG YEN PROVINCIAL PARTY COMMITTEE'S LEADERSHIP IN THE PROVINCE'S ECONOMIC DEVELOPMENT

3.1.1. Strengths

3.1.1.1. Strengths in the leadership content of the Hung Yen Provincial Party Committee in the province's economic development

Firstly, the Provincial Party Committee's leadership in formulating objectives, orientations, tasks, and solutions for the province's economic development has created a solid political-institutional foundation for development governance in the context of numerous fluctuations.

First of all, the overall objectives were clearly defined, forward-looking, and consistent with the province's advantages. The system of specific objectives was relatively comprehensively quantified, creating a basis for results-based management and responsibility assignment. The development orientations and breakthrough areas were relatively well selected, reflecting the capacity to accurately identify development bottlenecks. A notable strength was the ability to concretize resolutions into action programs and organize their synchronous implementation. The quality of objectives and solutions was verified through implementation outcomes. Finally, the process of formulating objectives and solutions demonstrated efforts to balance growth rate and development quality.

Secondly, the Provincial Party Committee's leadership over subordinate Party committees and Party organizations in strictly implementing resolutions and guidelines on economic development mobilized significant resources, creating clear changes in investment, infrastructure, and growth drivers.

First of all, the seriousness in implementation was demonstrated from the stage of dissemination and unification of awareness. A distinct advantage was the mechanism for concretizing resolutions into action programs serving as a unified implementation framework. Leadership and implementation methods showed a shift toward project-based governance and bottleneck resolution. The effectiveness of resolution implementation was clearly reflected in resource mobilization outcomes. Inspection, supervision, and discipline were closely linked to leadership in implementing resolutions, serving as enforcement assurance mechanisms.

Thirdly, the Provincial Party Committee's leadership of the provincial government in implementing resolutions and economic development programs in association with administrative reform, streamlining of the organizational apparatus, and improvement of effectiveness and efficiency reflected the transformation of Party leadership into governance capacity oriented toward "development facilitation."

First of all, the Provincial Party Committee established a relatively clear "directive axis," requiring the government to operate under objective discipline and result-based accountability. Linking economic development with administrative reform was implemented with measurement and evaluation, creating clear improvements in governance quality. Administrative procedure reform and enhancement of local competitiveness were identified as governance breakthroughs. Digital transformation and digital government development were incorporated into governance tasks associated with economic development. Streamlining the organizational apparatus was placed within the broader objective of enhancing governance effectiveness. The effectiveness of government direction

- administration under the leadership of the Provincial Party Committee was particularly evident in the ability to implement difficult tasks, especially site clearance.

Fourthly, the Provincial Party Committee's leadership in building the organizational apparatus and developing the contingent of government officials, civil servants, enterprise managers, and high-quality human resources created a strong "state capacity" to handle complex economic tasks in response to the province's development requirements.

First of all, the Provincial Party Committee clearly identified personnel work as a breakthrough stage and concretized it through resolutions and projects serving as political frameworks for personnel selection, training, and utilization. Training and capacity-building were implemented with quantified objectives and standardized according to job positions. In addition to professional training, the province focused on developing competencies directly affecting the investment environment, particularly public service culture and digital transformation skills. A notable point was the policy of encouraging and protecting dynamic and innovative officials within the overall implementation of breakthrough tasks during the tenure. Streamlining the organizational apparatus was implemented as a condition for enhancing economic governance effectiveness. Simultaneously, planning and training of successor cadres were emphasized to ensure continuity in economic development governance.

Fifthly, the Provincial Party Committee's leadership of the Vietnam Fatherland Front, socio-political organizations, social organizations, and socio-professional organizations in implementing resolutions and guidelines on local economic development fostered consensus, reduced "implementation friction," and supported the handling of difficult economic tasks at the grassroots level.

First of all, the mobilization and mass gathering role of the Vietnam Fatherland Front and mass organizations was promoted as a resource leverage for economic development, particularly in new rural development and infrastructure construction. At the same time, the Fatherland Front system and member organizations played an important role in strengthening the social security foundation, thereby improving household resilience and living standards. Socio-political organizations also directly promoted livelihood development and collective economic models for specific target groups. In industry and labor sectors, the role of trade unions and professional organizations contributed to productivity improvement and stable labor relations. A progressive point was the innovation of operational methods of the Fatherland Front and mass organizations toward digitalization and process standardization. Finally, through social supervision and participation in grassroots policy review, the Vietnam Fatherland Front and mass organizations helped strengthen discipline and limit risks of "implementation deviation," especially in sensitive areas such as poor household identification and allocation of production support resources.

Sixthly, the Provincial Party Committee's leadership in conducting preliminary and final reviews of the implementation of resolutions and guidelines on economic development formed a "policy learning cycle," both verifying the correctness of guidelines in practice and creating a basis for adjusting instruments and resource allocation.

First of all, tenure reviews were conducted based on objectives and specific targets, thereby forming "objective discipline" in economic development leadership. Preliminary and final reviews were not only conducted at the end of periods but also used as tools for policy adjustment during implementation. These reviews were closely linked with inspection, supervision, and Party discipline enforcement, thereby enhancing deterrence and "self-adjustment" capacity within the implementation system. Review content also clarified the relationship between strategic breakthroughs and economic development outcomes. Finally, preliminary and final review processes increasingly expanded consultation and social feedback channels through sociological surveys, training of reporting personnel, and

periodic public opinion synthesis mechanisms.

3.1.1.2. Strengths in the leadership methods of the Hung Yen Provincial Party Committee in the province's economic development

Firstly, the Provincial Party Committee's leadership in economic development through resolutions, guidelines, and major orientations has established a stable orientation framework, enhanced the predictability of the economic environment, and transformed political leadership into results-based development governance.

First of all, leadership through guidelines and resolutions created a relatively stable “development commitment framework” - a foundational factor enabling enterprises and citizens to form expectations regarding investment, consumption, and skills training. Another core advantage was that resolutions and major orientations were quantified through a system of tenure-based targets, thereby creating a foundation for results-based governance. Leadership through resolutions also demonstrated systematic prioritization of development. Another important strength was that resolutions and major orientations created political “legitimacy” for implementing difficult economic decisions related to land, site clearance, reorganization of production space, and occupational transformation. In addition, leadership through resolutions helped unify the “policy language” across the entire system, limiting fragmentation of objectives among sectors and localities. Finally, tenure review results served as “ex-post evidence” of the practical effectiveness of major orientations in the context of uncertainties during the 2020–2022 period.

Secondly, the Provincial Party Committee's leadership in economic development through propaganda, persuasion, and mobilization of organizations within the political system, economic organizations, cadres, Party members, and the people to implement resolutions and guidelines on economic development of the Provincial Party Committee created social consensus and reduced “policy friction” in sensitive economic sectors.

First of all, propaganda and dissemination activities were systematically organized from the beginning of the tenure, contributing to unified awareness and reducing policy lag from the provincial level to the grassroots level. At the same time, the Provincial Party Committee effectively promoted coordination mechanisms between the propaganda system, government authorities, and relevant agencies, forming an “information infrastructure” for economic development governance. Mobilization and persuasion methods also clearly promoted the role of the Vietnam Fatherland Front and socio-political organizations in mobilizing social resources for economic development, particularly in rural areas and infrastructure development. In addition, propaganda and mobilization were associated with strengthening the social security foundation through programs such as the “For the Poor” Fund and the elimination of temporary and dilapidated housing. Notably, propaganda activities were linked with emulation movements and innovation incentive mechanisms, thereby directly influencing labor productivity. Finally, propaganda and mobilization methods were modernized through digital transformation within the political-social system, helping accelerate message transmission and coordination capacity at the grassroots level.

Thirdly, the Provincial Party Committee's leadership in economic development through organizational and personnel work was implemented relatively synchronously across planning, training and capacity-building, utilization, inspection and supervision, and organizational streamlining.

First of all, the Provincial Party Committee clearly identified personnel work as a breakthrough stage and institutionalized it through specialized resolutions and projects. Training and capacity-building were standardized in alignment with position requirements and public governance modernization demands. In parallel, the Provincial Party Committee focused on building a contingent of young cadres within planning frameworks, linking with central-level training institutions to enhance strategic and governance capacity.

Organizational restructuring was implemented within the logic of improving economic governance effectiveness. Notably, personnel work was closely linked with inspection, supervision, and discipline, thereby strengthening accountability and enhancing institutional integrity.

Fourthly, the Provincial Party Committee's leadership in economic development through Party organizations and the promotion of the vanguard and exemplary role of Party members followed the principle of transforming Party organizations from "political leadership channels" into forces directly organizing implementation and building social consensus for economic development programs, thereby reducing policy lag and implementation costs.

First of all, the extensive network of Party organizations created an important "political-social infrastructure" for economic development governance. The exemplary role of Party members was clearly demonstrated in difficult economic tasks, particularly site clearance and infrastructure development. Within state agencies, Party organizations served as core elements in strengthening implementation discipline and enhancing governance effectiveness in economic development. Through Party organizations and mass organizations, emulation movements, commendation, and exemplary initiatives were promoted, creating motivation to improve productivity in the labor - production sectors. Notably, policies encouraging and protecting dynamic and innovative officials were implemented in association with key tasks and breakthrough solutions during the tenure. Finally, the quality of activities and task performance levels of grassroots Party organizations reflected the socio-economic "core" role of Party cells.

Fifthly, the Provincial Party Committee's leadership in economic development through inspection and supervision of Party organizations and Party members in implementing resolutions and guidelines contributed to ensuring that economic policies were implemented in accordance with orientations, reducing risks of deviation and enhancing the reliability of the investment environment.

First of all, inspection and supervision orientations focused directly on "institutional hotspots" in economic development. Secondly, inspection and supervision were implemented on a large scale, regularly, and systematically, creating "implementation discipline" throughout the apparatus. Third, inspection and supervision gradually shifted from "violation handling" toward prevention and data-based governance. Fourthly, inspection and supervision were placed within the framework of power control and anti-corruption and anti-negative practices. Fifth, through inspection and supervision, the Provincial Party Committee created pressure to improve administrative discipline and enhance inter-sectoral coordination effectiveness in implementing economic programs. Finally, inspection and supervision also contributed to strengthening "policy learning" capacity and risk warning in economic development governance.

3.1.2. Limitations

3.1.2.1. Limitations in the leadership content of the Hung Yen Provincial Party Committee in the province's economic development

Firstly, the Provincial Party Committee's leadership in formulating objectives, orientations, tasks, and solutions for the province's economic development still revealed certain limitations, with some economic development objectives and targets showing a "misalignment" between expectations and implementation capacity.

Secondly, the Provincial Party Committee's leadership of subordinate Party committees and Party organizations in strictly implementing resolutions and guidelines on economic development still encountered bottlenecks. The leadership capacity and combativeness of some grassroots Party organizations remained limited, while the

qualifications and sense of responsibility of a portion of cadres and Party members did not meet requirements. This led to a situation in which “implementation discipline” was not truly consistent, thereby reducing the spillover effectiveness of resolutions at the grassroots level.

Thirdly, the Provincial Party Committee’s leadership of the provincial government in implementing resolutions and economic development programs associated with administrative reform, streamlining of the organizational apparatus, and improving effectiveness and efficiency was, at times and in certain places, uneven and did not fully meet practical requirements. Administrative reform was not uniformly implemented across sectors and levels of execution, particularly in sensitive procedures where enterprises and citizens directly perceive time, cost, and consistency. Organizational streamlining mainly focused on structural rearrangement, while the greater challenge lay in improving operational quality.

Fourthly, the Provincial Party Committee’s leadership in building the organizational apparatus and developing the contingent of government officials, civil servants, enterprise managers, and high-quality human resources to meet economic development requirements still faced certain shortcomings. The effectiveness of translating training into implementation capacity was not clearly demonstrated. Evaluation was primarily based on the number of participants, while mechanisms for measuring output linked to job positions and work performance were lacking.

Fifthly, the Provincial Party Committee’s leadership of the Vietnam Fatherland Front, socio-political organizations, social organizations, and socio-professional organizations in implementing resolutions and guidelines on local economic development sometimes remained movement-oriented. Economic development participation activities in some areas focused heavily on mobilization campaigns, whereas practical requirements demanded value-chain-based and evidence-based approaches. The absence of mechanisms to quantify specific economic impacts made it difficult to assess the substantive contribution of such movements to income growth, productivity improvement, and sustainable poverty reduction.

Sixthly, the Provincial Party Committee’s leadership in conducting preliminary and final reviews of the implementation of resolutions and guidelines on economic development was sometimes formalistic and lacked analytical depth. In some localities and units, preliminary and final reviews remained procedural, lacking in-depth analysis and failing to timely reflect grassroots realities.

3.1.2.2. Limitations in the leadership methods of the Hung Yen Provincial Party Committee in the province’s economic development

Firstly, the Provincial Party Committee’s leadership in economic development through resolutions, guidelines, and major orientations revealed limitations in the degree of concretization and quality measurement. The high level of generalization in major orientations also created risks of dispersed implementation.

Secondly, the Provincial Party Committee’s leadership in economic development through propaganda, persuasion, and mobilization of organizations within the political system, economic organizations, cadres, Party members, and the people to implement resolutions and guidelines did not fully realize its role as a development governance instrument. In some localities and units, propaganda, information dissemination, and public opinion monitoring lacked proactiveness, timeliness, and sometimes exhibited formalistic tendencies. Coordination among agencies within the political system was not sufficiently close, thereby reducing the effectiveness of addressing socio-economic issues arising at the grassroots level.

Thirdly, leadership methods in economic development through organizational and

personnel work encountered “bottlenecks” in implementation quality. Performance evaluation primarily relied on quantity and administrative procedures, while mechanisms for measuring competency outputs linked to job positions and task performance efficiency were lacking.

Fourthly, the Provincial Party Committee’s leadership in economic development through Party organizations and the promotion of the vanguard and exemplary role of Party members did not create uniform spillover effects. Among a portion of cadres and Party members, exemplary conduct and discipline compliance were not commensurate with requirements, resulting in continued violations in practice. This weakened the spillover effect of leadership based on vanguard and exemplary roles, increased institutional costs, and affected social trust.

Fifthly, the Provincial Party Committee’s leadership in economic development through inspection and supervision of Party organizations and Party members in implementing resolutions and guidelines tended to focus more on violation handling rather than preventing development risks. The number of cases subject to disciplinary action indicated that violations in sensitive economic sectors remained significant. This situation requires a strong shift from a “detection–handling” approach toward a “prevention–early warning” approach.

3.2. CAUSES AND LESSONS LEARNED FROM THE HUNG YEN PROVINCIAL PARTY COMMITTEE’S LEADERSHIP IN THE PROVINCE’S ECONOMIC DEVELOPMENT AT PRESENT

3.2.1. Causes

3.2.1.1. Causes of strengths in the Hung Yen Provincial Party Committee’s leadership in economic development at present

Firstly, consistent strategic orientation associated with objective discipline. Secondly, synchronous implementation mechanisms and reduced policy fragmentation. Thirdly, improvement of public governance capacity and administrative discipline. Fourthly, mobilization of social consensus and expansion of development resources. Fifthly, inspection and supervision mechanisms associated with policy learning and adjustment. Sixthly, initial adaptation to the context of digital transformation and development competition.

3.2.1.2. Causes of limitations in the Hung Yen Provincial Party Committee’s leadership in economic development at present

Firstly, delays in concretizing development thinking into practice. Secondly, inter-sectoral coordination and implementation coordination mechanisms were not sufficiently tight. Thirdly, institutional bottlenecks in land governance and development projects. Fourthly, limitations in the quality of personnel and administrative discipline. Fifthly, monitoring and evaluation systems were not closely linked to substantive results. Sixthly, limitations of traditional leadership models in the context of digital transformation and globalization.

3.2.2. Lessons for the Hung Yen Provincial Party Committee in leading the province’s economic development

Firstly, maintaining a consistent strategic development orientation while ensuring flexibility in implementation. Secondly, considering implementation capacity of the administrative apparatus as a key factor, linking administrative reform with organizational and personnel work. Thirdly, combining leadership through resolutions with strengthened policy communication and social mobilization. Fourthly, focusing on governance of key sectors such as land management, site clearance, and infrastructure using a risk-based approach. Fifthly, promoting inspection and supervision as tools for ensuring discipline and improving institutional quality. Sixthly, emphasizing preliminary and final reviews as

channels for policy learning and adjustment. Seventhly, promoting the role of Party organizations and Party members in implementation, linking exemplary conduct with specific responsibilities.

Summary of Chapter 3

Overall, the economic development results of Hung Yen in recent years provide an important foundation for continuing to unlock new growth drivers. At the same time, existing limitations serve as practical insights for improving the leadership methods of the Provincial Party Committee toward modernization, effectiveness, and efficiency.

Chapter 4

ORIENTATIONS AND SOLUTIONS FOR STRENGTHENING THE LEADERSHIP OF THE HUNG YEN PROVINCIAL PARTY COMMITTEE IN THE PROVINCE'S ECONOMIC DEVELOPMENT IN THE COMING PERIOD

4.1. FORECAST OF FAVORABLE FACTORS, CHALLENGES AND ORIENTATIONS FOR STRENGTHENING THE LEADERSHIP OF THE HUNG YEN PROVINCIAL PARTY COMMITTEE IN THE PROVINCE'S ECONOMIC DEVELOPMENT IN THE COMING PERIOD

4.1.1. Forecast of favorable factors and challenges affecting the leadership of the Hung Yen Provincial Party Committee in economic development

4.1.1.1. Favorable conditions

Firstly, the achievements of the country's renewal process, as well as those of Hung Yen Province over the past nearly 40 years, will create a solid foundation and provide many favorable conditions for the leadership of the Hung Yen Provincial Party Committee in the province's economic development in the coming period. *Secondly*, the expansion of Hung Yen Province following its merger with Thai Binh Province has opened up new development space, particularly in terms of economy, culture, and society; therefore, it will provide many favorable conditions for the leadership of the Hung Yen Provincial Party Committee in the province's economic development. *Thirdly*, in the country's development era, the Party and the State will continue to promulgate and vigorously implement numerous new guidelines and policies, including those that will strongly promote economic development. *Fourthly*, the current rapid advancement of science and technology is a favorable factor for strengthening the leadership of the Hung Yen Provincial Party Committee in the province's economic development.

4.1.1.2. Challenges

Firstly, increasing pressure from competition in attracting investment and the "outsourcing trap" will become a growing challenge to the leadership of the Hung Yen Provincial Party Committee in economic development. *Secondly*, bottlenecks in transport infrastructure and land availability will remain significant challenges to the leadership of the Hung Yen Provincial Party Committee in economic development. *Thirdly*, the quality of human resources and labor restructuring will continue to pose challenges to the leadership of the Hung Yen Provincial Party Committee in economic development. *Fourthly*, the process of provincial merger, expansion of administrative boundaries, and reorganization of administrative units and the organizational apparatus, along with staff streamlining for the 2023–2030 period, will present challenges. *Fifthly*, the global political and economic situation will continue to fluctuate, creating unpredictable and complex challenges for the leadership of the Hung Yen Provincial Party Committee in economic development. *Sixthly*, climate change and increasingly stringent environmental requirements will pose growing challenges to the leadership of the Hung Yen Provincial Party Committee in economic development.

4.1.2. Orientations for strengthening the leadership of the Hung Yen Provincial Party Committee in the province's economic development in the coming period

Firstly, integration of economic development leadership with leadership in other sectors. *Secondly*, concentration of leadership on key and priority areas of the province's economic development, ensuring the creation of breakthrough turning points in development. *Thirdly*, consolidation and improvement of the quality and effectiveness of specialized organizations directly responsible for the province's economic development, ensuring full capacity to implement the Provincial Party Committee's policies on the province's economic development. *Fourthly*, innovation in the Provincial Party Committee's leadership methods in economic development, with a focus on concentration and decisiveness, regarded as an important breakthrough.

4.2. MAJOR SOLUTIONS FOR STRENGTHENING THE LEADERSHIP OF THE HUNG YEN PROVINCIAL PARTY COMMITTEE IN THE PROVINCE'S ECONOMIC DEVELOPMENT IN THE COMING PERIOD

4.2.1. Enhancing awareness and responsibility of the Hung Yen Provincial Party Committee and Party committees and organizations at all levels regarding the strengthening of the Provincial Party Committee's leadership in economic development in the coming period

4.2.1.1. Aspects requiring enhanced awareness

1) Awareness of the transformation of the growth model. 2) Awareness of the province's development objectives. 3) Awareness of regional connectivity. 4) Awareness of the role, content, and methods of economic leadership and the developmental role of the Party in general, and of the Hung Yen Provincial Party Committee in particular.

4.2.1.2. Measures for enhancing awareness and responsibility

Organization of learning and thorough grasp of the Resolutions of the Central Committee and the Provincial Party Committee (especially Resolutions on socio-economic development, digital transformation, and Red River Delta development). Development of an Action Program. Utilization of modern tools and digital transformation for innovation in propaganda methods; application of information technology and digital transformation for timely and effective dissemination of the Provincial Party Committee's policies and economic decisions to the grassroots level and the people. Exemplary responsibility of heads and leaders at all levels.

4.2.2. Renewal of the formulation of the Provincial Party Committee's resolutions on economic development, ensuring focus on key issues in the province's economic development

4.2.2.1. New requirements for the Provincial Party Committee's resolutions on economic development

Firstly, the resolutions must focus on addressing key and breakthrough issues. *Secondly*, all economic resolutions must closely follow and concretize the directions set out in the approved Hung Yen Provincial Planning, ensuring consistency and long-term orientation. *Thirdly*, the Provincial Party Committee's economic leadership resolutions need to decisively resolve existing bottlenecks, such as land clearance, planning quality, and complex administrative procedures, etc. Resolutions should be developed in a centralized manner to thoroughly address these issues. *Fourthly*, resolutions must originate from the practical realities of economic development while adopting forward-thinking approaches to guide the future, avoiding a "following the trend" mindset. *Fifthly*, resolutions should increase the level of quantification.

4.2.2.2. Innovation in the process of developing the Provincial Party Committee's resolutions on economic development

1) Preparation and determination of policy directions. 2) Establishment of the Steering

Committee and the Drafting Team. 3) Survey, review of practical experience, and drafting of the preliminary proposal. 4) Preparation of the First Draft. 5) Solicitation of feedback, appraisal, and finalization of the draft resolution. 7. Issuance and implementation.

4.2.3. Focused leadership of the provincial government in institutionalizing, concretizing, and implementing the Provincial Party Committee's resolutions and policies on economic development effectively

1) Direct the Standing Board of the Party Committee of the Provincial People's Council and the Provincial People's Committee to develop an Action Program immediately after the Provincial Party Committee's Resolution comes into effect, in which the quantitative targets of the Provincial Party Committee must be concretized into the Government's specific indicators.

2) Lead the Standing Board of the Party Committee of the Provincial People's Committee to direct the Provincial People's Committee to assign specialized agencies (Department of Finance, Department of Industry and Trade, etc.) to draft subordinate legal documents (Resolutions of Provincial People's Council, Decisions of Provincial People's Committee, Directives) to institutionalize the Provincial Party Committee's policies. Priority should be given to institutionalizing special mechanisms and policies, such as investment incentive policies for high technology, support policies for digital transformation, compensation and resettlement support policies, in order to create a favorable legal framework for breakthrough objectives.

3) Lead the Provincial People's Council and People's Committee to concretize the economic resolutions of the Central Committee, the Provincial Party Congress, and the Provincial Party Committee into programs, five-year plans, and annual plans, ensuring that the socio-economic indicators (GRDP, budget revenue, urbanization rate, FDI attraction) in the Provincial People's Committee's plans meet or exceed the targets set by the Provincial Party Committee.

4) Lead the government strictly in implementing the economic development programs and plans in accordance with the Provincial Party Committee's resolutions effectively.

4.2.4. Innovation of the leadership style of the Provincial Party Committee, especially the Standing Committee and the Standing Board of the Provincial Party Committee, towards centralization, decisiveness, and direct resolution of "bottlenecks", key and priority economic projects and tasks of the Province

1) Innovate the content and methods of decision-making; apply flexible strategic and tactical thinking. Leadership should not only provide general orientations but also give specific guidance for resolving difficulties at each stage, avoiding the "waiting for approvals and prolonged approvals" situation when obstacles arise. The Provincial Party Committee needs to focus on developing short-term, medium-term, and long-term development strategies closely linked to the implementation of key tasks.

2) Establish a "rapid response" process. This process allows the Standing Committee and the Standing Board of the Provincial Party Committee to make decisions to remove obstacles proactively before prolonged consultations. Develop a "leadership in action" model: leaders not only issue directives but also participate in handling situations directly.

3) Improve the system of working regulations and rules; strengthen the assignment and delegation of authority, clearly specifying the person, the task, and the responsibility. Review, revise, and develop the working regulations of the Provincial Party Committee, the Standing Committee, and the Standing Board to ensure conciseness, clarity of responsibility, and task ownership, avoiding duplication and delays in work processing; ensure a scientific, transparent, and focused leadership style. Each key project must clearly specify the primary person in charge. The Standing Board and the Standing Committee

should proactively assign specific “bottlenecks” to designated members for resolution. Develop clear performance evaluation criteria to ensure measurable progress and effectiveness each quarter.

4) Establish a system for monitoring, supervision, and bottleneck handling. Set up an executive team to monitor the progress of key projects. Utilize information technology in supervision to create a mechanism for rapid and transparent reporting. Apply an early-warning system for risks and obstacles in project management and execution. Organize periodic accountability sessions, requiring heads of agencies to report directly to the Standing Committee and the Standing Board of the Provincial Party Committee. Form a business support unit within the Provincial Party Committee to ensure that all difficulties are resolved promptly.

5) Apply technology to enhance leadership quality. Deploy smart management systems to track progress and enable online reporting, ensuring transparency, openness, and timely responses to changes during implementation. Utilize big data and situation analysis to forecast risks of delays and detect potential bottlenecks early.

4.2.5. Development of the Provincial Party Committee, affiliated party committees, advisory agencies, and economic cadre team to meet economic leadership requirements; and promotion of education, training, and vocational skill development to enhance the quality of Hung Yen province’s workforce for economic development.

4.2.5.1. Development of the Provincial Party Committee to meet economic leadership requirements

1) Consolidate and restructure the Provincial Party Committee in terms of quantity, quality, and appropriate composition continuously. 2) Enhance the political resilience, moral integrity, and comprehensive capacity of Provincial Party Committee members. 3) Improve knowledge and economic leadership thinking. Provincial Party Committee members must expand their understanding of economics, state management, law, and contemporary knowledge continuously. 4) Strengthen sensitivity and practical critical thinking skills.

4.2.5.2. Development of affiliated party committees to fulfill economic tasks

Firstly, improve the quality of party committee members. *Secondly*, innovate leadership methods and party committee activities. *Thirdly*, strengthen inspection and supervision of party committee members.

4.2.5.3. Development of economic advisory agencies of the Provincial Party Committee

1) Enhance the capacity of advisory staff. 2) Innovate advisory methods and working regulations. 3) Strengthen coordination between Party and government agencies. 4) Promote the role of consulting organizations.

4.2.5.4. Development of the economic cadre team

1) Review, evaluate, and reclassify the economic cadre team. 2) Restructure the economic cadre team according to job positions and the two-level local government model. 3) Implement breakthroughs in training and professional development. 4) Innovate evaluation and protection mechanisms for cadres who “dare to think, dare to act.” 5) Promote digital and technological skills in economic management.

4.2.5.5. Promotion of education, training, and vocational skill development to enhance the quality of Hung Yen province’s workforce for economic development

1) Innovate thinking and plan the network of education, training, and vocational institutions. 2) Strengthen close linkage between training institutions and businesses. 3) Improve the quality of teaching staff and management personnel. 4) Promote digital transformation in education and training. 5) Strengthen international cooperation in training.

4.2.6. Focus on leadership in promoting the role of the Vietnam Fatherland Front, mass organizations, and the people in actively participating in the development

and implementation of the Provincial Party Committee’s resolutions and policies on economic development

4.2.6.1. To lead the promotion of the role of the Vietnam Fatherland Front and mass organizations in implementing the Provincial Party Committee of Hung Yen’s resolutions on economic development effectively, it is necessary to perform the following tasks:

Raise awareness and innovate leadership methods of the Vietnam Fatherland Front and mass organizations in participating in the development and implementation of the Provincial Party Committee’s resolutions on economic development. 2) Promote the roles of social supervision and critical feedback. 3) Lead the Vietnam Fatherland Front and mass organizations in promoting patriotic emulation movements linked to economic development. 4) Guide the Vietnam Fatherland Front and mass organizations in building the Great Unity bloc and staying closely connected to local communities. Vietnam Fatherland Front and organization cadres must “go to each alley, knock on each door” to communicate the benefits of economic development policies. 5) Strengthen resources and consolidate the organization of the Vietnam Fatherland Front and mass organizations.

4.2.6.2. To lead the promotion of the People’s role in implementing the Hung Yen Provincial Party Committee’s resolutions on economic development effectively, it is necessary to perform the following tasks:

1) Expand the collection of public opinions from the very beginning of drafting resolutions and policies on economic development. 2) Promote the core role of the Vietnam Fatherland Front and mass organizations. The Provincial Party Committee and subordinate Party committees guide the Vietnam Fatherland Front and socio-political organizations to serve as a solid bridge between the Party and the people. 3) Implement strictly the Law on the Implementation of Grassroots Democracy (2022). 4) Lead the development of economic models with public participation.

4.2.7. Strengthening of inspection, supervision, preliminary review, and evaluation of the implementation of the Provincial Party Committee’s economic development leadership policies

4.2.7.1. Strengthening of inspection and supervision of the implementation of the Provincial Party Committee’s economic development policies

Develop focused and prioritized inspection and supervision programs. 2) Innovate inspection and supervision methods and content. 3) Enhance inter-sectoral coordination in inspection and supervision. 4) Develop an inspection and supervision cadre with “Both political commitment and professional competence”

4.2.7.2. Strengthening of preliminary review and evaluation of the implementation of the Provincial Party Committee’s economic development leadership policies

Establish preliminary review and evaluation of resolution implementation in general, and economic development resolutions and policies in particular, as a standard procedure in the working regulations of the Provincial Party Committee and all levels of party committees. 2) Innovate assessment methods and content. 3) Enhance field surveys and critical feedback. 4) Apply technology in monitoring and reporting. 5) Enhance accountability of heads of agencies.

Summary of Chapter 4

Based on a thorough grasp of the Party’s viewpoints and guidelines on economic development and Party building under the conditions of a ruling Party, the determination of orientations to strengthen the leadership of the Hung Yen Provincial Party Committee over economic development in the coming years needs to be placed within the overall requirements of renewing development thinking, enhancing the leadership capacity and combat strength of Party organizations, and improving the effectiveness and efficiency of government management. The main solutions must focus on improving the quality of

drafting and implementing the Provincial Party Committee's resolutions; continuing to innovate leadership methods in a scientific, democratic, and practical manner; promoting the exemplary role and responsibility of cadres, especially the heads of agencies; while simultaneously strengthening Party inspection, supervision, and discipline in association with enhancing the effectiveness of state economic management.

CONCLUSION

The thesis "Hung Yen Provincial Party Committee Leading the Province's Economic Development at Present," studies both the theoretical and practical foundations and clarified the content, methods, and outcomes of the Hung Yen Provincial Party Committee's leadership in economic development in the current period systematically. Based on a scientific approach in the field of Party Building, the thesis clarifies the concepts, characteristics, roles, and influencing factors of the Provincial Party Committee's leadership in local economic development, while establishing an appropriate analytical framework to assess the practical leadership of economic development by the Hung Yen Provincial Party.

Through analysis of the current situation, the thesis affirms clearly that the Hung Yen Provincial Party Committee has demonstrated its core political leadership role in the province's economic development. Alongside the achievements, the thesis also identifies specifically certain limitations and shortcomings in the Hung Yen Provincial Party Committee's leadership of economic development. The causes of these limitations are analyzed thoroughly from both objective and subjective factors, notably including the impact of domestic and international economic contexts, as well as limitations in leadership thinking, organizational capacity for implementation, and coordination mechanisms within the political system.

On this basis, the thesis proposes a system of viewpoints and a set of key solutions to continue strengthening the leadership of the Hung Yen Provincial Party Committee in economic development in the coming period, ensuring alignment with the requirements of rapid and sustainable development, associated with innovation in growth models, economic restructuring, and improvement of growth quality.

The novel scientific contributions of this thesis are as follows: constructing the conceptual framework and clarifying the content and modalities of leadership of the Hung Yen Provincial Party Committee towards the economic development of the province; drawing critical lessons learned from leadership of the Hung Yen Provincial Party Committee towards the economic development of the province; and proposing novel, feasible solutions to enhance the leadership of leadership of the Hung Yen Provincial Party Committee towards the economic development of the province in the coming years.

The study results of the thesis contribute to supplementing and enriching the theoretical foundation regarding the role and leadership methods of the Provincial Party Committee in local economic development under current conditions, while also providing scientifically grounded references for the Hung Yen Provincial Party Committee in the process of leading economic development, as well as for other provinces and cities with similar conditions. Although considerable efforts have been made, due to limitations in study scope and conditions, the thesis contains inevitably certain shortcomings. The author hopes to continue receiving feedback from scholars, managers, and practitioners to further improve and develop the study outcomes in the future.

LIST OF THE AUTHOR'S PUBLISHED WORKS RELATED TO THE THESIS TOPIC

1. Dinh Thi Thu (2025), "Hung Yen Provincial Party Committee for strengthening comprehensive leadership and direction in current socio-economic development," *Journal of State Organizational and Labour Sciences*, No. 4, pp. 42-45.

2. Dinh Thi Thu (2025), "Current situation and solutions for socio-economic development of Hung Yen Province," *Journal of State Organizational and Labour Sciences*, No. 12, pp. 103-106.

3. Dinh Thi Thu (2024), "Hung Yen Provincial Party Committee for strengthening leadership in local economic development," *Journal of Political Theory*, Special Issue 2025, pp. 181-186.

4. Dinh Thi Thu (2026), "Solutions for strengthening leadership of party committee in local economic development in Hung Yen," *Electronic Journal of State Management* (published on February 27, 2026).