

HỒ CHÍ MINH NATIONAL ACADEMY OF POLITICS

DUONG THANH BINH

**NGHE AN PROVINCIAL PARTY COMMITTEE
LEADERSHIP THE BUILDING OF KEY CADRES AT
THE GRASSROOTS LEVEL FROM 1996 UNTIL 2015**

**SUMMARY OF THE DOCTORAL THESIS
MAJOR: HISTORY OF VIETNAM COMMUNIST PARTY
Code: 922 90 15**



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**The thesis is completed at
Ho Chi Minh National Academy of Politics**

**Supervisors: Assoc. Prof., Dr. Nguyen Danh Tien
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Reviewer 1:

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**The thesis shall be defended in front of the Thesis Committee at Academy
Level at the Ho Chi Minh National Academy of Politics**
At the time of date month..... year 2023

**The thesis can be found at the National Library and
The Library of Ho Chi Minh National Academy of Politics**

INTRODUCTION

1. The necessity of the thesis

Building a contingent of revolutionary cadres is an important content mentioned by Marxist theorists in their works. C. Marx stated: “To realize ideas, there must be people who use practical force” President Ho Chi Minh pointed out: “The cadre is the root of all work”, and “all success or failure is due to good or bad cadres”. Aware of that, our Party and State have issued many resolutions, policies, and laws on personnel work to build a contingent of cadres to meet the requirements of tasks through different revolutionary periods. The cadre work is identified by our Party as the “original work” in the construction of the Party and the political system at all levels.

In the period of accelerating industrialization, modernization, and international integration, besides the achievements, and basic advantages, the country is also facing difficulties, and major challenges, including risks affecting the revolutionary cause and cadre work of the Party. Therefore, building a team of cadres in general and building a contingent of grassroots cadres, in particular, has a very important position.

The grassroots level (commune, ward, town) has a very important position and role in mobilizing and organizing the people to implement the Party's guidelines and policies and the State's laws and promoting the people's mastery, exploit and mobilize resources for socio-economic development goals, ensure national defense and security, stabilize life in residential areas. To perform that role well, first of all, it is necessary to have a team of key cadres at the grassroots with good quality, professional qualifications, capable of practical direction and is innovative and creative, and closely associated with the People. Practice shows that, where there is interest in building and doing well the work of grassroots cadres, there the socio-economic situation develops stably, and national defense and security are maintained. On the contrary, where the cadre work is not taken care of, the key cadres of the grassroots are not qualified, or reputable, negative symptoms, recession,... where the situation is difficult, being taken advantage of by bad and hostile forces, easily becoming a socio-political hot spot.

Deeply aware of the position and importance of building a team of key cadres at the grassroots level, based on thoroughly grasping the views of Marxist theorists and guidelines and policies of the Party and State on personnel work, since 1996, Nghe An Provincial Party Committee has paid attention to leading and building a contingent of key cadres in communes, wards, towns, consider it an important and regular task associated with the construction of the Party and the local political system. Therefore, the work

of building key cadres at the grassroots level in Nghe An in the years 1996 - 2015 has achieved many outstanding results. The number of key cadres in communes, wards, and towns is increasing, the quality is constantly being improved, making an important contribution to socio-economic development, bringing Nghe An from a poor, economically underdeveloped province, gradually becoming a good province in the North Central region. Besides the achieved results, the work of building key cadres at the grassroots level of the Party Committee of Nghe An province still has limitations. Facing the increasing requirements of the renovation process, promoting the cause of industrialization and modernization and international integration, key cadres at the grassroots level, in communes, wards, and townships of Nghe An province have not met the requirements of management, administration, socio-economic development, ensuring national defense and security at the grassroots level.

Therefore, deeply study the leadership process of building key cadres at the grassroots level of the Party Committee of Nghe An province in the period 1996-2015 systematically and comprehensively; from there, scientifically evaluate the advantages and limitations, summarize the main experiences, contribute to improving the efficiency, quality of building key cadres at the grassroots level in communes, wards, and townships in general, Nghe An province in particular in the next period is a necessary job, with theoretical, practical, and deeply topical significance.

For those reasons, the PhD candidate chooses the topic: *“Nghe An Provincial Party Committee leadership the building of key cadres at the grassroots level from 1996 until 2015”* doing a thesis in History, majoring in History of Vietnam Communist Party.

2. Research purpose and research task of the thesis

2.1. Research purposes

Clarifying the leadership process of Nghe An Provincial Party Committee and gathering experience in building key cadres in the grassroots political system from 1996 until 2015.

2.2. Research task

Firstly, overview of research related to the thesis topic.

Secondly, clarify the factors affecting the work building a contingent of key cadres at the grassroots level of Nghe An Provincial Party Committee from 1996 until 2015.

Thirdly, the system and analysis of the policies of the Party Committee of Nghe An province on building key cadres at the grassroots level from 1996 until 2015.

Fourthly, clarify the process of Nghe An Provincial Party Committee directing the building of a contingent of key cadres at the grassroots level through two periods 1996-2005 and 2005-2015, in the following aspects: Cadres assessment, cadres planning, and cadres creation; cadres training and retraining; appointment, management, and rotation of cadres; implement cadres policy.

Fifthly, make unbiased and scientific comments on advantages and limitations and draw some experiences from leadership practice building a contingent of key cadres at the grassroots level of Nghe An Provincial Party Committee from 1996 until 2015.

3. Research subject and research scope of the thesis

3.1. Research subject

Policy and direction to build key cadres at the grassroots level of the Party Committee of Nghe An province from 1996 until 2015.

3.2. Research scope

Research content: The thesis focuses on researching the leadership process of the Nghe An Provincial Party Committee and the work of building a team of key cadres at the grassroots level (commune, ward, town) from 1996 until 2015.

“Key cadres at the grassroots level” are officials working in communes, wards, and townships (base level in the current 4-level political system in Vietnam). According to Point 3, Article 4 of the Law on Cadres and Public Officials 2008: “Commune, ward and township officials (hereinafter collectively referred to as commune level) being a Vietnamese citizen, elected to hold a term-based position in the Standing Committee of the People's Council, People's Committee, Secretary, Deputy Secretary of the Party Committee, heads of commune-level socio-political organizations. “Key cadres are the most important heads in a collective, having the power to make decisions on policies, has responsibility for the right to operate a collective, a unit or an organization to perform those collective or organizational tasks, can even dominate and lead the entire operation of an organization”.

Thus, it can be understood that the key cadres at the grassroots level (commune level) are Vietnamese citizens, elected to hold a term-based position in the Standing Committee of the People's Council, People's Committee, Secretary, Deputy Secretary of the Party Committee, heads of commune-level socio-political organizations. With that approach, the thesis studies the key cadres of communes, wards, and townships, including the following titles: Secretary, Deputy Secretary of the Party Committee; Chairman, Vice Chairman of the People's Council and the People's Committee; Chairman of Vietnam Fatherland Front Committee, President of

Vietnam Veterans Association, President of Vietnam Women's Union, Chairman of the Vietnam Farmers' Association, Secretary of Ho Chi Minh Communist Youth Union at the commune level.

The thesis focuses on analyzing and clarifying the content of leadership and direction: Policymaking and the process of Nghe An Provincial Party Committee directing the building of key cadres at the grassroots level in the following aspects: Evaluation and staff planning; cadres training and retraining; appointment, management, and rotation of staff; directing the implementation of personnel policies.

Research space: Research in Nghe An province.

Research period: From 1996 until 2015, through 4 congresses of the Party Committee of Nghe An province. 1996 was the year Nghe An Provincial Party Committee held the XIV Congress, the 1996-2000 term, and at the same time entered 1997 the Party Central Committee (term VIII) promulgating the Resolution of the Third Conference on the cadre strategy in the period of accelerating industrialization and modernization of the country. In 2015, the 18th Nghe An Provincial Party Congress was held, at the same time as the preparation year for the review of 20 years of implementation of the Party's cadre strategy.

4. Theoretical and practical basis, source material and research methods of the thesis

4.1. Theoretical and practical basis

Theoretical basis: The thesis is based on the theoretical basis of Marxism - Leninism, Ho Chi Minh thought, the Party's viewpoints and policies on cadres, and the construction of cadres.

Practical basis: Practical research on building key cadres at the grassroots level in Nghe An is reflected in documents, reports of Nghe An Provincial Party Committee, Party committees, authorities, and mass organizations, and through a practical survey in Nghe An province.

4.2. Source material

Documents of the Party: Documents of the Party Central Committee, Politburo, Secretariat, and Party committees at all levels: Provincial Party Committee, District Party Committee, Commune Party Committee on cadre and cadre work, building a contingent of key cadres at the grassroots level in the renovation period, especially focusing on the period from 1996 until 2015.

Documents of the State and documents of the People's Council, Provincial People's Committee; boards, departments, and branches; District Party Committee, District People's Committee; functional departments of the districts,... Nghe An province on building key cadres at the grassroots level in the renovation period, especially from 1996 until 2015;

Books and scientific articles: Research works on history, geography, socio-economic,... of Nghe An province; research works of scientists in and abroad related to the construction of cadres.

4.3. Research Methods

To achieve the objectives and deploy the research tasks, the thesis mainly uses the historical method and logic to reflect truthfully the history of leadership in building key cadres at the grassroots level of the Party Committee of Nghe An province from 1996 until 2015; at the same time, giving comments on the advantages, and limitations and summarizing the basic experiences. Besides, the author also uses specialized methods such as: Analyzing, synthesizing, making statistics, comparing, and interviewing experts... to accomplish the set goals and tasks.

5. New scientific contributions of the thesis

Contributing to the restoration of the leadership process of the Party Committee of Nghe An province building a team of key cadres at the grassroots from 1996 until 2015.

Contributing to summarizing the construction of key cadres at the grassroots level of the Party in the period of accelerating industrialization and modernization and international integration (through practice in Nghe An province).

Provide arguments for supplementing and developing guidelines and policies on building key cadres at the grassroots level of Nghe An province, meeting the requirements of improving the quality of key cadres at the local grassroots level in the new situation.

The thesis can serve as a reference for research, teaching, and learning in schools in Nghe An province as well as other training institutions.

6. Structure of the thesis

In addition to the introduction and conclusion, list of references, and appendices, the main content of the thesis consists of 4 chapters and 8 periods.

Chapter 1

OVERVIEW OF RESEARCH WORKS TO THE THESIS

1.1. RESEARCH WORKS RELATED TO THE THESIS

1.1.1. Research projects on cadres

Books, including *Scientific arguments for improving the quality of cadres in the period of accelerating industrialization and modernization of the country* by Nguyen Phu Trong, and Tran Xuan Sam (co-editor); *Building a team of leaders and managers to meet the requirements of the cause of industrialization and modernization of the country* edited by Vu Van Hien; Thang Van Phuc, Nguyen Minh Phuong with the book *Theoretical and practical basis for building a contingent of cadres and civil servants*; *Book of the Party's leadership in building a contingent of cadres, civil servants, and State employees* by Tran Dinh Thang; *Book Evaluation of planning, rotation of leaders and managers in the period of industrialization and modernization of the country* by Tran Dinh Hoan; Author group Tran Xuan Sam (editor) with the book *Determining the structure and criteria of key leaders in the reform political system*.

Book: *Continuing to synchronously renew cadre work in the period of accelerating industrialization, modernizing the country* by Nguyen Minh Tuan (editor); *Research project on bureaucracy in cadre work in our country today: The reality, causes and solutions* of Truong Thi Thong and Le Kim Viet (editors); *The current Vietnam Talent Development Strategy book* by Cao Van Thong, and Do Xuan Tuat; the project *"Experience in human resources of some countries"* by Le Minh Thong, Nguyen Danh Chau; *Research work Experience in building cadres in China* by Trinh Cu, Nguyen Duy Hung, and Le Van Yen.

Articles published in scientific journals: "Attracting talent in India and its implications for Vietnam" by Nguyen Xuan Trung, and Nguyen Le Thy Thuong; "The Party's view on building a contingent of cadres and civil servants in the renovation period" by Tran Van Office; Author Le Viet Trung and colleagues with the article: "Some issues on building a contingent of cadres at all levels to meet the development requirements of the new period".

1.1.2. Research works about building a contingent of grassroots cadres

Books, including *The political system of rural grassroots in our country today* by Hoang Chi Bao (editor); *The grassroots political system, the current situation and some innovative solutions* by Chu Van Thanh (editor); *The role of commune-level government in social development and social development management in our country* by Nguyen Minh Phuong; *The role of key leaders at the commune level in maintaining socio-political stability in our country's countryside today* is played by Mai Duc Ngoc; Trinh Thanh Tam in books: *Standardize the title of Chairman of the Commune People's Committee (through the survey of the Red River Delta provinces)*, *Building a contingent of female key cadres of the commune-level political system (through surveying the Red River Delta provinces)*;

Regarding the thesis, including *The thesis Building key cadres at the commune level in the rural Mekong Delta today* by Pham Cong Kham; *Thesis The role of key officials at the commune level in promoting the human factor in rural North Central Vietnam today* by Nguyen Van Thien; *Thesis Policy implementation towards key cadres of the ward political system in the Southwest region in the current period* of Phan Thuy Van; *Thesis Training and fostering grassroots cadres in the Mekong Delta* by Tran Thanh Sang; *The thesis of Binh Duong Provincial Party Committee, leading to building a team of key cadres at the grassroots level from 1997 until 2015* by Pham Hong Kien.

Articles published in scientific journals: “Renovating and reorganizing the cadre apparatus in the grassroots political system from the perspective of the 12th Party Congress” by Mach Quang Thang; “The work of creating sources, planning for leaders and managers at grassroots level” by Nguyen Minh Tuan; Tran Anh Tuan with the article “Rearranging the team of people working at the commune level - An urgent requirement today”; “Training and fostering cadres in the current grassroots political system” by Nguyen Van Thang; Authors Nguyen Hong Son, Dang Thi Anh Tuyet, and Duong Thi Thu Huong in the article “The structure of cadres and civil servants in communes, wards, and towns in Vietnam: Situation and problems”; Nguyen Thi Thu Ha with the article “Training commune-level cadres and civil servants to meet the requirements of the new period”.

1.1.3. The group of works related to the construction of Nghe An province's cadres

Books: *Book of Nghe An - The New World and Power in the 21st Century chaired by the Provincial Party Committee - People's Council - People's Committee of Nghe An Province; History of Nghe An Provincial Party Committee*, volume III of Nghe An Provincial Party Committee; *History of Nghe An*, volume 1, volume 2 by Tran Van Thuc (edited).

Topics: *The topic Solutions to improve the socio-economic management capacity of commune officials to meet the requirements of industrialization, agricultural and rural modernization in Nghe An province* led by Nguyen Thanh Chung; *The topic summarizing the practice of political theory training for cadres in the grassroots political system in Nghe An from 1991 to 2005* was chaired by Tran Cong Duong; *Proceedings of a scientific conference on Party building through 30 years of renovation in Nghe An province, organized by the Central Organizing Committee and Nghe An Provincial Party Committee*.

Articles published in scientific journals: Author Le Duc Cuong in the article: “Building a contingent of cadres to meet the requirements and tasks in the spirit of the Resolution of the 13th Party Congress: From the reality of the Nghe An Provincial Party Committee”; “The administrative cadres of Nghe An province - the current situation and solutions” by Le Dinh Ly; “Nghe An focuses on training and developing high-quality human resources” by Nguyen The Trung; “The Nghe An Border Guard builds a contingent of ethnic minority cadres in the new situation” by Dang Van Trong; “Some experiences on planning and cadre rotation in Nghe An” by Ho Thi Ha,...

1.2. RESULTS OF RESEARCH WORKS RELATED TO THE THESIS AND ISSUES WHICH THE THESIS RESEARCH CONCENTRATION

1.2.1. Results of scientific works related to the thesis

The mentioned content is an important theoretical and practical basis for the thesis to acquire and inherit and developed to solve the tasks posed in the research process, at the same time, it also raises issues that need to be further researched, which are general research on personnel work, or the construction of grassroots cadres in some regions, regions, and localities. From a specialized perspective on the History of the Communist Party of Vietnam, up to now, there has not been any research that has studied in a

basic and comprehensive way the systematic process of the Provincial Party Committee leading the development of key cadres at the grassroots level from 1996 until 2015 in Nghe An province. Therefore, the PhD candidate chooses the issue “The Party Committee of Nghe An province leads the building of key cadres at the grassroots level from 1996 until 2015”. Doing research project for doctoral thesis in History, majoring in History of the Communist Party of Vietnam. This is an independent research work of the PhD candidate, not overlapping with published research.

1.2.2. Issues the thesis focuses on research

Based on inheriting the research results of researched and published works, to supplement previous research issues that have not been mentioned; closely follow the objectives, tasks, and research objects, the thesis focuses on clarifying the following basic issues:

Firstly, the factors affecting the building of key cadres at the grassroots level in Nghe An province from 1996 until 2015.

Secondly, analyze and interpret the policy of the Nghe An Provincial Party Committee on building a contingent of key cadres at the grassroots level, as shown in Objectives, directions, tasks, and major solutions in the documents of the Provincial Party Congress, resolutions, and decisions of the Provincial Party Committee, the Standing Board of the Provincial Party Committee to build a contingent of key officials at the grassroots level in Nghe An to ensure the quantity, have sufficient capacity and qualifications to undertake the task of economic, cultural and social development, ensure national defense and security at the province's establishments.

Thirdly, the thesis focuses on clarifying the process of the Nghe An Provincial Party Committee building a contingent of key cadres at the grassroots level in the following main contents: Assessing, planning staff, and creating human resources; cadres training and retraining; appointment, management, and rotation of staff; policy implementation for staff.

Fourthly, the advantages, limitations, causes of advantages and limitations in the process of leading and building key cadres at the grassroots level of the Nghe An Provincial Party Committee in the years 1996-2015; from there, drawing experiences from the leadership process of Nghe An Provincial Party Committee building a contingent of key cadres at the grassroots level from 1996 until 2015.

Chapter 2

POLICY AND DIRECTION OF NGHE AN PROVINCIAL PARTY COMMITTEE ON BUILDING OF KEY CADRES AT THE GRASSROOTS LEVEL FROM 1996 UNTIL 2005

2.1. INFLUENTIAL FACTORS AND THE POLICY OF THE NGHE AN PROVINCIAL PARTY COMMITTEE ON BUILDING A CONTINGENT OF GRASSROOTS CADRES (1996 -2005)

2.1.1. The factors affecting the construction of key cadres at the grassroots level

2.1.1.1 Natural, economic and social conditions

Nghe An is a province located in the center of the North Central region about 297 km from Hanoi capital to the north and about 360 km from Thua Thien Hue province to the south. Is the province with the largest area in the country, with a natural land area of 16,490 km², of which, mountainous areas account for three-quarters of the area, most of which are concentrated in the west of the province. Geographical characteristics are favorable for socio-economic development, creating conditions for the province's cadres to promote their potential, and advantages of the locality, exchange and learn experiences, improve understanding, and apply creativity in their field of work. However, due to the large area, complicated and divided terrain, the construction of and the organization of activities of the political system, the contingent of cadres at the local and grassroots levels faced many difficulties; especially areas in high mountains, deep-lying, remote and extremely difficult areas of the province.

Nghe An province's population has more than 2.9 million people, ranking fourth in the country; the labor force has more than 1.9 million people. Therefore, Nghe An province has the advantage of abundant labor resources but also is the challenge posed to the Provincial Party Committee when solving jobs for workers. Good human resources are a favorable point for building a contingent of grassroots cadres.

Entering the doi moi period, Nghe An is still a poor province, with a starting point lower than the national average. At the time of 1990, the economic structure was mainly still In the agricultural economy, the value of industrial production only accounts for 13.3% of the total product value. The poverty rate is still very high, in 1995 it was over 36%, and in some mountainous districts over 70%.

The natural, economic, cultural, and social characteristics of Nghe An province show that besides the basic advantages, the construction of key cadres of Nghe An province will face many difficulties that need to be overcome requires Nghe An Provincial Party Committee to focus on leadership to improve the quality of grassroots cadres.

2.1.1.2. The Party's policy on building a contingent of key cadres at the grassroots level

** The Party's policy on building a contingent of grassroots key cadres:*

After 10 years of conducting the national renewal process, the Eighth Congress of Deputies (June 1996) of the Party affirmed: The country has overcome the socio-economic crisis, creating a basic premise to move to the stage of accelerating industrialization and modernization of the country. Regarding staffing, Congress emphasized: Must take care of cadres for the whole political system, unify leadership in cadre work and manage cadres.

Implement the Resolution of the 8th National Congress of Deputies, dated June 18, 1997, the third plenum of the 8th Central Committee issued Resolution No. 03-NQ/TW on the strategy of personnel in the period of accelerating industrialization and modernization of the country.

The doi moi goes into depth, requiring to improve in the quality of the political system at all levels, especially the grassroots political system. To meet new requirements and tasks, on March 18, 2002, the Fifth Conference of the IX Central Committee issued Resolution No. 17-NQ/TW on renovating and improving the quality of the political system at the grassroots level in communes, wards, and townships.

2.1.1.3. Situation of key cadres at the grassroots level in Nghe An province (1991 - 1995)

** About advantages*

Key cadres at the grassroots level in Nghe An province have a steady political will dedicated to working and are experienced in directing and carrying out political tasks. The level of culture and professional capacity of grassroots cadres has been increasingly improved. The grassroots cadres play an active role in the process of economic and social development, implement administrative reform, and promote socialist democracy at the grassroots level.

** About restrictions*

Professional qualifications, skills, and knowledge of state management, especially in mountainous and highland communes, are still limited. Leadership results, effectiveness, and efficiency in the operating practice of key officials at the grassroots level do not highly influence the leadership of the Party committee. The operational efficiency of the local government is still limited, especially in the areas of job creation, production development, propaganda, legal education, management of land and environmental resources, and against corruption and social evils.

2.1.2. Policy of Nghe An Provincial Party Committee on building key cadres at the grassroots level (1996-2005)

The 14th Provincial Party Congress determined the goals of building grassroots cadres in the years 1996-2000: Building a contingent of cadres who are loyal to the Party, to the socialist regime with virtues and talents; in which, virtue is the root; step by step standardize the cadres to meet the requirements of industrialization and modernization of the country, express the requirements of both innovation and inheritance in personnel work, fully meeting cadres in all fields, branches, in which there is a part that has the potential to prepare for the next term, it is necessary to pay attention to female cadres and cadres of ethnic minorities.

Concretize the resolution of the XIV Provincial Party Congress, the 3rd Conference of the Nghe An Provincial Party Committee (term XIV), promulgated Resolution No. 02-NQ/TU, dated January 5, 1997, on decisions on several policies and major measures on training, fostering, and employing cadres for socio-economic development in 1996-2000 and after 2000. Implementing the Resolution of the XV Nghe An Provincial Party Congress, the Provincial Party Executive Committee issued Resolution No. 14-NQ/TU, dated August 16, 2002, on organization and personnel work from now to 2005 and the following years. The resolution defining the implementation of objectives for grassroots officials is: 100% of full-time officials hold election posts in lowland and mountainous communes, wards, and towns; 60% in mountainous areas have at least intermediate professional qualifications, and 70% have political degrees with an intermediate level. Each ward, town, and commune in the plains and low mountains have at least 3-5 full-time officials with university degrees.

2.2. PROCESS OF NGHE AN PROVINCIAL PARTY COMMITTEE DIRECTING THE BUILDING OF KEY CADRES AT THE GRASSROOTS LEVEL

2.2.1. Directing cadres evaluation and planning, creating human resources

Deploying cadres evaluation, on March 6, 1998, Nghe An Provincial Party Committee issued Regulation No. 03 QC-TU dated 6/3/1998 on cadres evaluation. On April 22, 2003, based on the guidance of the Central Committee and the practical situation of the locality, the Standing Board of the Provincial Party Committee continued to amend, supplement, and promulgate Regulation No. 04 QC-TU on cadres evaluation.

In addition to planning, training, and fostering local staff, Nghe An province has also actively rearranged and re-arranged the existing cadres to step by step settle the leave, dismissal or create conditions for vocational training for cadres and civil servants who have not yet met the necessary qualifications and qualifications; and at the same time have policies to attract and receive graduates from universities, colleges, and professional secondary schools in charge of professional titles in the commune. Implementing the policy of the Provincial Party Committee, Nghe An Provincial People's Committee issued Decision No. 2497/QD-UB, dated 7/7/2003 about the implementation project to bring university, college, and professional intermediate graduates holding professional titles at the commune-level People's Committees.

2.2.2. Directing the training and retraining of cadres

Implementing the policy of the Provincial Party Committee for the 1996-2000 term, on the training and retraining of cadres, dated January 5, 1997, the Standing Board of the Provincial Party Committee issued Resolution No. 02-NQ/TU, On training, fostering and employing cadres in the period from 1996 to 2000 and after 2000. Implementing Resolution No. 02-NQ/TU of Nghe An Provincial Party Committee, dated January 5, 1997, the People's Committee of Nghe An province issued Decision No. 2373/1997/QD-UB on the training and retraining of state cadres and civil servants.

Implementing the policy of the 15th Provincial Party Congress on the work of grassroots cadres, On July 11, 2001, the Standing Board of the Provincial Party Committee issued Decision No. 151-QD/TU, promulgate

Program No. 05-Ctr/TU on fostering cadres of communes, wards, and townships in the 2001-2005 period. The goals of the Program are: Striving to 2005, 100% of key cadres are trained to improve their awareness and qualifications to meet the requirements of the tasks in front of them and prepare human resources for the next term.

Nghe An Provincial Party Committee also directed the construction and upgrade of training units under the province to meet the training and retraining requirements of grassroots cadres. Reorganize the schools, improve the quality of the teaching staff, first of all, the Provincial School of Politics and continuing education centers, district-level political training centers.

2.2.3. Directing the appointment, management, and rotation of cadres

To direct the appointment, management, and rotation of cadres, Nghe An Provincial Party Committee has issued the following documents: Regulation No. 01-QD/TU, dated 8/7/1996 On recruitment, reception, transfer, and transfer of officials and employees in agencies and enterprises; Decision No. 1393-QD/TU, dated 22/5/2000, On appointment, dismissal, transfer and rotation of cadres; Regulation No. 19-QD/TU, dated May 13, 2002, on the recruitment, reception, transfer, and transfer of officials and employees of Party agencies and mass organizations. Continuing to implement the central policy on cadre rotation, Provincial Party Committee issued Decision No. 448-QD/TU, dated November 6, 2002, and approved the Project on Rotation of Nghe An leaders and managers from now to 2005 and the following years.

2.2.4. Directing the implementation of cadres policies

On December 31, 1996, the Provincial Party Committee issued Regulation No. 04-QD/TU on several regimes and policies for cadres. People's Committee of Nghe An province issued Decision No. 63/QD-UB, dated June 23, 1997, on the incentive regime for learners and managing and using funds for training and retraining State officials and civil servants in Nghe An province. Based on the direction of the Provincial Party Committee, the People's Committee of Nghe An province issued Decision No. 38/QD-UB, dated April 8, 2003, on financial support for reinforcement cadres in mountainous communes, remote and border areas.

Chapter 3

NGHE AN PROVINCIAL PARTY COMMITTEE LEADERSHIP THE BUILDING OF KEY CADRES AT THE GRASSROOTS LEVEL FROM 1996 UNTIL 2015

3.1. NEW REQUEST AND POLICIES OF NGHE AN PROVINCIAL PARTY COMMITTEE ON BUILDING A TEAM OF KEY CADRES AT THE GRASSROOTS LEVEL

3.1.1. New request for the work of building a contingent of cadres to meet the task of promoting the innovation process

3.1.1.1. Impact of the world and domestic situation

Entering the first decades of the 21st century, although the world situation is very complicated and unpredictable, but peace, stability, cooperation, and development are the big trends in the world. However, the world and regional economies continue to recover and develop, containing factors that cause inequality, causing difficulties and obstacles for developing countries. These opportunities and challenges pose global problems for countries and peoples, including Vietnam. The deepening doi moi cause has set requirements, requiring the building of a contingent of cadres with good political qualities, absolute loyalty to the Fatherland, with the Party, wholeheartedly striving for the interests of the people and the nation; having a strong political will, do not waver in the face of difficulties and challenges; capable of completing assigned tasks; have personality and an exemplary, pure lifestyle; have a high sense of organization and discipline, respect the collective, and stick with the people.

3.1.1.2. The Party's policy on cadre work

The 10th National Congress of the Party (April 2006) set the direction and objectives of Building a team of cadres at all levels with synchronous, good quality, reasonable structure, building a steady succession of leading cadres. Focus on training, and fostering female cadres, cadres of ethnic minorities, cadres from the working class, and experts. Renovate drastically, synchronize cadre work, and ensure science, really a democracy, and fairness.

On February 2, 2008, the Sixth Conference of the Central Committee, term X, issued Resolution No. 22-NQ/TW on improving the leadership capacity, combat strength of the Party's grassroots organizations, and the

quality of the contingent of cadres and party members. February 2, 2009, the Xth Party Central Committee issued Conclusion No. 37-KL/TW on continuing to promote the implementation of the cadre strategy from now to 2020, requesting all levels of Party committees to continue to fully grasp the viewpoints and goals on building a contingent of cadres; change thinking, ways of doing, overcome weaknesses in cadres work; strengthen the management and education of staff, strive to achieve changes, new progress in cadre work and cadre building in the new period.

The Fourth Conference of the Central Committee, XI term, issued Resolution No. 12-NQ/TW, dated 16/01/2012 on several urgent issues of Party building today, specifying: Urgently review and remove outdated mechanisms and policies, build and synchronously promulgate policies to drastically renew cadre work, clearly defining authority and responsibilities of heads of committees, party organizations, agencies and units in cadre work.

3.1.1.3. Development tasks of Nghe An province the period 2005 - 2015 and the requirements set for the construction of cadres

In the new context, Nghe An Provincial Party Committee identified the key tasks as *Firstly*, focusing on economic development, considering economic development as the central task. *Secondly*, Party building is considered a key task. *Thirdly*, to ensure political stability, national security, and social order and safety, consider this an important and regular task.

On July 30, 2013, the Politburo issued Resolution No. 26-NQ/TW on the direction, of Nghe An socio-economic development tasks until 2020, identifies two important milestones: In 2015, Nghe An became a good province in the Northern region, in 2020 Nghe An became an industrial province. That task is very big and heavy, it requires determination, breakthrough, and active participation of the political system at all levels, in which the key issue is to pay special attention to building a contingent of cadres in Nghe An province on par with the situation in the new period.

3.1.2. The policy of the Party Committee of Nghe An province on building a contingent of key cadres at the grassroots level

The 16th Congress of Nghe An Provincial Party Committee (2005), Set goals by 2010: building a contingent of commune-level key cadres with intermediate or higher professional qualifications, intermediate or higher levels of political theory (especially in lowland and lowland areas, there are

4-5 cadres with university degrees; in high mountain areas at least 1 to 2 people have university degrees).

To concretize the Resolution of the Sixteenth Party Congress of Nghe An Provincial Party Committee, dated 11/7/2006, Nghe An Provincial Party Committee issued Resolution No. 04- NQ/TU on the Human Resource Development Program for the 2006-2010 period, with 4 projects and plans, including Project No. 02-DA/TU on training and fostering female, grassroots, and ethnic minority cadres.

The 17th Nghe An Provincial Congress (October 16, 2010) advocated: Continuing to implement synchronous and drastic renovation in personnel organization. Implementing the Resolution of the 17th Provincial Party Congress, the Nghe An Provincial Party Committee issued Resolution No. 08-NQ/TU, dated 13/3/2012 on developing and improving the quality of human resources for the period 2011-2020.

3.2. NGHE AN PROVINCIAL PARTY COMMITTEE DIRECTING THE BUILDING OF KEY CADRES AT THE GRASSROOTS LEVEL

3.2.1. Directing cadres assessment, planning, and creating cadres resources

In addition to developing cadres standards, the evaluation of cadres and civil servants at the commune level in Nghe An province has been carefully directed and implemented. Standing Board of Provincial Party Committee promulgates Regulation No. 04-QC/TU, dated 12/6/2006, On the regulation on cadres evaluation, Decision No. 4875-QD/TU, dated January 25, 2013, on the assessment and classification of cadres for the 2010-2015 term.

Implement policy and resolutions on implementation of cadre planning of the Party, dated 11/01/2007, The Standing Committee of Nghe An Provincial Party Committee has issued Directive No. 05-CT/TU on the implementation of personnel planning, On January 14, 2007, the Organizing Committee of Nghe An Provincial Party Committee issued the Guide No. 21-HD/BTC on the development of personnel planning at all levels up to 2010 and the following years.

The implementation of the planning of key ministries at the grassroots level has reached a relatively high rate while ensuring the continuity of staff, to avoid shortfalls, and at the same time, it is the basis for good implementation of the training, retraining and appointment cadres actively and flexibly.

3.2.2. Directing the training and retraining of cadres

To improve the quality of key cadres at the grassroots level, on 11/7/2006, Nghe An Provincial Party Committee issued Resolution No. 04-NQ/TU, promulgating the Human Resource Development Program for the period 2006-2010, including Project No. 02-DA/TU on training and fostering female cadres, grassroots officials, and ethnic minority officials. To carry out the training and retraining of staff, the People's Committee of Nghe An province issued Decision No. 724/QD-UBND, dated March 15, 2012, on approving the Scheme on training and retraining commune officials and civil servants in Nghe An province for the period 2012-2020.

Provincial Party Committee directs to improve the quality of teaching cadres at the Provincial School of Politics, political training centers at the district level and continuing education centers, and provincial schools to improve the quality of training and foster grassroots cadres.

3.2.3. Directing the appointment, management, and rotation of cadres

To direct the management and appointment of staff, Nghe An Provincial Party Committee issued Decision No. 630-QD/TU, dated 20/11/2007 On promulgating regulations on the appointment of cadres and nomination of candidate cadres. As of July 30, 2013, based on the actual situation and regulations of superiors, Provincial Party Committee issued Decision No. 4358-QD/TU on promulgating regulations on the appointment, the introduction of cadres for election, re-appointment, resignation, dismissal, dismissal, transfer, and rotation of cadres.

Based on regulations of the Provincial Party Committee, the People's Committee of Nghe An province issued Decision No. 63/2008/QD-UBND, dated October 2, 2008, on the assignment and decentralization of management organization apparatus and officials and employees; Decision No. 66/2008/QD-UBND, dated October 14, 2008 regulations on the appointment, re-appointment, rotation, resignation, and dismissal of leading cadres and civil servants.

Nghe An Provincial Party Committee issued Decision No. 631-QD/TU, dated November 20, 2007, on promulgating regulations on the decentralization of cadres management. Based on the regulations of the Provincial Party Committee, the People's Committee of Nghe An province issued Decision No. 20/2007/QD-UBND, dated October 2, 2007, on the assignment and decentralization of management organization apparatus and staff; Decision No. 63/2008/QD-UBND, dated October 2, 2008, On assignment and decentralization of management organization apparatus and officials.

In addition to the appointment of cadres, the Nghe An Provincial Party Committee advocates promoting the rotation of leading cadres, managed under Resolution No. 11-NQ/TW, of the Politburo, January 25, 2002, On rotation of leading and managerial cadres and continued implementation of Project No. 01-DA/TU of the Standing Board of Nghe An Provincial Party Committee, dated 6/11/2002, On rotation of leaders and managers from now until 2005 and the following years.

3.2.4. Directing the implementation of cadres policies

Since 2006, Provincial Party Committee directs the implementation of regimes and policies for the contingent of commune-level cadres and civil servants according to Decree No. 121/2003/ND-CP, dated October 21, 2003, of the Government (from January 1, 2010, replaced by Decree No. 92/2009/ND-CP). In addition to regulations on regimes and policies of the State for commune-level cadres, the People's Committee of Nghe An province issued Decision No. 65/2010/QĐ-UBND, dated August 26, 2010, on promulgating regulations on several policies for high-quality human resources in Party agencies, Fatherland Front, State administration, public cause, socio-political organizations at all levels in Nghe An province.

Nghe An province also has its policy, supporting to build and consolidation of houses for officials, civil servants, and public employees who are lowland people to work in the high mountains. On December 23, 2009, the Provincial People's Council issued Resolution No. 298/2009/NQ-HĐND on several regimes and policies for cadres, civil servants, and public employees who are people from the lowlands to work in the highlands. To strengthen the cadres for grassroots cadres in remote and isolated areas, On December 20, 2008, the Provincial People's Council issued Resolution No. 253/2008/NQ- People's Assembly promulgating Regulations on the support regime for cadres and civil servants to strengthen the districts, key communes in regions, religious areas, ethnic minorities, and areas with special difficulties and armed forces working in border communes of Nghe An province. In addition, based on the regulations of the Party and State, The Provincial Party Committee has issued regulations on several regimes and policies for cadres, and party members, such as regulations on rewarding grassroots secretaries and party members, and regulations on hardship allowances for grassroots cadres.

Chapter 4

REVIEWS AND SOME EXPERIENCES

4.1. REVIEWS ON THE LEADERSHIP PROCESS OF THE NGHE AN TINH PARTY COMMITTEE BUILDING KEY CADRES AT THE GRASSROOTS LEVEL (1996 - 2015)

4.1.1. Advantages and reasons

4.1.1.1. Advantage

- Nghe An Provincial Party Committee is properly aware, throughout, consistency in the position and importance of key cadres at the local grassroots level
- Based on firmly grasping the point of view of the Party Central Committee, Nghe An Provincial Party Committee promptly set out the policy of building a contingent of key cadres at the grassroots level in line with local realities.
- Nghe An Provincial Party Committee leads and directs the synchronous implementation, unify and effectively the stages in the construction of key cadres at the grassroots level
- The leadership of Nghe An Provincial Party Committee has made an important change in building key cadres at the grassroots level.

4.1.1.2. Cause of advantage

- (1) Policies and guidelines of the Party on cadres and cadre work in the period of renovation and international integration are correct, constantly being supplemented, perfected, and increasingly specific, tight, and closer to reality.
- (2) The Party Committee of Nghe An province has properly perceived and applied creatively and closely to the local situation, with many resolutions, directives, plans, guidelines... organizations, and implementations.
- (3) The work of grasping and implementing the guidelines, policies, and regulations of the Central Committee and the Provincial Party Committee has been strictly implemented.
- (4) Socioeconomic growth of Nghe An province has been quite good, positively affecting the grassroots cadres.
- (5) The efforts and sense of responsibility of the key cadres at the grassroots level.

4.1.2. Limited and causes

4.1.2.1. Limit

- Some Party committees and authorities have not fully grasped the view that cadre work is a key step lack of strategic vision on personnel work.

- The work of building key cadres at the grassroots level in several aspects, in some localities has not met the requirements.

- Structure, the quality of key cadres at the grassroots level in some localities has not yet met development requirements, and professional qualifications are not uniform.

4.1.2.1. The cause of the restriction

(1) Some party committees, leaders of agencies and units, and officials and party members are not fully aware of their positions, the role of cadres, and cadres' work in Party building and local political system building. (2) The work of directing, inspecting, and urging the implementation of the basic construction tasks of several agencies, provincial departments, and agencies has not been paid attention to regularly. (3) The planning, training, and employment of cadres in some localities have not been done well. (4) The policy on cadres rotation and training is not realistic. (5) Working environment, area of operation, equipment, means of work, communication, the operating budget for the commune level, and the cadres at the commune level are still very difficult and have not been paid due attention. (6) The legal system, mechanisms, and policies of the State have incomplete contents and are synchronous, creating loopholes for degenerate and corrupt cadres to take advantage of corruption and self-interest.

4.2. SOME EXPERIENCES

- Proper awareness of the role, position, the importance of cadres and the construction of key cadres at the grassroots level

- Thoroughly grasping and properly and creatively applying the Party's guidelines to local practical conditions, promptly propose policies and measures to build a team of key officials at the grassroots level

- Focus on leading, effectively implementing all stages of cadres work and at the same time choose the right breakthrough to create a fundamental change in the grassroots cadres.

- Strengthening coordination at all levels and sectors, bringing into play the role of the people, of mass organizations in building a contingent of key cadres at the grassroots level, attaching importance to the role of self-training, self-training of key cadres at the grassroots level.

- Strengthening inspection and supervision, evaluating and employing cadres in an objective, scientific, and fair manner.

CONCLUSION

1. The cadres and cadre work are key and decisive issues in Party building work. In the construction of cadres at all levels, the building of key cadres at the grassroots level in communes, Wards, and towns plays a decisive role in the quality of operation of the political system at the grassroots. The contingent of cadres and civil servants at commune and township levels plays a very important role in the construction and improvement of the grassroots government apparatus, in the performance of duties and public duties. The leadership capacity of the Party committee, the effectiveness and efficiency of the government apparatus, and the grassroots political system, in general, are ultimately determined by the capacity, quality, and work efficiency of grassroots cadres and civil servants.

2. Thoroughly grasping the Party's viewpoints and policies on building a contingent of cadres in general and key cadres at the grassroots level in particular, through the Resolution of the National Congress of the Party and Resolutions, Conclusions of the Conference of the Central Committee of the Party, The Party Committee of Nghe An province has promptly set forth policies on building key cadres by the actual situation in the locality. The policies of the Nghe An Provincial Party Committee are clearly shown in the congresses of the Provincial Party Committee and Resolutions, Programs, and Schemes of the Provincial Party Committee and Standing Board of the Provincial Party Committee from 1996 until 2015.

3. Throughout four congresses, the Party Committee of Nghe An province directed the building of key cadres at the grassroots level by directing the People's Council, Provincial People's Committee, The Organizing Committee of the Provincial Party Committee, all levels, branches, and localities shall formulate the Resolution, Programs, and schemes create the basis for building a contingent of key cadres at the grassroots level, ensuring the quantity, quality, meet the requirements of promoting synchronization, comprehensive reform and the cause of building a rich, strong, democratic, fair, and civilized Vietnam.

4. With the right leadership, after nearly 20 years of implementing the Party's cadre strategy, key cadres at the grassroots level in communes, wards, and townships in Nghe An province have had a remarkable development, ensuring quantity and constant improvement in quality, making an important contribution to socio-economic development, ensure national defense and

security in the locality. However, the work of building key cadres at the grassroots level of the Nghe An Provincial Party Committee still has some limitations that need to be overcome in the coming time. Awareness of the position and role of grassroots cadres of some levels of Party committees and authorities is not deep, comprehensive, and regular; the implementation of planning, and creating human resources from time to time, in some places are not effective, the quality is not high; the quality of the cadres still has some shortcomings and limitations; training, retraining, arrangement, and use of grassroots cadres in several units, there are still many local issues that need to be addressed and resolved.

5. The process of Nghe An Provincial Party Committee leading and building a contingent of key cadres at the grassroots level (1996-2015), has left behind valuable experiences in terms of theory and profound practice: (1) Properly aware of the role, position, and importance of the cadres and the work of building key cadres at the grassroots level; (2) Thoroughly grasp and properly and creatively apply the Party's guidelines to local practical conditions, promptly set out guidelines and measures to build a suitable contingent of key grassroots cadres; (3) Focus on leadership, effectively implement all stages in staffing work and at the same time choose the right breakthrough stage to create a fundamental change in grassroots cadres; (4) Strengthening coordination and coordination at all levels and sectors, bringing into play the role of the people, of mass organizations in building key cadres at the grassroots level, attach importance to the self-training and self-training role of key cadres at the grassroots level; (5) Strengthening inspection, supervision, evaluation, and use of cadres in an objective, scientific and fair manner.

Successes and experience from the process of Nghe An Provincial Party Committee leading the construction of grassroots cadres for nearly 20 years (1996-2015), is valuable baggage, creating an important foundation for the Provincial Party Committee to improve the quality and effective leadership in building key cadres at grassroots, commune, ward and township levels in the coming time, meet the requirements of building Nghe An province into a growth pole in North Central, contribute with the whole country to successfully realize the goal of building a prosperous and happy Vietnam.

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