

**HO CHI MINH NATIONAL ACADEMY OF POLITICS**

**TA VAN SOAT**

**BUILDING THE CONTINGENT OF GRASSROOTS-  
LEVEL CADRES IN ACCORDANCE WITH HO CHI  
MINH THOUGHT IN DONG NAI PROVINCE TODAY**

**SUMMARY OF THE DOCTORAL THESIS**

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## INTRODUCTION

### 1. Rationale for the Study

Cadres are the direct force that organizes, leads, and translates all Party guidelines and policies into social life. Therefore, the work of building the cadre contingent holds a pivotal position, determining the quality and effectiveness of the operation of the political system.

During his lifetime, President Ho Chi Minh paid special attention to building the cadre contingent. Throughout his revolutionary activities, he consistently regarded the task of building the cadre contingent as a top priority in Party building, state building, and the political system. Ho Chi Minh's thought on building the cadre contingent represents a harmonious combination of Marxist-Leninist theory and the practice of the Vietnamese revolution. It has thereby become both a theoretical and practical foundation enabling the Party to formulate guidelines and policies for leading and organizing the building of a clean and strong cadre contingent at all levels, meeting the requirements and tasks of the revolution across historical periods, especially in the cause of national renovation. Although Ho Chi Minh's thought on building the cadre contingent was formed and developed in specific historical contexts, his viewpoints on the objectives, significance, actors, forces, contents, and measures for building the cadre contingent still retain their value today and provide important guidance for building grassroots-level cadres in Dong Nai Province at present.

Dong Nai Province holds a strategic position in the Southeast region—the key economic zone of the South and of the country as a whole. With its large area, sizeable population, and multiple advantages, Dong Nai Province consistently ranks among the leading localities nationwide in industrial and agricultural development, trade, services, and logistics, as well as in attracting domestic and foreign investment, export turnover, and contributions to the state budget. Owing to these advantages and outstanding achievements, Dong Nai has been identified by the Party and the State as one of the four major economic centers of the country, following Ho Chi Minh City, Hanoi, and Hai Phong.

On the basis of thoroughly grasping Ho Chi Minh's thought together with the Party's guidelines and policies on cadre work, in recent years—especially since 2018—the Party Committee and the People's Committee of Dong Nai Province have consistently paid attention to leading and directing the building of cadres at all levels toward integrity, strength, and task-relevance. In this process, grassroots-level cadres constitute the core force of the political system in localities. They are the ones who directly concretize and organize the implementation of the Party's resolutions and guidelines, as well as the State's policies and laws, into practical life, while remaining closely connected to and caring for the people's livelihoods, thereby contributing to the assurance of political security, social order, and safety at the grassroots level. For this

reason, the Provincial Party Committee and the People's Committee of Dong Nai Province have always paid close attention to building the contingent of grassroots-level cadres and have achieved many noteworthy results. This contingent has been increasingly strengthened in terms of both quantity and structure, basically meeting the requirements of local political tasks. The majority of grassroots cadres possess firm political steadfastness, remain committed to the goals and ideals of socialism and the Party's renewal policy, regularly cultivate and train themselves, uphold revolutionary moral qualities, and continuously improve their professional qualifications, political theory knowledge, and leadership and management capacity.

However, besides the achievements attained, the building of grassroots-level cadres in Dong Nai Province still reveals several limitations. The work of creating sources and planning cadres in some localities has not received due attention. Although training and retraining activities have been emphasized, their effectiveness has not truly met the task requirements in the new period. The management, utilization, and evaluation of cadres remain inadequate. Policies and regimes for grassroots-level cadres are not yet fully appropriate. Inspection, supervision, power control, and the prevention of misconduct within the contingent of grassroots-level cadres have not been conducted regularly and, in some cases, remain merely formalistic. In particular, a number of grassroots-level cadres have shown signs of degradation in political ideology, morality, and lifestyle, violating Party discipline and State law, thereby reducing the effectiveness of leadership and direction of grassroots Party committees and authorities and adversely affecting local socio-economic development. These limitations stem from both subjective and objective causes. One important reason is that the relevant actors and forces have not yet fully and deeply grasped the content of Ho Chi Minh's thought on building the cadre contingent; consequently, the application of his thought in practice has not been truly effective. In addition, up to now, there has been no in-depth study that systematically addresses Ho Chi Minh's thought on building the cadre contingent and its application to the practice of building grassroots-level cadres in Dong Nai Province.

In the coming period, the building of grassroots-level cadres in Dong Nai Province will take place under the influence of multiple factors: the increasingly strong trend of globalization and international integration; the rapid development of the Fourth Industrial Revolution; the impact of the market economy; rapid urbanization; and the province's dynamic growth. Of particular significance are the "revolutionary" changes in the reform and reorganization of the apparatus of the political system across the province, especially the implementation of the two-tier local government model. Accordingly, the grassroots level (communes and wards) serves as the fundamental foundation of the political system, directly implementing the Party's and the State's guidelines and policies, and comprehensively managing social life. This level plays a role in organizing and ensuring law enforcement, disseminating and educating the public

on the law, and resolving administrative procedures in a prompt, transparent, and lawful manner. At the same time, it performs state management functions within the locality, including the management of population, economy, land, natural resources, and environment; ensuring national defense and security, and social order; and organizing cultural, educational, healthcare, and social welfare activities. In addition, the grassroots level provides essential public services, receives and resolves citizens' petitions and complaints, implements support policies for disadvantaged groups, and promotes the people's right to mastery in local state governance. Therefore, the quality of grassroots-level cadres directly determines the effectiveness and efficiency of the operation of the political system at the grassroots level and the development outcomes of the locality.

This reality requires grassroots-level cadres to meet increasingly higher and more comprehensive demands. To fulfill their tasks effectively, they must possess firm political steadfastness, innovative thinking, and a scientific working style that is close to the people, respectful of the people, and devoted to serving the people. They must have a firm grasp of the Party's guidelines and the State's laws, a thorough understanding of local realities, and the capacity to advise, organize, and flexibly and effectively handle emerging issues. At the same time, this contingent must continuously improve their knowledge, refine their skills, and perfect their professional attitudes, especially their ability to adapt to changes in mechanisms and policies and to apply information technology in management and administration, thereby enhancing the quality of public service in a professional, dedicated, and effective manner. Meeting these requirements calls for the synchronous implementation of various strategic guidelines and solutions. Among these, the continued study, thorough understanding, and creative application of Ho Chi Minh's thought on building the cadre contingent play a pivotal role in orienting the entire process of building grassroots-level cadres in the province, ensuring that they meet the requirements and tasks of the new era.

For the above reasons, the doctoral candidate has chosen the topic: ***“Building the contingent of grassroots-level cadres in accordance with Ho Chi Minh's thought in Dong Nai Province today”*** as the subject of this doctoral thesis in Ho Chi Minh Studies.

## **2. Research Objectives and Tasks**

### **2.1. Research Objectives**

This study aims to clarify Ho Chi Minh's thought on building the cadre contingent; to assess the current situation of building grassroots-level cadres in accordance with Ho Chi Minh's thought in Dong Nai Province; and to propose solutions for building grassroots-level cadres in accordance with Ho Chi Minh's thought in Dong Nai Province, with orientation to 2030 and vision to 2045.

### **2.2. Research Tasks**

- To review the research situation related to the thesis topic, evaluate the achieved results, and identify the issues that require further study in the thesis.

- To analyze and clarify Ho Chi Minh's fundamental viewpoints on building the cadre contingent.

- To examine and clarify the current situation of building grassroots-level cadres in accordance with Ho Chi Minh's thought in Dong Nai Province from 2018 to the present; on that basis, to identify the issues arising.

- To propose directions and solutions for building grassroots-level cadres in accordance with Ho Chi Minh's thought in Dong Nai Province, with orientation to 2030 and vision to 2045.

### **3. Research Subject and Scope**

#### ***3.1. Research Subject***

Building grassroots-level cadres in accordance with Ho Chi Minh's thought in Dong Nai Province today.

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

- *Content scope*: To focus on studying and analyzing the fundamental contents of Ho Chi Minh's thought on building the cadre contingent; the current situation of building grassroots-level cadres in accordance with Ho Chi Minh's thought in Dong Nai Province; and the directions and solutions for building grassroots-level cadres in accordance with Ho Chi Minh's thought in Dong Nai Province, with orientation to 2030 and vision to 2045.

- *Spatial scope*: To study grassroots-level cadres (communes, wards, and townships) in Dong Nai Province before the administrative merger (July 1, 2025); the proposed directions and solutions are applicable to the grassroots level (communes and wards) in Dong Nai Province at present.

- *Time scope*: From 2018 to the present, in connection with Resolution No. 26-NQ/TW dated May 19, 2018 of the 12th Party Central Committee on "Focusing on building the contingent of cadres at all levels, especially at the strategic level, with sufficient qualities, capacity, and prestige, on par with their tasks."

### **4. Theoretical and Practical Foundations and Research Methods**

#### ***4.1. Theoretical and Practical Foundations***

##### ***4.1.1. Theoretical Foundation***

The thesis is conducted on the theoretical foundation of Marxism-Leninism, Ho Chi Minh's thought, and the Party's viewpoints on cadres and cadre work; as well as legal regulations related to building grassroots-level cadres.

##### ***4.1.2. Practical Foundation***

The practice of building the cadre contingent by the Party, the State, and Dong Nai Province from 2018 to the present.

#### ***4.2. Methodology and Research Methods***

##### ***4.2.1. Methodology***

Based on the methodology of Marxism-Leninism (dialectical materialism and historical materialism) and the research approach of Ho Chi Minh Studies.

#### 4.2.2. *Research Methods*

The thesis employs the following research methods: textual analysis; analysis, synthesis, and statistics; and the historical-logical method to examine and evaluate studies related to building the cadre contingent, building grassroots-level cadres, and building grassroots-level cadres in accordance with Ho Chi Minh's thought in Dong Nai Province today. In addition, the thesis also uses methods such as generalization, comparison, and sociological survey to address the tasks set out in the study. Depending on each content and research task, the author applies appropriate and specific research methods as follows:

Literature Review chapter: Methods of synthesis, statistics, and analysis are used to review and assess studies related to building the cadre contingent, building grassroots-level cadres, and building grassroots-level cadres in accordance with Ho Chi Minh's thought in Dong Nai Province. On that basis, the issues that have been addressed and those that require further study in the thesis are identified.

Chapter 2: Methods of synthesis, comparison, induction, and deduction are used to develop relevant concepts. At the same time, the historical, logical, analytical, and synthetic methods are employed to analyze and clarify the contents, thereby highlighting the value of Ho Chi Minh's thought on building the cadre contingent.

Chapter 3: Methods of analysis, synthesis, and comparison are used to study documents, materials, directives, and resolutions of the Party, the State, and the Provincial Party Committee and the People's Committee of Dong Nai Province; combined with sociological survey methods and practical review to clarify the current situation of building grassroots-level cadres in accordance with Ho Chi Minh's thought in Dong Nai Province from 2018 to the present. Regarding the sociological survey method, the thesis surveys two main groups of respondents: grassroots-level cadres with 415 questionnaires and citizens with 360 questionnaires. The sampling is purposive, ensuring diversity in terms of location, age, gender, position, and level of participation in socio-political life at the grassroots level, thereby providing a relatively comprehensive and objective reflection of the current situation of grassroots-level cadres and the work of building grassroots-level cadres in Dong Nai Province. The sample size is sufficiently large and reasonably distributed among respondent groups, contributing to the representativeness and reliability of the survey results. The collected data are processed using tools such as Excel and Google Forms, serving as the basis for quantitative analysis, assessment of the current situation, and identification of strengths, limitations, and causes. On that basis, the thesis proposes solutions for building grassroots-level cadres in Dong Nai Province in accordance with Ho Chi Minh's thought in the coming period, ensuring scientific validity and practical feasibility.

Chapter 4: The analytical method is used to forecast the influencing factors; methods of synthesis, analysis, and deduction are employed to propose directions and

solutions for building grassroots-level cadres in accordance with Ho Chi Minh's thought in Dong Nai Province.

### **5. New Scientific Contributions of the Thesis**

- The thesis clarifies concepts such as cadres, grassroots-level cadres, building grassroots-level cadres, and building grassroots-level cadres in accordance with Ho Chi Minh's thought in Dong Nai Province; it also supplements and further clarifies the content of Ho Chi Minh's thought on building the cadre contingent in the new context.

- The thesis systematically analyzes the core contents of Ho Chi Minh's thought on building the cadre contingent, thereby clarifying the value and necessity of applying Ho Chi Minh's thought in building grassroots-level cadres in Dong Nai Province today.

- The thesis focuses on analyzing and evaluating the current situation of building grassroots-level cadres in accordance with Ho Chi Minh's thought in Dong Nai Province from 2018 to the present, thereby identifying the achievements, existing limitations, and emerging issues in the new context.

- The thesis contributes to clarifying the specific characteristics of building grassroots-level cadres in a province with one of the highest rates of socio-economic development in the country, especially in the fields of industry, services, and tourism.

- The thesis identifies the influencing factors on building grassroots-level cadres in accordance with Ho Chi Minh's thought in Dong Nai Province and proposes directions and solutions for building grassroots-level cadres in accordance with Ho Chi Minh's thought toward 2030, with a vision to 2045.

### **6. Theoretical and Practical Significance of the Thesis**

#### ***6.1. Theoretical Significance***

The thesis contributes scientific arguments to the study of Ho Chi Minh's thought on cadres and cadre work and to the assessment of the current situation of building grassroots-level cadres in accordance with Ho Chi Minh's thought in Dong Nai Province from 2018 to the present.

#### ***6.2. Practical Significance***

- The thesis can serve as reference material for teaching at Political Schools, universities, and colleges, as well as for further research related to cadres and cadre work.

- The research results of the thesis provide theoretical and practical arguments for managers and competent agencies in Dong Nai Province in the process of building grassroots-level cadres.

### **7. Structure of the Thesis**

In addition to the introduction, conclusion, list of the author's published works related to the thesis, references, and appendices, the thesis is structured into 4 chapters with 9 sections.

## **Chapter 1**

### **LITERATURE REVIEW RELATED TO THE THESIS TOPIC**

#### **1.1. LITERATURE REVIEW RELATED TO THE TOPIC**

*Studies on building the cadre contingent and building grassroots-level cadres.*

Many domestic studies have focused on analyzing and clarifying the process of building the cadre contingent and grassroots-level cadres. Notable authors include Tran Dinh Hoan; Genovese, M.A.; Nguyen Minh Tuan, Tran Khac Viet, Nguyen Van Giang; Tran Dinh Thang; Hoang Dang Quang - Vu Thanh Son; Cao Van Thong and Vu Trong Lam; Trinh Thanh Tam; Phan Thuy Van, among others. These works approach the issue of building cadres and grassroots-level cadres from various perspectives, such as: evaluation, planning, and rotation of leading and managerial cadres in the period of industrialization and modernization; reforming the evaluation and utilization of cadres; Party leadership in building the contingent of state cadres, civil servants, and public employees; training and retraining cadres capable of working in an international environment; renewing and improving the quality of cadres and cadre work in the new period; implementing revolutionary ethical standards for cadres and Party members in the new context; the impact of public opinion on the legal awareness of grassroots-level cadres; scientific arguments and solutions for building the contingent of ward-level leading cadres; and the role of key commune-level leaders in maintaining socio-political stability in rural Vietnam today. These studies have provided important theoretical and practical foundations, contributing to the orientation of building the cadre contingent in Vietnam in recent years.

*Studies on Ho Chi Minh's thought on building the cadre contingent.*

At present, there are numerous studies directly addressing Ho Chi Minh's thought on building the cadre contingent, notably by authors such as Bui Dinh Phong; Duc Vuong; Mach Quang Thang; Pham Ngoc Nhan; To Lam; Nguyen Quoc Pham, Nguyen Thanh Minh; Truong Thi Thu Ha; Ha Duc Long; Vu Van Phuc, among others. In general, these works have been conducted in a thorough and serious manner, clearly demonstrating the revolutionary and scientific nature of Ho Chi Minh's thought on building the cadre contingent. The authors focus on in-depth analysis of Ho Chi Minh's speeches and writings on building the cadre contingent, as well as the fundamental contents of his thought on this issue, including the necessity, actors, forces, contents, and measures for building the cadre contingent. According to these authors, such thought serves not only as a theoretical foundation for determining guidelines and policies but also as valuable lessons and experiences for building the cadre contingent in Vietnam today. These works are truly valuable reference materials for the doctoral candidate in fulfilling the objectives and tasks of the thesis.

*Studies on the application of Ho Chi Minh's thought on building the cadre contingent and on building the cadre contingent in Dong Nai Province.*

The application of Ho Chi Minh's thought on building the cadre contingent has attracted considerable research attention from Party and State leaders as well as numerous scholars, notably Tran Thi Minh Tuyet; Mai Duc Ngoc; Dinh Nguyen An; Than Minh Que; Le Thi Nam An; Do Xuan Tuat; Pham Hong Kien; Nguyen Minh Tuan; Doan Phu Hung; Tran Minh Truong; Nguyen Van Hoa; Duong Thi Hang;

Nguyen Thi Tam, among others. These works affirm that studying Ho Chi Minh's thought on building the cadre contingent and applying his thought in current practice is of special importance, contributing to the building of a clean and strong contingent of cadres and Party members. However, the application of his thought to the building of grassroots-level cadres, especially in specific localities, has not yet been addressed by any study.

## **1.2. SUMMARY OF RESEARCH RESULTS AND ISSUES FOR FURTHER STUDY IN THE THESIS**

### **1.2.1. General assessment of research results**

The literature review shows that the issue of building the cadre contingent, Ho Chi Minh's thought on building the cadre contingent, and its application in practice have attracted the attention of many scholars, both domestic and international, from various disciplines and perspectives, providing rich and valuable reference materials. Existing studies mainly focus on three directions. First, studies on building the cadre contingent and grassroots-level cadres clarify concepts, positions, roles, principles, and methods of building cadres; identify the current situation and propose solutions to improve quality, especially at the grassroots level. Second, studies on Ho Chi Minh's thought on building the cadre contingent comprehensively analyze his viewpoints on recruitment, training, retraining, evaluation, and utilization, thereby affirming the scientific, humanistic, and revolutionary values of his thought. Third, studies on the application of Ho Chi Minh's thought in building the cadre contingent, particularly at the grassroots level and in Dong Nai Province, although not yet extensive in number, have initially clarified the current situation, requirements, and solutions for improving cadre quality to meet local development tasks. However, there remain significant gaps that require further study, such as the comprehensive systematization of Ho Chi Minh's thought on building cadres, the theoretical and practical foundations for its application at the grassroots level, and appropriate solutions for building grassroots-level cadres in Dong Nai Province in the new period.

### **1.2.2. Issues for further study to be addressed in the thesis**

*First*, the thesis continues to clarify several theoretical issues concerning the building of grassroots-level cadres in Dong Nai Province. On the basis of inheriting previously published research results, the thesis systematizes, generalizes, and deeply analyzes theoretical issues related to building grassroots-level cadres in accordance with Ho Chi Minh's thought. The focus is on clarifying the fundamental contents of Ho Chi Minh's thought on building the cadre contingent, thereby forming a theoretical framework as the basis for studying and evaluating the current situation of building grassroots-level cadres in Dong Nai Province from 2018 to the present.

*Second*, the thesis systematically analyzes directives, resolutions, plans, and annual reports related to the work of building grassroots-level cadres in Dong Nai Province from 2018 to the present. On that basis, the thesis constructs an overall picture of the grassroots-level cadre contingent and the current situation of cadre building in the locality. The research process is placed within the theoretical framework of Ho Chi Minh's thought on building the cadre contingent, in order to clarify the achieved results, identify limitations, causes, and issues arising in the course of implementation. From this, the thesis proposes necessary requirements and orientations to continue building

grassroots-level cadres in accordance with Ho Chi Minh's thought in Dong Nai Province, meeting the development demands of the new period.

*Third*, the thesis identifies orientations and proposes solutions to improve the quality of building grassroots-level cadres in accordance with Ho Chi Minh's thought in Dong Nai Province toward 2030, with a vision to 2045. On the basis of synthesizing and analyzing relevant theoretical and practical foundations related to cadre work, the thesis proposes strategic orientations and offers feasible, comprehensive, and systematic solutions to strengthen the political qualities, professional capacity, public service ethics, and leadership and management skills of grassroots-level cadres, meeting the requirements for the province's sustainable development in the context of implementing the two-tier local government model.

### **Chapter 1 Summary**

Building the cadre contingent is one of Ho Chi Minh's major thoughts, holding important theoretical and practical significance for the building of the revolutionary cadre contingent in Vietnam in the past as well as in the present period. Research works related to the thesis topic, to varying degrees, have addressed many issues concerning Ho Chi Minh's thought on building the cadre contingent and the application of his thought in practice. The quantity and quality of these studies demonstrate the attention paid by scholars, leaders, and managers to the work of building the cadre contingent. The value of these research works is reflected in monographs, reference books, articles published in journals and newspapers, and proceedings of scientific conferences and seminars by both domestic and international authors and researchers. These materials have provided important sources of knowledge and valuable scientific insights that serve as practical references for the author of the thesis.

However, up to now, there remains a lack of systematic and in-depth studies on building grassroots-level cadres in Dong Nai Province in accordance with Ho Chi Minh's thought. The review of related research has enabled the thesis author to develop a comprehensive, objective, and systematic perspective on the issue, clearly recognizing the scientific achievements that can be selectively and appropriately inherited. At the same time, this review provides a basis for accurately determining the objectives and research contents of the thesis, ensuring its originality, specificity, and avoidance of overlap with previous studies.

Building the cadre contingent, especially grassroots-level cadres, has always been identified as a central task in Party building, state building, and the political system. In the current context, as Vietnam's political system operates under the two-tier local government model, this requirement has become even more urgent and practically significant. Therefore, the issue of building grassroots-level cadres is not only a concern of leaders at all levels but also a subject of research for scholars from various disciplines. In practice, most previous studies have approached, analyzed, and proposed solutions from diverse perspectives in fields such as Political Science, Party Building, Philosophy, and Party History. This thesis adopts an approach from the perspective of Ho Chi Minh Studies, inheriting existing scientific achievements while providing analysis and proposing solutions to contribute to addressing the issue comprehensively and in line with current practical requirements.

## Chapter 2

### **BUILDING GRASSROOTS-LEVEL CADRES IN ACCORDANCE WITH HO CHI MINH'S THOUGHT IN DONG NAI PROVINCE - THEORETICAL ISSUES**

#### **2.1. SOME CONCEPTS**

##### **2.1.1. The concept of cadres**

*Cadres are individuals elected, approved, appointed, or designated by the Party, the State, the Fatherland Front, and socio-political organizations to hold important positions and titles within the political system. They constitute the core force in performing tasks of management, direction, administration, and organization of political, economic, and social activities in agencies and units from the central to the local levels.*

##### **2.1.2. The concept of grassroots-level cadres**

*Grassroots-level cadres are individuals elected, approved, appointed, or designated to hold positions within Party organizations, local authorities, the Vietnam Fatherland Front, and mass organizations in the political system at the grassroots level, who are paid from the state budget and perform the assigned duties and responsibilities.*

##### **2.1.3. The concept of building grassroots-level cadres**

*Building grassroots-level cadres is the comprehensive set of activities carried out by relevant actors and forces in formulating and implementing measures to create a contingent of cadres that meets requirements in both quantity and quality, is appropriate in scale and structure, and is capable of fulfilling the practical tasks set at the grassroots level.*

##### **2.1.4. The concept of Ho Chi Minh's thought on building the cadre contingent; building grassroots-level cadres in accordance with Ho Chi Minh's thought in Dong Nai Province**

*\* The concept of Ho Chi Minh's thought on building the cadre contingent: Ho Chi Minh's thought on building the cadre contingent is a system of viewpoints, values, and guiding principles concerning the role of cadres; the requirement to build a cadre contingent possessing both virtue and competence, in which virtue is the foundation; trained through practical experience and closely connected with the people; selected, trained, and utilized in the right positions and for the right tasks; with the aim of ensuring that the cadre contingent meets the requirements of revolutionary tasks in each period.*

*\* The concept of building grassroots-level cadres in accordance with Ho Chi Minh's thought in Dong Nai Province: Building grassroots-level cadres in accordance with Ho Chi Minh's thought in Dong Nai Province is the process of applying Ho Chi Minh's viewpoints, principles, and methods on cadres and cadre work to the selection, training, arrangement, utilization, evaluation, and cultivation of grassroots cadres, with the aim of forming a contingent of cadres possessing moral qualities, capacity, and prestige commensurate with their tasks, a working style close to and respectful of the people, and capable of meeting the management and development requirements of Dong Nai Province in the new period.*

## **2.2. HO CHI MINH'S THOUGHT ON BUILDING THE CADRE CONTINGENT**

### **2.2.1. The purpose and significance of building the cadre contingent**

#### ***2.2.1.1. Building the cadre contingent - a decisive factor in the success of the revolution***

In Ho Chi Minh's thought, cadres serve as the direct link between the Party, the State, and the people, acting as the force that organizes and translates all guidelines and policies into concrete actions in social life. Practice shows that no matter how correct the Party's guidelines may be, if cadres are weak, bureaucratic, and detached from the masses, work will hardly achieve effectiveness. Conversely, when there is a contingent of capable, dedicated, and exemplary cadres, the great strength of the people can be mobilized, leading the revolution to success.

#### ***2.2.1.2. Building the cadre contingent as a top priority task in Party building***

Ho Chi Minh affirmed that "cadres are the root of all work; the success or failure of every task depends on whether cadres are good or poor." By regarding "cadres as the root," he emphasized the foundational, pivotal role and importance of revolutionary cadres. Ho Chi Minh consistently paid great attention to building the cadre contingent, considering it a top priority in Party building. Building the Party involves both building the organization and building the cadre contingent, in which building the cadre contingent is the decisive factor for the Party's growth and development.

#### ***2.2.1.3. Building the cadre contingent as decisive to the Party's leadership capacity, the management and administration of the state apparatus, and the strength of socio-political organizations***

Building the cadre contingent is one of the important tasks in enhancing the Party's leadership capacity. The cadre contingent has a profound influence on the effectiveness of the Party's leadership and the State's management and administration, as cadres are the key force in implementing the Party's guidelines and policies and in managing the affairs of the country. Cadres are therefore the decisive factor in the success or failure of implementing the Party's guidelines and policies and the State's laws.

#### ***2.2.1.4. Building the cadre contingent as a means of strengthening the close relationship with the people***

In Ho Chi Minh's political thought, cadres are leaders and guides, yet at the same time they are "public servants" and "servants" of the people. This represents a fundamental difference in his thinking compared to the Confucian notion that elevates hierarchy, in which officials are regarded as "gentlemen" while the people are merely "commoners." This also reflects the essential difference in nature between the new social system being built by our Party and people and previous social systems.

#### ***2.2.1.5. Building the cadre contingent contributes to helping the Party train cadres with both virtue and competence***

Ho Chi Minh placed cadres in an extremely important position, with a significant role in the entire revolutionary cause. Therefore, in his view, cadre work aims to train for the Party and the revolution a contingent of cadres capable of fulfilling the tasks entrusted by the people. Carrying out the revolution with the aspiration of national liberation and bringing about a life of prosperity, freedom, and happiness for the people is an extremely difficult and demanding task. To accomplish this, it requires a contingent

of cadres possessing both virtue and competence. Neither of these two aspects should be neglected or absolutized.

### **2.2.2. Actors and forces involved in building the cadre contingent**

*First, the Party and Party organizations at all levels.*

*Second, the Government and local authorities at all levels.*

*Third, the cadre contingent itself.*

*Fourth, the Fatherland Front and socio-political organizations.*

*Fifth, the people.*

### **2.2.3. Contents of building the cadre contingent**

#### **2.2.3.1. Building the cadre contingent in terms of structure**

To ensure a cadre contingent capable of meeting both immediate and long-term revolutionary tasks, and in line with Ho Chi Minh's thought on building the cadre contingent, the Party directs that "Party organizations at all levels must properly address the relationship between generations within the cadre contingent of the Party, in order to ensure continuity and succession in the Party's leadership, enabling the Party to constantly renew and develop, keeping pace with the revolutionary tasks in the new period."

In terms of age

In terms of gender

In terms of ethnicity and religion

#### **2.2.3.2. Building the cadre contingent in terms of quantity and quality**

\* *In terms of quantity:* To meet the requirements of revolutionary tasks, Ho Chi Minh emphasized the need to have a sufficient number of cadres to serve as the core force in revolutionary movements.

\* *In terms of quality*

First, cadres must possess revolutionary morality.

Second, cadres must have the capacity to effectively organize and implement the Party's and the State's guidelines and policies.

Third, cadres must have a good working style.

Fourth, cadres must demonstrate a proactive, dynamic, innovative, and creative spirit.

Fifth, cadres must have a decisive working style, practice self-criticism and criticism, and uphold discipline and order.

### **2.2.4. Measures for building the cadre contingent**

#### **2.2.4.1. Properly carrying out the selection of cadres**

This is the first and decisive step in the entire process of building the cadre contingent. According to Ho Chi Minh, effective selection of cadres enables the Party to identify and recruit outstanding individuals with both virtue and competence to serve and contribute to the revolution.

#### **2.2.4.2. Regularly conducting the training and retraining of cadres**

To build a cadre contingent with both competence and virtue, Ho Chi Minh always emphasized the role of training and retraining. He stated that "training cadres is the root work of the Party." Accordingly, to build a strong Party, it is essential to effectively carry out the regular training and retraining of cadres, considering this a strategic and long-term task that determines the success or failure of the revolution.

#### ***2.2.4.3. Enhancing the effectiveness of cadre evaluation***

Cadre evaluation is a key stage with decisive significance for the overall effectiveness of cadre work. Proper evaluation helps accurately reflect the situation of each cadre as well as of the entire contingent, thereby providing an objective basis for implementing other related tasks appropriately.

#### ***2.2.4.4. Properly utilizing cadres***

Utilizing cadres means utilizing people. Ho Chi Minh viewed individuals within the totality of their social relationships, recognizing that no one is perfect; everyone has strengths and weaknesses, good points and shortcomings. The key is to promote strengths and positive qualities while limiting opposing aspects, enabling individuals to become increasingly better and more complete.

#### ***2.2.4.5. Effectively implementing cadre policies***

Throughout his life devoted to the revolution, Ho Chi Minh paid close attention to the material and spiritual life of cadres. He advised that “the Party must care for cadres. However, caring does not mean pampering or indulgence. Caring means helping them to study more and progress further. It means helping them solve difficulties in daily life, ensuring comfortable living conditions, providing care when they are ill, and preventing their families from falling into hardship, etc.”

#### ***2.2.4.6. Strengthening inspection, supervision, and power control within the cadre contingent***

According to Ho Chi Minh, once a correct policy is in place, its success or failure depends on how work is organized, how cadres are selected, and how inspection is conducted. If these three aspects are not properly carried out, even the best policy becomes meaningless. After assigning tasks to cadres, their performance must be assessed through inspection. Through inspection, it is possible to clearly understand cadres’ capacity and identify their shortcomings, thereby enabling timely correction.

#### ***2.2.4.7. Promoting the proactive and self-disciplined spirit of cadres in moral cultivation and improvement of qualifications***

In building the cadre contingent, Ho Chi Minh consistently emphasized the importance of promoting the proactive and self-disciplined spirit of each cadre and Party member in cultivating revolutionary morality, considering this a fundamental requirement throughout the revolutionary process. According to him, a genuine cadre is one who places the interests of the Party and the people above personal interests; who is always “wholeheartedly devoted to serving the people,” exemplary in all tasks, and ready to selflessly struggle for the Fatherland. Ho Chi Minh particularly valued “self-cultivation,” viewing it as a measure of the revolutionary’s courage, character, and will. Self-cultivation involves not only practicing the moral virtues of diligence, thrift, integrity, righteousness, and impartiality, but also persistently correcting shortcomings and honestly practicing self-criticism and criticism to continuously improve oneself.

#### ***2.2.4.8. Preventing and combating the ideology of “individualism” within the cadre contingent***

From the early days after gaining power, Ho Chi Minh paid special attention to preventing and combating the ideology of “individualism” within the cadre contingent. He early recognized that negative phenomena, especially corruption, wastefulness, and bureaucracy among cadres, ultimately stem from individua

## **Chapter 2 Summary**

With his exceptional political vision, on the basis of inheriting the Marxist-Leninist viewpoint on cadres and cadre work and grounded in the specific conditions of the Vietnamese revolution, Ho Chi Minh put forward guiding viewpoints on building the cadre contingent, including its purpose, significance, content, actors, and measures. Ho Chi Minh's thought on building the cadre contingent is not merely theoretical but also represents valuable experience distilled from the practical process in which he directly led and directed the building of cadres. His thought holds profound theoretical and practical value, not only contributing directly to the training of a cadre contingent that enabled the Party to accomplish the mission of national independence and lead the country toward socialism, but also serving as the theoretical foundation for the Party to formulate guidelines and policies for building the cadre contingent across revolutionary periods, especially in the cause of national renovation.

Chapter 2 has presented a system of concepts, including cadres, grassroots-level cadres, building, building grassroots-level cadres, Ho Chi Minh's thought on building the cadre contingent, and building grassroots-level cadres in Dong Nai Province in accordance with Ho Chi Minh's thought. On that basis, it has analyzed and clarified issues related to building grassroots-level cadres in Dong Nai Province in accordance with Ho Chi Minh's thought, such as the nature, purpose, actors, forces, contents, and measures. These conceptual tools and the analysis of Ho Chi Minh's thought on building the cadre contingent serve as the premise for the thesis author to further study and evaluate the current situation of building grassroots-level cadres in Dong Nai Province from 2018 to the present. Accordingly, directions and solutions for building grassroots-level cadres in Dong Nai Province in accordance with Ho Chi Minh's thought in the new era will be identified.

## **Chapter 3**

### **CURRENT SITUATION OF BUILDING GRASSROOTS-LEVEL CADRES IN ACCORDANCE WITH HO CHI MINH'S THOUGHT IN DONG NAI PROVINCE AND EMERGING ISSUES**

#### **3.1. OVERVIEW OF DONG NAI PROVINCE AND THE CURRENT SITUATION OF BUILDING GRASSROOTS-LEVEL CADRES IN ACCORDANCE WITH HO CHI MINH'S THOUGHT IN DONG NAI PROVINCE**

##### **3.1.1. Overview of Dong Nai Province**

###### ***3.1.1.1. Geographical location***

The newly formed Dong Nai Province, after the merger with Binh Phuoc, has an area of over 12,700 km<sup>2</sup>, a population of more than 4.2 million people, and 95 commune-level administrative units. The provincial administrative center is located in the new Tran Bien Ward (formerly part of Bien Hoa City, old Dong Nai Province). Dong Nai possesses a synchronized transport system, including roadways, railways, airways, and waterways.

###### ***3.1.1.2. Economic situation***

Dong Nai holds an important position in the economic development of the Southeast region as well as the entire country. Together with the country, after nearly 40

years of renovation, Dong Nai has ranked among the top six provinces and cities nationwide in terms of economic development, state budget revenue, and attraction of foreign direct investment (FDI).

### ***3.1.1.3. Political situation***

In accordance with Resolution No. 1662/NQ-UBTVQH15 dated June 20, 2025 of the Standing Committee of the National Assembly on the “reorganization of commune-level administrative units in Dong Nai Province in 2025”, from July 1, 2025, Dong Nai Province has 95 commune-level administrative units, including 72 communes and 23 wards. The Dong Nai Provincial Party Organization (new) consists of 99 Party organizations directly under the Provincial Party Committee with 130,990 Party members, formed through the merger of the former Dong Nai Provincial Party Organization and Binh Phuoc Provincial Party Organization.

### ***3.1.1.4. Cultural and social situation***

Dong Nai is known as a land rich in beliefs and religions, with the presence of various forms of folk beliefs of the Kinh, Hoa, Cho Ro, Ma, Tay, Nung, and Thai peoples, along with diverse ideologies and religions such as Confucianism, Buddhism, Catholicism, Protestantism, and Islam. Ethnic and religious communities here coexist harmoniously, supporting one another and creating a diverse cultural landscape characterized by interaction, convergence, and diffusion.

### ***3.1.1.5. Traditional cultural and human characteristics of Dong Nai Province***

Dong Nai is a land with a long-standing historical and cultural tradition associated with the process of territorial expansion, land reclamation, and settlement by ancestors over many centuries. Through historical periods, the people of Dong Nai have developed traditions of diligence, dynamism, and creativity in production, as well as resilience and steadfastness in the struggle to defend their homeland and the country. The formation of the population community in Dong Nai is linked to waves of migration across different historical periods, creating a land of convergence, harmony, and cultural exchange. With the advantages of favorable timing, geographical position, and human harmony, Dong Nai has become a place rich in potential, containing many unique heritages and identities.

## **3.1.2. The current situation of building grassroots-level cadres in accordance with Ho Chi Minh’s thought in Dong Nai Province**

### ***3.1.2.1. The current awareness and responsibility of actors and forces in building grassroots-level cadres***

#### ***3.1.2.2. The current situation of grassroots-level cadres***

*First, in terms of the number and structure of grassroots-level cadres*

*Second, in terms of the qualifications, capacity, and qualities of grassroots-level cadres*

### ***3.1.2.3. The current implementation of measures for building grassroots-level cadres in Dong Nai Province from 2018 to the present***

*First, creating sources and planning for grassroots-level cadres*

*Second, training and retraining grassroots-level cadres*

*Third, managing, evaluating, and utilizing grassroots-level cadres*

*Fourth, implementing policies for grassroots-level cadres*

*Fifth, inspection, supervision, and power control within the contingent of grassroots-level cadres*

*Sixth, preventing and combating corruption, wastefulness, and misconduct within the contingent of grassroots-level cadres*

### **3.2. ACHIEVEMENTS, LIMITATIONS IN BUILDING GRASSROOTS-LEVEL CADRES IN ACCORDANCE WITH HO CHI MINH'S THOUGHT IN DONG NAI PROVINCE AND EMERGING ISSUES**

#### **3.2.1. Achievements and limitations**

##### **3.2.1.1. Achievements and their causes**

###### *\* Achievements*

*First*, the awareness and responsibility of actors and forces in building grassroots-level cadres have increasingly improved.

*Second*, measures for building the cadre contingent in accordance with Ho Chi Minh's thought have been applied by actors and forces in the province in a relatively appropriate, flexible manner and have increasingly deepened in practice.

*Third*, the number and structure of grassroots-level cadres have been increasingly consolidated in a reasonable manner, consistent with local political task requirements.

*Fourth*, the qualifications, capacity, and qualities of grassroots-level cadres have been progressively enhanced, meeting the demands of the new situation.

*Fifth*, the people have increasingly recognized and positively evaluated the contingent of grassroots-level cadres.

###### *\* Causes*

*First*, the attention and direction of the Provincial Party Committee and the People's Committee toward building grassroots-level cadres.

*Second*, the roles and responsibilities of actors and forces in building grassroots-level cadres have been increasingly promoted.

*Third*, grassroots-level cadres have become more aware of their roles and responsibilities.

*Fourth*, mechanisms and policies for building grassroots-level cadres are basically adequate and increasingly aligned with local development requirements.

##### **3.2.1.2. Limitations and their causes**

###### *\* Limitations*

*First*, the awareness, responsibility, and capacity of some actors and forces involved in building grassroots-level cadres are, at times and in certain localities, still insufficient and not thorough.

*Second*, the building of grassroots-level cadres in terms of quantity and structure in some localities still reveals limitations and inadequacies.

*Third*, the understanding and application of Ho Chi Minh's thought in formulating and implementing measures for building grassroots-level cadres still have certain shortcomings.

*Fourth*, although the quality of grassroots-level cadres has improved, it remains generally low and has not fully met the development requirements of Dong Nai Province in the new period.

*Fifth*, the recognition and evaluation of grassroots-level cadres by the people still show certain limitations.

*\* Causes*

*First*, the roles and responsibilities of some actors and forces remain limited, significantly affecting the building of grassroots-level cadres.

*Second*, a portion of grassroots-level cadres has not yet fully recognized their responsibility for self-cultivation and moral and lifestyle improvement.

*Third*, there are still shortcomings and inadequacies in mechanisms and policies related to building grassroots-level cadres, especially in a locality with strong socio-economic development such as Dong Nai Province.

*Fourth*, the negative impacts of the market economy.

### **3.2.2. Emerging issues in building grassroots-level cadres in Dong Nai Province today from the perspective of Ho Chi Minh's thought**

*3.2.2.1. Building grassroots-level cadres in accordance with Ho Chi Minh's thought in Dong Nai Province requires increasingly higher standards, yet the awareness and responsibility of some actors regarding this issue remain limited.*

*3.2.2.2. The roles and tasks of grassroots-level cadres are increasingly demanding, while the current quality of the cadre contingent still reveals many limitations and inadequacies.*

*3.2.2.3. Management and evaluation play a very important role in building grassroots-level cadres; however, in practice, this issue still contains many shortcomings.*

*3.2.2.4. The proactive and self-disciplined spirit in improving qualifications and cultivating and preserving moral qualities is a decisive factor in building grassroots-level cadres, yet in practice there remain many limitations.*

*3.2.2.5. The functions and duties of grassroots-level cadres are increasingly burdensome, while policies and regimes remain inadequate and not commensurate.*

### **Chapter 3 Summary**

In the process of leading and directing cadre work, the Provincial Party Committee and the People's Committee of Dong Nai Province, along with local Party committees and authorities at all levels, have creatively applied Ho Chi Minh's thought on cadres and cadre work, while thoroughly grasping the Party's viewpoints and guidelines and the State's policies and laws on building cadres at all levels, especially grassroots-level cadres in the new context. On that basis, from 2018 to the present, the building and evaluation of grassroots-level cadres in Dong Nai Province have seen many positive changes. The awareness of relevant actors regarding the position and role of grassroots-level cadres has increasingly improved, creating consensus and a high sense of responsibility in the process of implementation. Measures for building grassroots-level cadres have fundamentally reflected the thorough understanding and creative application of Ho Chi Minh's thought in the practical context of Dong Nai Province. As a result, the quality of grassroots-level cadres has been progressively enhanced in terms of political qualities, professional capacity, working methods, working style, and spirit of serving the people.

However, besides the achievements attained, the building of grassroots-level cadres in Dong Nai Province still reveals certain limitations. The awareness of the pivotal role and position of grassroots-level cadres among some cadres, Party members, and Party committees is not yet fully adequate. Cadre evaluation is sometimes formalistic and does

not accurately reflect reality. Some stages, such as planning, training, retraining, inspection, supervision, and power control, have not been implemented in a synchronized manner, resulting in limited effectiveness. These limitations stem from both objective and subjective causes, with subjective causes playing a decisive role. These include limited awareness and responsibility among some actors and forces; the fact that a portion of grassroots-level cadres has not yet deeply recognized their responsibility for self-cultivation and moral and lifestyle improvement; shortcomings and inadequacies in mechanisms and policies related to building grassroots-level cadres; and the negative impacts of the market economy on the cadre contingent.

On the basis of an objective and comprehensive assessment of the current situation of grassroots-level cadres and the building of grassroots-level cadres in Dong Nai Province from 2018 to the present, this serves as the practical foundation for accurately determining orientations and proposing solutions to improve the quality of building grassroots-level cadres in Dong Nai Province in accordance with Ho Chi Minh's thought in the new era.

## **Chapter 4**

### **INFLUENCING FACTORS, ORIENTATIONS, AND SOLUTIONS FOR BUILDING GRASSROOTS-LEVEL CADRES IN ACCORDANCE WITH HO CHI MINH'S THOUGHT IN DONG NAI PROVINCE TOWARD 2030, WITH A VISION TO 2045**

#### **4.1. INFLUENCING FACTORS ON BUILDING GRASSROOTS-LEVEL CADRES IN ACCORDANCE WITH HO CHI MINH'S THOUGHT IN DONG NAI PROVINCE**

##### **4.1.1. The impact of globalization and international integration**

Globalization and international integration are inevitable and objective trends of the contemporary era. In the coming period, globalization and cooperative international integration will not only remain the dominant trend but will also become deeper and more comprehensive. This will create a broad learning environment "without limits" in terms of space and geographical distance for individuals, who act both as social subjects and as resources for social development.

##### **4.1.2. The impact of the Fourth Industrial Revolution**

The "explosion" of the Fourth Industrial Revolution (Industry 4.0) has been exerting strong impacts on all countries worldwide, including Vietnam. In the coming period, the Fourth Industrial Revolution is expected to develop at an "exponential" rather than a "linear" rate, creating increasing technological convergence such as artificial intelligence (AI), the Internet of Things, cloud computing, robotics, virtual reality, new materials, human-machine interfaces, communication networks, and space commerce, forming a "hyper-connected" world. This opens opportunities for cadres to rapidly acquire knowledge, enhance their qualifications and professional capacity, especially in information technology, foreign languages, soft skills, adaptability, communication skills, industrial working methods and styles, and experience in socio-economic management as well as in researching and applying scientific and technological achievements in various fields of work.

### **4.1.3. The impact of the market economy**

After nearly four decades of implementing the comprehensive national renovation process, in the context of transitioning from a centrally planned, subsidized economy to a socialist-oriented market economy, Vietnam has achieved great accomplishments of profound historical significance in many fields. Under the consistent and sound leadership of the Party, the renovation process has not only created strong momentum for socio-economic development but has also gradually shaped and improved the quality of the contingent of cadres and Party members.

### **4.1.4. The impact of new requirements in Dong Nai Province**

Dong Nai is a province with a strategic position and a key area in terms of economy, politics, security, and national defense for both the region and the country. In recent years, leveraging its inherent advantages and favorable conditions from central policies and mechanisms, Dong Nai has consistently been among the leading provinces nationwide in terms of economic growth and contributions to the state budget. Currently, Dong Nai Province is implementing a series of national key projects such as Long Thanh International Airport, the Ben Luc - Long Thanh Expressway, the Bien Hoa - Vung Tau Expressway, and Ring Road 4 of Ho Chi Minh City.

## **4.2. ORIENTATIONS FOR BUILDING GRASSROOTS-LEVEL CADRES IN ACCORDANCE WITH HO CHI MINH'S THOUGHT IN DONG NAI PROVINCE**

### **4.2.1. Firmly adhering to, and flexibly and creatively applying Ho Chi Minh's thought on building grassroots-level cadres in accordance with the specific conditions of Dong Nai Province**

Ho Chi Minh's thought on cadres possesses profound theoretical value and practical vision, becoming the ideological foundation guiding the Party throughout the process of leading and organizing cadre work, from the struggle for national independence to the current period of renovation, integration, and national development. Although formed nearly a century ago, Ho Chi Minh's viewpoints on cadre work still retain their contemporary relevance and high practical guidance, serving as a compass for strengthening and improving the quality of cadres in all revolutionary periods. In this spirit, for the work of building the cadre contingent in general and grassroots-level cadres in Dong Nai Province in particular, firmly adhering to and creatively applying Ho Chi Minh's thought on cadres should be regarded as a consistent guiding orientation.

### **4.2.2. Promoting the roles of actors and forces in building grassroots-level cadres**

First of all, Party committees at all levels need to continuously enhance their leadership capacity while effectively performing their roles in orientation, direction, and inspection in the work of building the cadre contingent, ensuring consistency between the Party's guidelines and their implementation at the grassroots level. At the same time, authorities at all levels should continue to improve mechanisms and policies related to cadre work, from selection, planning, appointment, and utilization to remuneration policies, in a manner that is public, transparent, democratic, and fair, thereby creating motivation for cadres to devote themselves and remain committed to their work. Close coordination among Party committees, authorities, and socio-political organizations in the training, retraining, and cultivation of cadres is of special importance, contributing not only to the improvement of professional qualifications, political steadfastness, and

practical capacity but also to strengthening cohesion and effectiveness of the grassroots political system, meeting socio-economic development requirements in the new context.

#### **4.2.3. Innovating the content and methods of building grassroots-level cadres**

In the coming period, the Provincial Party Committee and the People's Committee should continue to institutionalize and concretize the Central Government's resolutions, regulations, and guidelines in a manner consistent with local conditions. The review, adjustment, supplementation, or issuance of new regulations related to the building of grassroots-level cadres must be conducted regularly, ensuring consistency, synchronization, and connectivity across levels and stages, while clearly defining the authority, responsibility, and coordination relationships of each organization and level throughout the entire process.

#### **4.2.4. Building grassroots-level cadres toward the goal of improving the quality of the political system at the grassroots level**

In the coming period, building grassroots-level cadres should be identified as a central and continuous task in the strategy of strengthening the local political system. The key objective is to enhance the leadership capacity and combativeness of grassroots Party organizations, ensuring that they are truly clean, strong, and capable of exercising comprehensive leadership across all areas of social life. At the same time, attention should be paid to consolidating the grassroots administrative apparatus, improving administrative effectiveness and efficiency, and ensuring unity, smooth coordination, and close cooperation in management and administration among different levels and sectors.

### **4.3. SOLUTIONS FOR BUILDING GRASSROOTS-LEVEL CADRES IN ACCORDANCE WITH HO CHI MINH'S THOUGHT IN DONG NAI PROVINCE**

#### **4.3.1. Raising awareness and responsibility among actors and forces regarding the building of grassroots-level cadres in accordance with Ho Chi Minh's thought in Dong Nai Province in the new era**

A profound awareness of the significance and importance of building grassroots-level cadres is the decisive foundation for fostering political responsibility, self-discipline, and proactive coordination among actors within the political system. When awareness is unified and responsibility is emphasized, participating forces will adopt a more dynamic, creative, and determined approach in each stage of leading, managing, administering, and organizing cadre work. This is a strategic solution of fundamental importance in ensuring the comprehensiveness, synchronization, and effectiveness of the process of building grassroots-level cadres in accordance with Ho Chi Minh's thought in Dong Nai Province. To effectively implement this solution, several specific contents and measures should be carried out as follows:

#### **4.3.2. Improving the quality of selecting grassroots-level cadres**

Selection is the initial stage that determines the quality of the entire process of building the cadre contingent. Proper selection helps identify and choose cadres who truly possess moral qualities, capacity, prestige, and dedication to their work, thereby ensuring the effective and efficient operation of the grassroots administrative apparatus. At the same time, a public, transparent, and democratic selection process contributes to strengthening the people's trust in the Party and the authorities, while limiting negative phenomena such as localism and "position seeking" or "power seeking." Beyond meeting immediate requirements, this solution also carries long-term strategic

significance in building a strong contingent of grassroots-level cadres, creating a foundation for the stable and sustainable development of the grassroots political system.

#### **4.3.3. Innovating the training and retraining of grassroots-level cadres in close alignment with local practical requirements**

In implementing the Party's policy on reforming and reorganizing the apparatus of the political system and meeting the requirements of building and developing Dong Nai Province in the new period, increasingly higher demands are placed on grassroots-level cadres, not only in terms of political theory but also professional expertise, working methods, and working style. Therefore, this is a fundamental solution for building grassroots-level cadres in Dong Nai Province in accordance with Ho Chi Minh's thought.

#### **4.3.4. Conducting the evaluation of grassroots-level cadres based on criteria of leadership and management capacity characterized by “creativity, effectiveness, and responsibility,” ensuring objectivity and democracy**

Cadre evaluation is a prerequisite and “key” stage that determines subsequent steps in cadre work. Based on recent practice, cadre evaluation remains one of the areas with many shortcomings and inadequacies across levels and localities in Dong Nai Province, especially at the grassroots level. This not only directly affects the selection, arrangement, and utilization of cadres but also undermines the people's trust in the leadership and direction of local Party committees and authorities. Therefore, improving the quality of evaluating grassroots-level cadres is a direct solution to overcoming the weak aspects in the process of building the cadre contingent in Dong Nai Province in recent years.

#### **4.3.5. Improving the quality of managing and utilizing grassroots-level cadres to meet the requirements of the two-tier local government model in Dong Nai Province**

Enhancing the quality of managing and utilizing grassroots-level cadres is of special importance for effectively implementing the tasks of the two-tier local government model in Dong Nai Province. Grassroots-level cadres serve as the direct “bridge” between the Party, the State, and the people, acting as the force that organizes, implements, and concretizes guidelines and policies into practical life. In the context of Dong Nai Province accelerating industrialization, urbanization, and digital transformation, the requirements for the capacity, qualities, and sense of responsibility of grassroots-level cadres are increasingly high. However, in practice, there remain limitations in the management, arrangement, and utilization of grassroots-level cadres. Therefore, proposing solutions to improve the quality of managing and utilizing grassroots-level cadres is an urgent requirement, contributing to building a grassroots political system that is truly streamlined, strong, effective, efficient, and responsive to the province's rapid and sustainable development in the new period.

#### **4.3.6. Supplementing and improving mechanisms and policies for grassroots-level cadres in accordance with local conditions**

This is a fundamental and important solution to remove current barriers and bottlenecks that have been causing difficulties and negative effects. Appropriate and well-designed mechanisms and policies will create a legal basis, economic foundation, and favorable socio-psychological environment to fully promote the roles, functions, and

responsibilities of organizations, forces, agencies, units, and localities. At the same time, they help strengthen motivation, enhance spirit, willpower, and dedication among grassroots-level cadres, enabling them to overcome difficulties and challenges, strive for self-cultivation and improvement, and fulfill their assigned duties and responsibilities effectively.

#### **4.3.7. Strengthening inspection, supervision, power control, and the prevention and combating of corruption, wastefulness, bureaucracy, and misconduct within the contingent of grassroots-level cadres**

Ho Chi Minh's thought, as well as the Party's viewpoint, consistently affirms that inspection, supervision, and power control are among the important measures in building the cadre contingent. Proper implementation of this task contributes to preventing, deterring, and pushing back the degradation of political ideology, morality, and lifestyle, as well as manifestations of "self-evolution" and "self-transformation," thereby building a clean and strong contingent of cadres.

#### **4.3.8. Promoting the self-discipline of grassroots-level cadres in studying, moral cultivation, and improving professional capacity**

During his lifetime, President Ho Chi Minh taught that "a person's capacity is not entirely innate but is largely formed through work and training." For him, this was the inevitable path for cadres to grow and progress to meet revolutionary requirements and tasks. Only on the basis of a high sense of self-discipline can cadres fully demonstrate their spirit and responsibility in self-study, self-cultivation, moral improvement, and the enhancement of their qualifications, working methods, and working style. Therefore, promoting the self-disciplined spirit in studying, moral cultivation, and improving professional capacity is a core solution within the system of solutions for building grassroots-level cadres in Dong Nai Province in accordance with Ho Chi Minh's thought.

### **Chapter 4 Summary**

Building grassroots-level cadres in accordance with Ho Chi Minh's thought in Dong Nai Province in the new era is an objective and urgent requirement. The current situation and tasks under new conditions have been placing increasingly higher demands on the building of cadres at all levels in general and grassroots-level cadres in particular, requiring continued study, thorough understanding, and creative application of Ho Chi Minh's thought in this work. Therefore, it is necessary to properly grasp and implement the Party's viewpoints and guidelines and the State's policies and laws on cadre work in line with local practical requirements; to ensure synchronization, feasibility, and suitability with the actual conditions of Dong Nai Province; and to continuously promote the sense of responsibility and the combined strength of all actors and forces involved in building grassroots-level cadres in Dong Nai province.

On the basis of thoroughly grasping and creatively applying Ho Chi Minh's thought, as well as the Party's viewpoints and guidelines on building the cadre contingent, and grounded in the current situation of grassroots-level cadres in Dong Nai Province, in order to create comprehensive changes in building grassroots-level cadres, it is necessary to synchronously implement the following key solutions: raising awareness and promoting the roles and responsibilities of actors and forces in building grassroots-level cadres; improving the quality of training and retraining grassroots-level cadres; strengthening the management of the cadre contingent; innovating the process of

evaluating grassroots-level cadres; regularly supplementing and improving mechanisms and policies for grassroots-level cadres; and promoting the proactive, self-disciplined, and active spirit of grassroots-level cadres in self-study, moral cultivation, and the improvement of their qualifications, capacity, skills, and working methods. These solutions constitute an integrated and unified system with close interrelations within the overall process of building the cadre contingent in accordance with Ho Chi Minh's thought. Therefore, Party committees and authorities at all levels in Dong Nai Province must implement these solutions synchronously and should neither absolutize nor neglect any of them.

## **CONCLUSION**

1. Cadres and cadre work constitute one of Ho Chi Minh's major thoughts. Throughout his revolutionary life, he devoted great effort and intellect to building the cadre contingent for the Party and the revolution. Faithfully and creatively applying Marxist-Leninist viewpoints, drawing from the national tradition of cadre building and international experiences, together with his exceptional political vision, Ho Chi Minh developed a comprehensive and profound system of viewpoints on building the cadre contingent. His thought on this issue not only directly contributed to training a contingent of steadfast cadres wholeheartedly devoted to serving the Fatherland and the people in the cause of national liberation, but also serves as a theoretical foundation that guides the Party in formulating guidelines and policies for building cadres at all levels in the current period of national renovation. Therefore, thoroughly understanding and creatively applying Ho Chi Minh's thought to improve the quality of building the cadre contingent in general, and grassroots-level cadres in particular, holds profound theoretical and practical significance.

2. Thoroughly grasping the Party's viewpoints and guidelines, the Provincial Party Committee and the People's Committee of Dong Nai Province have consistently regarded the building of a strong contingent of cadres at all levels, including grassroots-level cadres, commensurate with their tasks as one of the foremost priorities. This is, in essence, the proper awareness and creative application of Ho Chi Minh's thought in the practical process of building grassroots-level cadres. In recent years, the application of Ho Chi Minh's thought in building grassroots-level cadres in Dong Nai Province has achieved positive results. The majority of actors and forces have developed a correct and comprehensive understanding of the position, role, and importance of building grassroots-level cadres, thereby demonstrating a strong sense of responsibility in this work. The procedures for building grassroots-level cadres have been implemented seriously and in accordance with the Party's and the State's viewpoints. As a result, the quality of grassroots-level cadres in Dong Nai Province has improved in terms of number, scale, structure, qualities, qualifications, and capacity, basically meeting the increasing requirements of the province's development in the new period. However, the building of grassroots-level cadres in Dong Nai Province still reveals certain limitations. The awareness of some actors and forces, especially Party committees and authorities, regarding the building of grassroots-level cadres is not yet fully correct and comprehensive, leading to an insufficient sense of responsibility in this work. In some localities, Party committees and authorities have not properly or promptly renewed the stages and procedures of cadre work. Although the quality of grassroots-level cadres has

improved, it still does not fully meet the province's requirements in the new period. In particular, there remain cases of grassroots-level cadres violating political qualities, morality, and lifestyle standards, and corruption and misconduct still occur in several localities. These limitations stem from both objective and subjective causes, with subjective causes playing the decisive role.

**3.** In the coming period, the global and regional situation will continue to undergo rapid, complex, and unpredictable changes, while the domestic situation will present both opportunities and challenges. The tasks of socio-economic development in Dong Nai Province will place increasingly heavy demands on the political system, especially at the grassroots level. To meet these requirements, the Provincial Party Committee and the People's Committee must strengthen their leadership and direction in building a contingent of grassroots-level cadres that is truly strong and comprehensive in terms of qualities, capacity, qualifications, working methods, and working style. Therefore, it is necessary to continue thoroughly understanding and creatively applying Ho Chi Minh's thought and the Party's viewpoints and guidelines on building grassroots-level cadres, while also basing on local practical conditions to innovate processes and improve the quality of this work in practice.

**4.** On the basis of Ho Chi Minh's thought and the Party's viewpoints and guidelines on building the cadre contingent, the thesis has analyzed and clarified the current situation of building grassroots-level cadres in Dong Nai Province from 2018 to the present, identifying the achievements, limitations, and their causes. At the same time, the thesis analyzes the impacts of the new context, thereby identifying emerging issues and orientations for building grassroots-level cadres in accordance with Ho Chi Minh's thought in Dong Nai Province toward 2030, with a vision to 2045. On that basis, the thesis proposes a system of solutions, including: raising awareness and promoting the roles and responsibilities of actors and forces; improving the quality of training and retraining; strengthening the management of the cadre contingent; innovating the process of evaluating grassroots-level cadres; improving the quality of managing and utilizing grassroots-level cadres; regularly supplementing and improving mechanisms and policies for cadres; and promoting the proactive, self-disciplined spirit in studying, moral cultivation, and improving the qualifications, capacity, skills, and working methods of cadres. These solutions are part of the overall process of building grassroots-level cadres. Although each solution has its relative independence and specific role, they are closely interconnected. Therefore, in implementation, it is necessary to apply them synchronously and avoid either absolutizing or neglecting any solution. The effective implementation of these solutions will contribute to overcoming existing limitations in building grassroots-level cadres in Dong Nai Province and to forming a cadre contingent with sufficient qualities, capacity, number, and structure to meet the province's development requirements in the new era.

## LIST OF THE AUTHOR'S THESIS-RELATED PUBLICATIONS

1. Ta Van Soat (2023), "Refuting distortions of the enduring values of Marxism-Leninism and Ho Chi Minh's thought," *Political Theory Journal*, No. 540.
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