

HO CHI MINH NATIONAL ACADEMY OF POLITICS

TRAN THI HUYEN

**THE QUALITY OF THE CONTINGENT OF FEMALE
MEMBERS OF COMMUNE-LEVEL PARTY
COMMITTEES IN HUNG YEN PROVINCE IN THE
CURRENT PERIOD**

**SUMMARY OF THE DOCTORAL THESIS
SPECIALITY: PARTY BUILDING AND STATE GOVERNMENT**

Code: 9310202

HA NOI - 2026

**The dissertation is conducted at
Ho Chi Minh National Academy of Politics**

Chairman of the Council



Assoc. Prof., Dr. Hoang Phuc Lam

Supervisors



1. Assoc. Prof., Dr. Lam Quoc Tuan



2. Dr. Vu The Tung

***Reviewer 1:* Assoc. Prof., Dr. Tran Thi Huong**

***Reviewer 2:* Assoc. Prof., Dr. Dinh Quang Thanh**

***Reviewer 3:* Assoc. Prof., Dr. Dinh Ngoc Giang**

**The thesis was defended in front of the Thesis Committee
at Academy level, at the Ho Chi Minh National Academy of Politics**

At 08:00 on August 29, 2026

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

INTRODUCTION

1. The urgency of the theme

Throughout the process of leading the revolution, especially since the implementation of Doi Moi (renovation) to the present, the Communist Party of Vietnam has consistently identified cadres as the factor that determines the success or failure of the revolution, and cadre work as the "key link among key links" in Party building. Within this, work on female cadres is an important component of the cadre strategy, the human resource development strategy, and the building of the political system. Politburo Resolution No. 11-NQ/TW dated April 27, 2007, "On women's work in the period of accelerating national industrialization and modernization" states: "Building and firmly developing a contingent of female cadres commensurate with women's great role is an objective requirement and an important content in the Party's cadre work strategy". This viewpoint has continued to be affirmed and developed in Secretariat Directive No. 21-CT/TW dated January 20, 2018, the Documents of the 13th National Party Congress, and the National Strategy on Gender Equality for the 2021-2030 period, requiring the promotion of high-quality female human resources and ensuring women's substantive participation in leadership and management at all levels and sectors.

Entering a new period of development, the Party's guidelines on building the contingent of cadres have been supplemented and developed in the direction of being synchronous and substantive, with qualities, capacity, prestige, and task-performance results as the main yardstick. This requirement has become especially urgent as our country has operated the two-tier local government model since July 1, 2025. The commune level has shifted from being a grassroots administrative level under the direct management of the district level to becoming a level of government directly under the province; commune-level Party organizations have shifted from grassroots Party organizations into the immediate higher-level Party organizations of grassroots Party organizations, directly leading numerous grassroots Party organizations and bearing comprehensive responsibility to the provincial Party committee for their assigned area. Decentralization and delegation of authority have been strongly promoted under the motto "localities decide, localities act, localities take responsibility," linking authority with resources, inspection, supervision, and accountability. The commune level must proactively decide on and organize the implementation of numerous issues directly related to socio-economic development, land management, finance, investment, public service provision, national defense, security, and social welfare. The larger workload, broader scope of management, greater inter-sectoral nature, and higher degree of complexity require commune-level cadres to possess comprehensive thinking, leadership and local governance capacity, digital competence, and skills in dialogue, coordination, and situation handling.

Within the commune-level political system, female members of Party Committees are an important component of the collective Party committee, directly participating in discussing and deciding on guidelines, leading, organizing implementation, and inspecting and supervising the locality's political tasks. This contingent is also a core force in mobilizing women, helping to bring the voices, needs, and legitimate interests of women, children, families, and social groups into the policy-making and implementation process; they serve as a bridge between the Party and women at the grassroots level. As the authority and responsibility of the commune level are expanded, the quality participation of female

Party Committee members helps add a gender perspective and enhance representativeness, inclusiveness, humanity, and social consensus in the Party committee's decisions.

Following the reorganization of Hung Yen province and Thai Binh province into the new Hung Yen province, operating since July 1, 2025, the geographical scale, population, number of Party organizations, and workload of many communes and wards have increased sharply; the contingent of cadres has been formed from multiple pre-reorganization units, with differences in qualifications, experience, working methods, and adaptability. This practical situation requires commune-level Party committees to quickly stabilize their organization, unify regulations and leadership methods, and build a contingent of cadres of even quality capable of leading the new locality.

Over the past years, Party committees, Party organizations, and authorities at all levels in Hung Yen province have paid attention to building the contingent of female commune-level Party Committee members and have achieved important results. The proportion of women participating in grassroots Party committees has increasingly risen; the age structure and qualifications have gradually become younger and more standardized; the vast majority of female Party Committee members possess political steadfastness, ethical qualities, a sense of responsibility, and prestige. However, this proportion has not yet reached the target; the number of female Party Committee members participating in the standing committee and holding key positions remains low. The level of political theory, leadership and management capacity, practical organizational capacity, forecasting ability, capacity to handle complex situations, digital competence, and ability to adapt to new governance methods remain limited for a portion of this contingent. Source-building, planning, training, fostering, arrangement, and use of female cadres in some localities still lack continuity; evaluation has at times not been closely linked to job positions and task-performance results. The process of streamlining the apparatus has also reduced the number of leadership positions, increasing competitive pressure on quality, while female Party Committee members bear both higher work pressure and the effects of gender stereotypes, traditional role divisions within the family, and uneven supportive conditions.

These issues show that researching the quality of the contingent of female commune-level Party Committee members in Hung Yen province in the current period is an urgent requirement, both theoretically and practically. Theoretically, it is necessary to clarify the substance of quality, the determining factors, and the evaluation criteria for the contingent of female commune-level Party Committee members, in keeping with the status of the Party committee as the immediate higher-level organization of grassroots Party organizations, the two-tier local government model, the requirements of decentralization and delegation of authority, digital transformation, and gender-specific characteristics. Practically, it is necessary to objectively assess the changes in this contingent before and after the administrative unit reorganization; correctly identify strengths, limitations, causes, and issues arising; and propose a synchronous and feasible system of solutions to improve the quality of the contingent through 2035. The research results will both contribute to supplementing the theory on the Party's cadre work and women's work, and provide a scientific basis for the Hung Yen Provincial Party Committee, Party committees and organizations, and advisory agencies at all levels in building and developing the contingent of female commune-level Party Committee members to meet the requirements of operating the grassroots political system in the new period. With that significance, the PhD candidate

has chosen the issue "*The Quality of the Contingent of Female Members of Commune-level Party Committees in Hung Yen Province in the Current Period*" as the research topic of the doctoral dissertation in Party Building and State Governance.

2. Research Objectives and Tasks

2.1. Research Objectives

Based on a systematic examination of the theoretical and practical issues concerning the quality of the contingent of female members of commune-level Party Committees, together with an assessment of the current situation, underlying causes, and emerging issues relating to the quality of this contingent in Hung Yen Province, the dissertation proposes a comprehensive and feasible system of solutions to improve the quality of the contingent of female members of commune-level Party Committees in the province through 2035, thereby contributing to the building of a strong grassroots political system in the new context.

2.2. Research Tasks

First, to review and critically assess representative domestic and international studies relevant to the dissertation topic; on that basis, to identify the issues that have been addressed, determine existing research gaps, and specify the issues on which the dissertation focuses.

Second, to examine and clarify the theoretical and practical issues concerning the quality of the contingent of female members of commune-level Party Committees in Hung Yen Province in the current period, with particular emphasis on developing the conceptual framework, clarifying the determining factors, and establishing the criteria for assessing the quality of this contingent.

Third, to conduct surveys, analyze, and evaluate the current quality of the contingent of female members of commune-level Party Committees in Hung Yen Province during the period from 2015 to the present; to identify its achievements, limitations, underlying causes, and the key issues that need to be addressed.

Fourth, to determine the development orientation and propose solutions for improving the quality of the contingent of female members of commune-level Party Committees in Hung Yen Province through 2035.

3. Research Subjects and Scope

3.1. Research Subject

The subject of this dissertation is the quality of the contingent of female members of commune-level Party Committees in Hung Yen Province.

3.2. Research Scope

Content scope: The dissertation focuses on examining the quality of the contingent of female members of commune-level Party Committees in Hung Yen Province from the following principal dimensions: their size and composition; political qualities, moral integrity, and lifestyle; professional qualifications, competencies, and working methods; performance in fulfilling assigned duties and responsibilities; and prestige.

Spatial scope: The dissertation investigates the quality of the contingent of female members of commune-level Party Committees in Hung Yen Province during two periods: from 2015 to June 2025, covering Hung Yen Province before the provincial administrative merger, with comparative references to Thai Binh Province before the merger; and from July 2025 to the present, covering Hung Yen Province after the provincial administrative merger.

Time scope: The empirical survey and assessment of the current quality of the contingent of female members of commune-level Party Committees in Hung Yen Province cover the period from 2015 to the present. The proposed orientations and solutions are intended to serve as a basis for implementation through 2035.

4. Theoretical and Practical Foundations, and Research Methods

4.1. Theoretical Foundation

This dissertation is grounded in the theoretical principles of Marxism-Leninism, Ho Chi Minh Thought, and the guidelines and viewpoints of the Communist Party of Vietnam on cadre work and the development of female cadres, particularly those serving in leadership and managerial positions at the grassroots level.

4.2. Practical Foundation

The practical foundation of the dissertation is derived from the current quality of the contingent of female members of commune-level Party Committees in Hung Yen Province. Empirical evidence is obtained from provincial summary reports, statistical data, the author's field surveys and investigations, as well as relevant published studies and reference materials.

4.3. Research Methods

Based on the methodology of Marxism-Leninism, the dissertation employs an integrated approach combining disciplinary and interdisciplinary research methods, including analysis and synthesis, the historical and logical method, comparative analysis, the practical review method, and sociological survey research. Specifically:

- Analysis and synthesis: This method is employed throughout the dissertation, particularly in Chapters 1 and 2, to review the existing literature, evaluate representative domestic and international studies related to the research topic, and clarify the theoretical and practical issues concerning the quality of the contingent of female members of commune-level Party Committees in Hung Yen Province.

- The historical and logical method: This method is applied throughout the dissertation, especially in Chapter 2, to clarify the theoretical issues concerning the quality of the contingent of female members of commune-level Party Committees and to develop the dissertation's theoretical framework.

- The practical review method: This method is primarily employed in Chapters 3 and 4 to examine and evaluate the current situation, identifying the strengths and limitations of the quality of the contingent of female members of commune-level Party Committees. It also serves as the basis for identifying issues requiring further attention, forecasting factors likely to influence the quality of this contingent, determining future development orientations, and proposing solutions to improve the quality of female members of commune-level Party Committees in Hung Yen Province.

- Comparative analysis: This method is mainly used in Chapter 3 to compare the quality of female Party Committee members across different periods in order to identify changes in the quality of this contingent, particularly following successive Party Congresses. Combined with the practical review method, comparative analysis also facilitates forecasting the factors likely to affect the quality of this contingent in the new context.

- Sociological survey research: This method is mainly employed in Chapter 3 to collect empirical information and data. The collected data are processed using descriptive statistical techniques, comparative analysis, and analytical synthesis to support the

assessment of the current situation and the formulation of policy recommendations. The survey respondents include local leaders, commune-level cadres and civil servants, Party members, and residents. The dissertation designed a structured questionnaire and distributed a total of 320 questionnaires, including 72 to key leaders, 141 to professional civil servants, 57 to Party cell secretaries, and 50 to Party members and residents. The survey was conducted through direct distribution of questionnaires containing structured questions to obtain respondents' opinions and to provide additional empirical evidence for the research.

5. New Contributions of the Thesis

First, the dissertation develops and clarifies the concept of the quality of the contingent of female members of commune-level Party Committees in Hung Yen Province. It also establishes a system of criteria for assessing the quality of this contingent, including: size and composition; political qualities, moral integrity, and lifestyle; professional qualifications, competencies, and working style; performance in fulfilling assigned duties and responsibilities; and prestige.

Second, the dissertation proposes the development orientation and a comprehensive, feasible system of solutions to improve the quality of the contingent of female members of commune-level Party Committees in Hung Yen Province through 2035. Among these, two solutions are considered particularly innovative. *First*, enhancing the awareness and sense of responsibility of Party committees, Party organizations, cadres, Party members, and the people regarding the improvement of the quality of the contingent of female members of commune-level Party Committees in Hung Yen Province. *Second*, fostering a democratic, humane, and healthy political and socio-cultural environment that respects, protects, and encourages female members of commune-level Party Committees to contribute and realize their full potential.

6. Theoretical and Practical Significance

6.1. Theoretical Significance

The dissertation contributes to further clarifying the theoretical foundations of cadre work in general and female cadre development within the grassroots political system in particular. It also enriches and develops the theoretical framework concerning the quality of cadres in general and the quality of the contingent of commune-level Party Committee members in particular in the new context.

6.2. Practical Significance

The findings of the dissertation provide an additional scientific basis for the Hung Yen Provincial Party Committee, local authorities, advisory agencies of the Provincial Party Committee, and commune-level Party committees and local authorities in formulating policies and implementing measures to improve the quality of commune-level cadres in general and the contingent of female members of commune-level Party Committees in particular during the current period.

The dissertation may also serve as a reference for research, teaching, and learning on cadre work and female cadre development at the Ho Chi Minh National Academy of Politics, provincial political schools, political training centers, and other education and research institutions throughout Vietnam.

7. Structure of the thesis

The dissertation consists of an Introduction, the Main Body, comprising 4 chapters with 9 sections; a Conclusion; a List of the Author's Published Works Related to the Dissertation Topic; References; and Appendices.

Chapter 1

OVERVIEW OF THE RESEARCH RELATED TO THE THESIS

1.1. FOREIGN STUDIES RELATED TO THE DISSERTATION TOPIC

1.1.1. Studies on Female Cadres

UNIFEM (2008), *Gender and Accountability*, Hamish Hamilton, London.

K.Burke (2011), *Women's participation in politics and leadership at the sub-national level in the Asia Pacific region*, presented at the Annual Conference of the Project "Enhancing the Capacity of Female Public Officials in the Context of International Economic Integration," Pacific Region.

On Chan Su Vanna Seng (2015), *"The Role of Women under the Leadership of the Lao People's Revolutionary Party,"* Lao Star Journal, Nos. 3-4, pp. 10-13.

Li Yingdao and Wang Haimei (2016), *Sustainable Development and Gender Equality*, Social Sciences Literature Press, China.

Liu Yamei and Du Jie (2018), *Women's Development and Gender Equality from a New Development Perspective*, Social Sciences Literature Press, China.

Mahnaz Afkhami, Yakin Erturk và Ann Elizabeth Mayer (2018) *Feminist Advocacy, Family Law and Violence against Women: International Perspectives*", Taylor & Francis.

1.1.2. Studies on the Quality of Female Cadres

U Bun Ma Ha Xay (2010), *Some Measures to Improve the Quality of Cadres and Civil Servants in the Current Period*, Lao National Journal of Political and Administrative Theory, No. 4, pp. 13-18.

Nich Kham (2013), *Building the Contingent of Key Female Leaders of the Lao Women's Union in the Lao People's Democratic Republic during the Renewal Period*, Doctoral Dissertation in History, Ho Chi Minh National Academy of Politics, Hanoi.

Xon Man Vilay (2015), *The Quality of Cadres and Civil Servants in the Labour and Social Welfare Sector of the Lao People's Democratic Republic in the Current Period*, Doctoral Dissertation in Political Science, Ho Chi Minh National Academy of Politics, Hanoi.

Pamela Marie Paxton, Melanie M.Hughes, Tiffany Barnes (2020), *Women, Politics, and Power: A Global Perspective*, Pine Forge Press.

1.1.3. Studies on the Quality of Female Members of Commune-level Party Committees

Lam Phun Duon Suvan (2017), *Women's Participation in Leadership and Management within the Central-level Political System of the Lao People's Democratic Republic in the Current Period*, Doctoral Dissertation in Scientific Socialism, Ho Chi Minh National Academy of Politics, Hanoi.

Sin Na Khon Duong Bandit (2021), *The Quality of Civil Servants in the Organization Commissions of Provincial Party Committees in the Lao People's Democratic Republic*, Doctoral Dissertation in Public Management, National Academy of Public Administration, Hanoi.

Damilola Taiye Agbalajobi (2021), *Promoting Gender Equality in Political Participation: New Perspectives on Nigeria*, Rowman & Littlefield.

Institute of Party Building Research, Organization Department of the Central Committee of the Communist Party of China (2022), *Exercising Full and Rigorous Party Self-Governance: Achievements and Experiences in the Organizational and Party-Building*

Work of the Communist Party of China since the 18th National Congress (translated by Tran Thu Minh, Chu Thuy Lien, Trinh Quoc Hung, and Tran Anh Tuyet), National Political Publishing House, Hanoi.

1.2. DOMESTIC STUDIES RELATED TO THE DISSERTATION

1.2.1. Studies on Female Cadres

Nguyen Thi Ninh (2008), “*Female Cadre Work in the Cause of National Industrialization and Modernization*”, Communist Review (Electronic Edition), June 15, 2008.

Hoang Mai (2020), *Ensuring Gender Equality in the Management of Cadres and Civil Servants*, Justice Publishing House, Hanoi.

Truong Thi Diep, Tran Huu Minh (2020), “*Female Cadre Development in Da Nang City: Current Situation and Solutions*”, Journal of Science, Vietnam Women's Academy, Vol. 9, No. 1, pp. 34-41.

Dang Thi Anh Tuyet (2020), *Vietnamese Women in Leadership and Management: Theory and Policy Implications*, Political Theory Publishing House, Hanoi.

Vu Thi Loan (2021), *The Ministry of Home Affairs Consistently Attaches Importance to Female Cadre Development*, State Management Review (Electronic Edition), May 13, 2021.

Do Thi Hien (2022), “*Developing Female Cadres to Meet the Requirements and Tasks of the New Period*”, Communist Review (Electronic Edition), January 23, 2022.

Bui Thi Bich Thuan (2022), “*Women's Affairs in the Spirit of the 13th National Party Congress Resolution*”, Journal of Trade Union Scientific Research, No. 26, May 2022, pp. 22-25.

Nguyen Thi Quynh Trang (2025), “*Ensuring Gender Equality and Promoting Vietnamese Women's Political Participation*”, Communist Review (Electronic Edition), February 20, 2025.

1.2.2. Studies on the Quality of Female Cadres

Do Thi Thach (2013), “*Strengthening Women's Participation in Leadership and Management in Vietnam Today*”, Communist Review Online, No. 77, pp. 41-44.

Hoang Thu Ha (2015), “*Several Solutions to Strengthen Female Cadre Development*”, The State Organization Journal (Electronic Edition), March 7, 2015.

Ha Hang (2017), “*Building the Contingent of Female Cadres in the Party's Current Strategy*”, The State Organization Journal (Electronic Edition), October 25, 2017.

Bui Thi Mai Dong (2023), “*Factors Affecting the Quality of Grassroots Women's Union Cadres*”, Journal of State Management, No. 326 (March 2023), pp. 31-34.

Nguyen Thi Thao Tien (2023), “*Promoting the Role of Vietnamese Women in the New Era in the Light of Ho Chi Minh Thought*”, Ethnicity and Times Journal, No. 231, March-April 2023, pp. 10-15.

Nguyen Xuan Dong (2024), “*Developing Female Cadre Resources within the Political System to Meet Current Requirements and Tasks*”, Journal of State Management (Electronic Edition), June 4, 2024.

Chu Thi Huyen and Ho Nhan Linh (2024), “*Strengthening Women's Participation in Leadership and Management in Vietnam Today: Current Situation and Influencing Factors*”, Southeast Asia Review (Electronic Edition), September 8, 2024.

Tra My (2025), “*Several Solutions to Improve the Quality of Female Cadres and Women Party Members*”, Journal of State Organization and Labour, October 6, 2025.

Dang Thi Anh Tuyet and Nguyen Huu Minh (2026), “*The Party's Guidelines on Strengthening the Participation of Female Cadres in Party Committees at All Levels: Achievements and Solutions*”, Political Theory Online Journal, March 10, 2026.

1.2.3. Studies on the Quality of the Contingent of Female Members of Commune-level Party Committees

Nguyen Duc Hat (2007), *Improving the Leadership Quality of Female Cadres in the Political System*, National Political Publishing House, Hanoi.

Le Thi Quy and Nguyen Thi Tuyet Nga (2008), “*Women's Participation in Leadership and Management in Vietnam*”, Communist Review Online, October 20, 2008.

Hoang Ba Thinh (2009), “*Factors Affecting the Proportion of Female Key Commune-level Cadres in the Current Period*”, Communist Review Online, October 16, 2009.

Nguyen Thanh Dung (2012), *Improving the Quality of the Contingent of Key District-level Cadres in the Central Highlands Provinces in the Current Period*, Doctoral Dissertation in Political Science (Major Building up the Party), Ho Chi Minh National Academy of Politics and Public Administration, Hanoi.

Trinh Thanh Tam (2014), *Building the Contingent of Female Key Cadres in the Commune-level Political System: An Empirical Study in the Red River Delta*, National Political Publishing House, Hanoi.

Nguyen Thi Tuyet (2015), *Women in Leadership and Management within the Political System in the Red River Delta during the Renewal Period*, Doctoral Dissertation in Philosophy, Ho Chi Minh National Academy of Politics, Hanoi.

Nguyen Thi To Uyen (2018), “*The Exercise of Women's Political Rights in Contemporary Vietnam*”, Political Theory Online Journal, July 26, 2018.

Ha Thi Khiết (2020), “*Strengthening Women's Participation in the Political System at All Levels in Vietnam in the Coming Period*”, Communist Review Online, October 14, 2020, Hanoi.

Hoang Dinh Trung and Tran Thi Huyen Nga (Co-editors, 2020), *Building the Contingent of Female Commune-level Leadership and Management Cadres in Nam Dinh Province in the Current Period*, Political Theory Publishing House, Hanoi.

Do Phuong Anh and Le Dinh Tu (2021), “*Solutions to Improve the Leadership and Management Capacity of Female Commune-level Cadres in Thanh Hoa Province to Meet Current Task Requirements*”, Hong Duc University Journal of Science, No. 53, pp. 122-131.

Tuyen Quang City Party Committee (2025), “*Experience in Developing Female Cadre Resources for Participation in Party Committees at the City and Commune/Ward Levels*”, in Proceedings of the Scientific Conference: Developing the Contingent of Female Leaders and Managers in Tuyen Quang Province toward the 14th National Party Congress, pp. 94-96.

1.3. OVERVIEW OF PREVIOUS RESEARCH FINDINGS AND ISSUES TO BE ADDRESSED IN THE DISSERTATION

1.3.1. Overview of Previous Research Findings Related to the Dissertation Topic

First, from the theoretical perspective, both domestic and international studies consistently affirm the position, role, and significant contributions of women within the political system, particularly in the context of accelerated industrialization, modernization, and increasingly extensive international integration. These studies also confirm the objective necessity of developing the contingent of female cadres under the leadership of the

Communist Party of Vietnam and in accordance with the State's policies on gender equality. Women's participation in leadership and management positions is regarded as an important indicator of political progress and socialist democracy, as well as a key factor contributing to improving the quality and effectiveness of the grassroots political system.

Second, from the practical perspective, previous studies have provided relatively comprehensive assessments of the current situation of female cadres at the grassroots level through surveys and analyses of data on their number, composition, quality, competencies, professional qualifications, leadership capacity, and ability to meet assigned responsibilities under the specific conditions of different localities. Based on these findings, many studies have identified both direct and indirect factors affecting the quality of female cadres, including both objective and subjective determinants. At the same time, they have highlighted shortcomings in the training, fostering, recruitment, planning, appointment, assignment, and utilization of female cadres at the grassroots level, while analyzing the objective and subjective causes affecting the quality of cadres in general and the contingent of female members of commune-level Party Committees in particular.

Third, regarding development orientations and solutions, based on analyses of the current situation and influencing factors, previous studies have proposed development orientations together with systems of solutions aimed at improving the quality of female cadres in general and female members of commune-level Party Committees in particular, in accordance with the specific characteristics and conditions of each locality. Many studies place particular emphasis on improving mechanisms and policies relating to cadre planning, training, fostering, rotation, appointment, and utilization. They also underscore the leadership role of Party committees, the responsibilities of organizations within the political system, and the importance of fostering a favorable socio-political environment to enable female cadres to develop comprehensively, thereby enhancing the leadership capacity and combativeness of grassroots Party organizations in the current period.

1.3.2. Issues Addressed by the Dissertation

Based on a review and assessment of relevant scientific studies, the dissertation focuses on the following major issues:

First, the dissertation aims to clarify the theoretical and practical issues related to the quality of female members of commune-level Party Committees in Hung Yen Province. Building upon an examination of the concepts, functions, and tasks of commune-level administrations and commune-level Party Committees in Hung Yen Province, the dissertation develops a system of concepts ranging from foundational concepts to the central concept, with particular emphasis on the concept of the quality of female commune-level Party Committee members in Hung Yen Province. It further elucidates the content of this concept and identifies its constituent elements and evaluation criteria.

Second, the dissertation assesses the current quality of female commune-level Party Committee members in Hung Yen Province during the present period based on the established evaluation criteria. It identifies major achievements and limitations, while analyzing and clarifying the causes of both the achievements and the shortcomings. Through this assessment and causal analysis, the dissertation identifies emerging issues and new requirements for enhancing the quality of female commune-level Party Committee members in Hung Yen Province, in the context of implementing the current two-tier local government model.

Third, the dissertation forecasts international and domestic developments, clarifies the favorable conditions and challenges affecting the quality of female commune-level Party Committee members, and identifies orientations as well as proposes a comprehensive and feasible system of solutions to improve the quality of female commune-level Party Committee members in Hung Yen Province in the coming period.

Chapter 2

THE QUALITY OF FEMALE COMMUNE-LEVEL PARTY COMMITTEE MEMBERS IN HUNG YEN PROVINCE - THEORETICAL AND PRACTICAL ISSUES

2.1. COMMUNE-LEVEL ADMINISTRATIONS AND FEMALE COMMUNE-LEVEL PARTY COMMITTEE MEMBERS IN HUNG YEN PROVINCE

2.1.1. Commune-Level Administrations in Hung Yen Province: Concept; Position and Role; Functions and Tasks; Organizational Structure and Characteristics

2.1.1.1. Concept

** Commune-Level Administration*

A commune-level administration is a grassroots-level administrative unit established in accordance with the law on the basis of geographical conditions, population characteristics, and the requirements of socio-economic development, national defense, and security. As the level of government closest to the people, it directly implements the Party's guidelines and policies, as well as the State's laws and policies. It serves as the foundation for maintaining political stability, strengthening national defense and security, and achieving local socio-economic development objectives.

** Commune-Level Administrations in Hung Yen Province*

Commune-level administrations in Hung Yen Province are grassroots-level administrative units organized in accordance with legal regulations. As the level of government closest to the people, they directly organize and implement the Party's guidelines and policies and the State's laws and policies. They constitute the foundation for ensuring political stability, strengthening national defense and security, and promoting local socio-economic development.

2.1.1.2. Position and Role of Commune-Level Administrations in Hung Yen Province

First, commune-level administrations are the bodies that directly concretize and organize the implementation of the Party's guidelines and policies, the State's laws and policies, and the resolutions and directives of the Hung Yen Provincial Party Committee.

Second, commune-level administrations are directly responsible for disseminating and successfully implementing the socio-economic development goals and tasks of Hung Yen Province.

Third, commune-level administrations directly perform state management functions, ensuring political stability and strengthening national defense and security in Hung Yen Province.

Fourth, commune-level administrations directly carry out Party-building work and strengthen the political system.

Fifth, commune-level administrations directly identify and address the aspirations and concerns of the people, thereby strengthening the close relationship between the Party, the State, and the people.

2.1.1.3. Functions and Tasks of Commune-Level Administrations in Hung Yen Province

** Functions of Commune-Level Administrations in Hung Yen Province:*

First, exercising comprehensive state management at the grassroots level.

Second, directing and organizing socio-economic development activities within the locality.

Third, maintaining national defense, security, and socio-political stability.

** Tasks of Commune-Level Administrations in Hung Yen Province:*

Tasks related to administrative management and law enforcement.

Tasks related to economic management, land administration, and construction management.

Tasks related to cultural and social development.

Tasks related to national defense and security.

Tasks related to local government development, administrative reform, and digital transformation.

2.1.1.4. Organizational Structure of Commune-Level Administrations in Hung Yen Province

** The Party organizational system at the commune level*

** Commune-level government (People's Councils and People's Committees of communes and wards)*

** The Vietnam Fatherland Front and socio-political organizations at the commune level*

2.1.1.5. Characteristics of Commune-Level Administrations in Hung Yen Province

First, commune-level administrative units in Hung Yen Province are relatively numerous, with small territorial areas and modest population sizes.

Second, the administrative boundaries of commune-level units in Hung Yen Province are distributed relatively evenly across the province.

Third, commune-level administrations in Hung Yen Province exhibit the typical characteristics of the Red River Delta rural region.

Fourth, the commune-level administrative apparatus has been organized in a synchronized manner, moving toward greater professionalism.

Fifth, technical and information infrastructure has been increasingly invested in and upgraded, providing a foundation for administrative reform and modernization.

2.1.2. Commune-Level Party Committees in Hung Yen Province - Concept; Functions and Tasks; Working Relationships; and Role

2.1.2.1. Concept

A commune-level Party Committee in Hung Yen Province (the Executive Committee of the Commune-Level Party Organization) is the leading body of the commune-level Party organization between two Party congresses. It is elected by the Commune-Level Party Congress and is responsible for providing comprehensive leadership over the grassroots political system, organizing the implementation of the Party's guidelines and policies, as well as the State's laws and policies, within the locality.

2.1.2.2. Functions and Tasks

Functions

According to Regulation No. 298-QĐ/TW, dated June 9, 2025, issued by the Secretariat of the Communist Party of Vietnam, the superior grassroots Party committee at the commune level has the function of providing direct and comprehensive leadership and direction at the commune level; leading and directing agencies and organizations within the commune-level political system, as well as subordinate Party committees and Party organizations, in accordance with the Party Charter, regulations and guidelines of the Central Committee, and directives of provincial Party committees. Regarding its scope of responsibility, the superior grassroots Party committee at the commune level exercises direct and comprehensive leadership and direction over all activities within the commune.

Tasks

First, to lead the implementation of political objectives, socio-economic development tasks, national defense and security responsibilities, and external relations activities.

Second, to lead and direct Party building in terms of politics, ideology, ethics, and organizational development.

Third, to lead cadre work and the development and consolidation of the grassroots political system.

Fourth, to lead and direct mass mobilization work, ensure the people's right to mastery, and strengthen the great national unity bloc.

Fifth, to conduct supervision and inspection, strictly maintain Party discipline, and promote the prevention and combat of corruption and wastefulness.

2.1.2.3. Working Relationships

With provincial Party committees, commune-level Party committees operate under the comprehensive leadership and direction of provincial Party committees and are subject to the direct and regular management of the Provincial Party Standing Committee and the Standing Board of the provincial Party committee.

With advisory and support agencies and subordinate units at the provincial level, commune-level Party committees are subject to inspection, supervision, and professional guidance from the specialized advisory bodies of provincial Party committees.

With the People's Council (PC), the People's Committee (PCom), the Vietnam Fatherland Front (VFF), and socio-political organizations, this constitutes the core relationship that reflects the Party's absolute and comprehensive leadership over the local political system. The Party Committee (directly through its Standing Committee) leads and directs all activities of the People's Council, the People's Committee, the Vietnam Fatherland Front, and socio-political organizations at the commune level.

With internal advisory bodies, public service units, and subordinate Party organizations, the commune-level Party Committee, through the direct administration of its Standing Committee, provides comprehensive leadership over advisory bodies (such as the Office, the Inspection Commission, and Party-building agencies), public non-business units, and subordinate Party cells.

2.1.2.4. Role of the Commune-Level Party Committee

First, the commune-level Party Committee plays a decisive role in ensuring the successful implementation of the Party's guidelines and policies, as well as the State's laws and policies, at the grassroots level.

Second, the commune-level Party Committee ensures the strengthening of Party building and the comprehensive development of the local political system.

Third, the commune-level Party Committee plays a decisive role in promoting socio-economic development, maintaining political stability, and ensuring national defense and security within the locality.

2.1.3. Female Commune-Level Party Committee Members in Hung Yen Province - Concept, Role, and Characteristics

2.1.3.1. Concept

The contingent of female commune-level Party committee members in Hung Yen Province consists of female Party members who serve on commune-level Party committees within the province. They are responsible for participating in the formulation and decision-making of leadership policies and measures, as well as in inspection, supervision, and the organization of the implementation of Party committee tasks. Their activities aim to ensure that commune-level Party committees operate in accordance with the Party's viewpoints, guidelines, and policies, the State's laws and regulations, and the leadership and direction of the Hung Yen Provincial Party Committee.

2.1.3.2. Role of Female Commune-Level Party Committee Members in Hung Yen Province

First, female commune-level Party committee members directly participate in leadership, policy formulation, and the successful organization and implementation of policies at the grassroots level.

Second, female commune-level Party committee members play an important role in mass mobilization work and in building and strengthening the great national unity bloc.

Third, female commune-level Party committee members make significant contributions to socio-economic development, particularly in areas related to women and rural development.

Fourth, female commune-level Party committee members play an important role in Party building and in strengthening the grassroots political system.

Fifth, female commune-level Party committee members play a substantial role in innovating local governance and adapting to new contexts and requirements.

Sixth, female commune-level Party committee members serve as exemplary role models and contribute to the dissemination of positive social values.

2.1.3.3. Characteristics of Female Commune-Level Party Committee Members in Hung Yen Province

First, they maintain close ties with the grassroots level and remain closely connected to and engaged with the people.

Second, their qualifications have increasingly become standardized, although disparities in educational attainment and professional competence still exist.

Third, they tend to be younger and have grown through grassroots movements, possessing rich practical experience.

Fourth, they are strongly affected by the process of organizational restructuring and the emergence of new governance and management environments.

2.2. QUALITY OF FEMALE COMMUNE-LEVEL PARTY COMMITTEE MEMBERS IN HUNG YEN PROVINCE - CONCEPT, DETERMINING FACTORS, AND EVALUATION CRITERIA

2.2.1. Concept

The quality of female commune-level Party committee members in Hung Yen Province is the aggregate expression of their numerical strength, structural composition, political qualities, moral character, professional competence, health, and prestige. It is reflected in their performance and fulfillment of responsibilities and duties in their assigned positions, thereby contributing to the building of strong commune-level Party committees and to the successful leadership of local political tasks.

2.2.2. Factors Determining the Quality of Female Commune-Level Party Committee Members in Hung Yen Province

First, the Party's guidelines and policies, and the State's laws and regulations concerning female cadres and female Party committee members.

Second, the leadership, direction, and management exercised by the Provincial Party Committee and provincial authorities, as well as by commune-level Party committees and local governments, with respect to female commune-level Party committee members.

Third, the political qualities, competence, health, and prestige of female commune-level Party committee members.

Fourth, the quality and effectiveness of cadre work relating to female commune-level Party committee members.

Fifth, the process of self-study, self-cultivation, and self-improvement undertaken by female commune-level Party committee members.

Sixth, social conditions, the working environment, and the implementation of mechanisms and policies for female commune-level Party committee members.

2.2.3. Criteria for Evaluating the Quality of Female Commune-Level Party Committee Members in Hung Yen Province

First, the number and structural composition of female commune-level Party committee members.

Second, the political qualities, moral character, and lifestyle of female commune-level Party committee members.

Third, the qualifications, competence, and working style of female commune-level Party committee members.

Fourth, the results achieved in fulfilling their assigned responsibilities and duties.

Fifth, the prestige and credibility of female commune-level Party committee members.

Chapter 2 Summary

The commune level in Hung Yen Province constitutes the grassroots administrative unit that is closest to the people and directly responsible for implementing the Party's guidelines and policies, as well as the State's laws and regulations. It plays an important role in Party building, political system development, socio-economic development, the safeguarding of national defense and security, and the resolution of local issues affecting the people. The contingent of female commune-level Party committee members in Hung Yen Province consists of female Party members serving on commune-level Party committees, who are responsible for participating in decision-making, organizing implementation, and

supervising the implementation of the Party organization's guidelines and tasks. The quality of female commune-level Party committee members is reflected in the overall combination of factors such as quantity, structure, political qualities, moral character, educational attainment, competence, health, prestige, and performance in fulfilling assigned responsibilities and duties. These factors contribute to building strong commune-level Party committees and ensuring the successful implementation of local political tasks. The quality of female commune-level Party committee members is influenced by the Party's guidelines and policies and the State's laws and regulations; the leadership and management of Party committees and authorities at all levels; the quality of cadre work; working conditions and environments; and the process of self-study, self-cultivation, and self-improvement of each individual. Evaluation of this quality is based on criteria including quantity and structure; political qualities, moral character, lifestyle, and health; qualifications and competence; performance in carrying out assigned duties; and prestige.

Chapter 3

THE QUALITY OF FEMALE COMMUNE-LEVEL PARTY COMMITTEE MEMBERS IN HUNG YEN PROVINCE IN THE CURRENT PERIOD - CURRENT SITUATION, CAUSES, AND EMERGING ISSUES

3.1. CURRENT SITUATION OF THE QUALITY OF FEMALE COMMUNE-LEVEL PARTY COMMITTEE MEMBERS IN HUNG YEN PROVINCE IN THE CURRENT PERIOD

3.1.1. Strengths

First, the number of female commune-level Party committee members in Hung Yen Province has increased, while their structure has become increasingly rational and appropriate.

Second, female commune-level Party committee members in Hung Yen Province generally possess sound political qualities, as well as a pure and healthy moral character and lifestyle.

Third, the qualifications, competence, and working style of female commune-level Party committee members in Hung Yen Province have continued to improve and, in general, meet the requirements of their assigned tasks.

Fourth, the performance of responsibilities and duties by female commune-level Party committee members in Hung Yen Province has shown positive progress.

Fifth, the prestige and credibility of female commune-level Party committee members in Hung Yen Province have steadily increased.

3.1.2. Limitations and Shortcomings

First, the number and structural composition of female commune-level Party committee members have not yet fully met prescribed requirements, and their distribution remains uneven among localities.

Second, the political qualities, moral character, and lifestyle of a number of female commune-level Party members in Hung Yen Province still reveal certain limitations.

Third, in some respects, the qualifications, competence, and working style of female commune-level Party committee members in Hung Yen Province have not yet fully met the requirements of the new period.

Fourth, the performance of assigned responsibilities and duties by some female commune-level Party members remains inadequate; in certain aspects, results are limited and uneven.

Fifth, some female commune-level Party members in Hung Yen Province still enjoy limited prestige and credibility and have not fully demonstrated their exemplary role, pioneering spirit, and model conduct.

3.2. CAUSES AND SEVERAL ISSUES RAISED

3.2.1. Causes

3.2.1.1. Causes of the Strengths

First, the attention, leadership, and direction of the Party, the State, Party committees, and authorities at all levels have created favorable conditions for the development of female commune-level Party members.

Second, the regular implementation of political and ideological education, moral cultivation, and the fostering of a sense of responsibility has contributed to strengthening the political steadfastness, public-service ethics, and dedication of female commune-level Party committee members.

Third, cadre planning, training, fostering, rotation, assignment, and utilization have been implemented in a relatively systematic manner, creating favorable conditions for female commune-level Party committee members to mature through practical experience.

Fourth, the process of self-study, self-cultivation, and practical training has directly enhanced the qualities, capabilities, and working methods of female commune-level Party committee members.

Fifth, a democratic, united, and mutually supportive working environment within the grassroots political system has contributed to improving the quality of female commune-level Party committee members.

3.2.1.2. Causes of the Limitations

First, the rapid changes in socio-economic conditions, together with the increasing demands of industrialization, modernization, and grassroots governance reform, have placed considerable pressure on female commune-level Party committee members.

Second, in some localities, the planning, identification of personnel sources, training, fostering, assignment, and utilization of female commune-level Party members have not been sufficiently synchronized, interconnected, or aligned with practical requirements.

Third, the capacity for self-study and self-improvement, adaptability to innovation requirements, and professional skills of a proportion of female commune-level Party members have not kept pace with the demands of their tasks in the new context.

Fourth, the renewal of working methods among some female commune-level Party members remains limited and has not yet adapted adequately to the requirements of grassroots governance in the new era.

Fifth, the evaluation, utilization, inspection, and supervision of female commune-level Party members in some localities remain inadequate and have not genuinely created incentives for the development of the contingent.

3.2.2. Several Issues Raised

First, the requirements for the quality of female commune-level Party committee members have become increasingly comprehensive and demanding in the context of implementing the two-tier local government model, while actual conditions and capacities for meeting these requirements still reveal limitations and shortcomings.

Second, the requirements concerning the quality of female commune-level Party committee members increasingly demand synchronization among quantity, structure, and quality, whereas the balance and sustainability among these factors have not yet been firmly ensured.

Third, improving the quality of female commune-level Party committee members requires the effective implementation of cadre work; however, consistency, synchronization, and interconnection among the various components of cadre work relating to female Party committee members have not yet been fully guaranteed.

Fourth, improving the quality of female commune-level Party committee members must be closely linked with the realization of gender equality objectives, while the conditions necessary to ensure effective implementation at the grassroots level remain insufficient.

Fifth, enhancing the quality of female commune-level Party committee members requires promoting their proactiveness and initiative in self-study, self-cultivation, and self-improvement; however, some female commune-level Party members have not demonstrated sufficient initiative and commitment in learning and research activities.

Chapter 3 Summary

In recent years, under the leadership and direction of Party committees and authorities at all levels, the quality of female commune-level Party committee members in Hung Yen Province has achieved many positive improvements. The contingent has generally ensured adequate numbers and a relatively reasonable structure; possesses sound political qualities, moral character, and lifestyle; and has continuously improved in qualifications, competence, and working style. These achievements have contributed to enhancing the leadership capacity and combativeness of grassroots Party organizations and strengthening the people's trust in the Party and local authorities. Nevertheless, the quality of female commune-level Party committee members still exhibits certain limitations. The structure of the contingent remains uneven in some localities; the political-theoretical knowledge and practical competence of a proportion of members remain limited; cadre planning, training, fostering, and utilization have, in some respects, not yet met long-term development requirements; and the environment and conditions for development have not been sufficiently favorable. These limitations stem from both objective and subjective causes, among which subjective causes play the decisive role. Based on this assessment, the dissertation identifies a number of issues that require focused attention and resolution in order to further improve the quality of female commune-level Party committee members. These efforts should promote the leadership role of Party committees, strengthen coordination within the political system, and enhance the self-discipline, initiative, and proactiveness of the contingent in the new period.

Chapter 4

ORIENTATIONS AND SOLUTIONS FOR IMPROVING THE QUALITY OF FEMALE COMMUNE-LEVEL PARTY COMMITTEE MEMBERS IN HUNG YEN PROVINCE TOWARD 2035

4.1. FORECAST OF INFLUENCING FACTORS, OBJECTIVES, AND ORIENTATIONS FOR IMPROVING THE QUALITY OF FEMALE COMMUNE-LEVEL PARTY COMMITTEE MEMBERS IN HUNG YEN PROVINCE IN THE COMING PERIOD

4.1.1. Forecast of Factors Affecting the Quality of Female Commune-Level Party Committee Members in Hung Yen Province in the Coming Period

4.1.1.1. *Favorable Conditions*

First, the trends of globalization, digital transformation, and innovation are exerting positive impacts on enhancing the capacity of female commune-level Party committee members.

Second, global norms and trends concerning gender equality and the promotion of women's political participation are increasingly being advanced.

Third, training and professional development programs, international exchange activities, and support models for developing female leaders at the grassroots level are receiving growing attention.

Fourth, the guidelines and policies of the Party, the State, and the Hung Yen Provincial Party Committee concerning cadre work, gender equality, Party building, and the political system continue to be refined, thereby creating favorable conditions for improving the quality of female commune-level Party committee members.

Fifth, achievements in socio-economic development, administrative reform, and digital transformation in Hung Yen Province continue to provide a favorable environment for female Party committee members to enhance their capabilities and develop modern leadership and public administration skills.

Sixth, positive changes in social awareness, as well as among Party committees, local authorities, and the people regarding the role and status of women in political life, constitute an important driving force for improving the quality of female commune-level Party committee members in Hung Yen Province in the coming years.

Seventh, cadre training, professional development, planning, and utilization are increasingly being implemented systematically and professionally, becoming important factors that directly contribute to improving the quality of female commune-level Party committee members in Hung Yen Province.

Eighth, continued efforts to build a professional, supportive, and positive working environment contribute to strengthening the confidence and motivation of female Party committee members in fulfilling their assigned responsibilities.

4.1.1.2. *Challenges*

First, rapid and complex developments in the global and regional situation directly affect budgetary resources and other resources allocated for the training and development of female commune-level Party committee members in Hung Yen Province.

Second, globalization, coupled with the rapid expansion of mass media and social media, has generated complex impacts on social perceptions regarding the role of female cadres in general and female commune-level Party committee members in particular.

Third, the vigorous development of science, technology, and innovation is increasing the demand for internationally standardized competency frameworks for female commune-level Party committee members in Hung Yen Province in the coming period.

Fourth, the increasing demands arising from industrialization, urbanization, digital transformation, and administrative reform in Hung Yen Province place considerable pressure on female commune-level Party committee members in terms of workload, work intensity, and performance requirements.

Fifth, gender stereotypes and the traditional preference for men over women persist in certain rural areas of Hung Yen Province, directly affecting the identification of personnel sources, planning, and utilization of female Party members at the commune level.

Sixth, disparities in economic development, infrastructure, technological conditions, and access to training opportunities among different areas of the province directly affect efforts to improve the quality of female commune-level Party committee members in the coming period.

Seventh, the process of restructuring and streamlining the administrative apparatus affects efforts to improve the quality of female commune-level Party committee members while simultaneously narrowing opportunities for female Party members to participate in and assume leadership positions at the commune level.

4.1.2. Objectives and Orientations for Improving the Quality of Female Commune-Level Party Committee Members in Hung Yen Province in the Coming Period

4.1.2.1. Objectives

** General Objective*

To build a contingent of female commune-level Party committee members with an adequate number and a balanced, well-structured composition; possessing firm political qualities, sound moral character, and a healthy lifestyle; demonstrating strong leadership, management, and working capabilities; enjoying good health and high prestige among Party organizations and the people; and having the ability to adapt to digital transformation, innovation, and modern local governance.

** Specific Objectives*

First, to ensure an adequate number of female commune-level Party committee members with a reasonable structure, in accordance with personnel orientations for participation in Party committees during the 2025-2035 tenure periods.

Second, to ensure that female commune-level Party committee members possess sound political qualities, exemplary moral character, a healthy lifestyle, a strong sense of organizational discipline, and high prestige.

Third, to ensure that female commune-level Party committee members possess strong leadership and management capabilities, together with effective working methods.

Fourth, to ensure that female commune-level Party committee members attain appropriate levels of political-theoretical education, professional qualifications, digital transformation competence, good health, and the capacity to meet the requirements of modern local governance.

4.1.2.2. Orientations

First, to improve the quality of female commune-level Party committee members in a comprehensive and synchronized manner, ensuring a reasonable number and structure, as well as strong qualities, capabilities, and working methods that meet the requirements of fulfilling responsibilities and duties in the new period.

Second, to implement all aspects of cadre work in a synchronized, rigorous, and effective manner to improve the quality of female commune-level Party committee members.

Third, to encourage, motivate, and promote the initiative and proactiveness of female commune-level Party committee members in self-study, self-cultivation, and self-improvement to enhance their qualities, capabilities, and working style.

Fourth, to strengthen coordination and fully mobilize the role of socio-political organizations, especially the Vietnam Women's Union, in protecting, developing, and improving the quality of female commune-level Party committee members.

Fifth, to build a democratic and humane cultural environment that promotes respect and encourages innovation in the process of improving the quality of female commune-level Party committee members.

4.2. SOLUTIONS FOR IMPROVING THE QUALITY OF FEMALE COMMUNE-LEVEL PARTY COMMITTEE MEMBERS IN HUNG YEN PROVINCE TOWARD 2035

4.2.1. Enhancing Awareness and Responsibility of Party Committees, Party Organizations, Cadres, Party Members, and the People Regarding the Improvement of the Quality of Female Commune-Level Party Committee Members in Hung Yen Province in the New Period

First, to effectively organize the study and thorough dissemination of the Party's guidelines and policies, and the State's laws and regulations concerning cadre work for female cadres, gender equality, and the assurance of female representation in Party committees at all levels.

Second, to maintain regular Party activities, governmental meetings, and activities of socio-political organizations while continuously improving their quality and effectiveness.

Third, to strengthen communication and educational efforts to raise social awareness of the role, capabilities, and contributions of women in grassroots leadership and management, while promoting and honoring exemplary role models.

Fourth, to effectively conduct preliminary and final reviews of the implementation of guidelines and resolutions concerning the development of female commune-level Party committee members; promptly commend and reward collectives and individuals with outstanding achievements, while rectifying cases where implementation remains formalistic or falls short of established objectives.

4.2.2. Strengthening the Leadership and Direction of Party Committees and Party Organizations at All Levels in Improving the Quality of Female Commune-Level Party Committee Members in Hung Yen Province

First, to formulate and promulgate resolutions, directives, and conclusions concerning the development of commune-level cadres in general and female commune-level Party committee members in particular.

Second, to fully promote the role and responsibility of heads of Party committees and Party organizations in leading, directing, and implementing cadre work in general and the development of female commune-level Party committee members in particular.

Third, to enhance the role of advisory agencies in proposing policies, plans, and measures aimed at improving the quality of female commune-level Party committee members.

Fourth, to improve the quality and effectiveness of inspection, supervision, preliminary reviews, and final reviews in the leadership, direction, and implementation of efforts to build and develop the contingent of female commune-level Party committee members.

4.2.3. Effectively Implementing Planning, Training, Professional Development, Assignment, and Utilization of Female Commune-Level Party Committee Members in Hung Yen Province

First, to carry out personnel planning for female commune-level Party committee members in a synchronized manner, based on sound scientific foundations, and ensure continuity and development.

Second, to organize training and professional development programs that are closely linked to position requirements, assigned responsibilities, and the development needs of each female commune-level Party committee member.

Third, to assign and utilize female commune-level Party committee members in accordance with their capabilities, strengths, performance records, and the practical requirements of local tasks.

Fourth, to ensure synchronization and interconnection among planning, training, professional development, assignment, and utilization of female commune-level Party committee members throughout the entire cadre work process.

4.2.4. Promoting the Initiative and Proactiveness of Female Commune-Level Party Committee Members in Self-Study, Self-Cultivation, and Self-Improvement to Enhance Their Qualities and Capabilities in Hung Yen Province

First, to foster strong motivation and a sense of responsibility among female commune-level Party committee members for self-study, self-cultivation, and self-improvement.

Second, female commune-level Party committee members must develop and strengthen self-discipline and a proactive attitude toward learning, self-cultivation, and personal development.

Third, female commune-level Party committee members must actively and proactively engage in self-study and self-improvement through practical work, demonstrating the courage to undertake difficult and new assignments.

Fourth, female commune-level Party committee members must cultivate the habit of regularly reviewing practical experiences, exchanging lessons learned, and continuously improving their working methods.

4.2.5. Promoting the Role of the Vietnam Fatherland Front and Socio-Political Organizations, Especially the Vietnam Women's Union, in Improving the Quality of Female Commune-Level Party Committee Members in Hung Yen Province

First, to enhance the awareness and responsibility of the Vietnam Fatherland Front and socio-political organizations regarding the improvement of the quality of female commune-level Party committee members.

Second, to promote the role of the Vietnam Women's Union in identifying, nurturing, and recommending promising female Party member candidates for commune-level Party committees at the grassroots level.

Third, to establish and effectively implement coordination mechanisms between Party committees, the Vietnam Fatherland Front, the Vietnam Women's Union, and socio-political organizations in the evaluation, development, and support of female commune-level Party committee members.

Fourth, to strengthen the supervisory and social criticism role of the Vietnam Fatherland Front and socio-political organizations with respect to cadre work, gender equality, and the development of the contingent of female commune-level Party committee members.

Fifth, to promote emulation movements and practical activity models that create opportunities for female commune-level Party committee members to develop, demonstrate their capabilities, and enhance their positive public image.

4.2.6. Building a Democratic, Humane, and Healthy Socio-Political and Cultural Environment that Respects, Protects, and Encourages Female Commune-Level Party Committee Members to Contribute and Develop

First, to build a democratic, open, and transparent working environment that ensures female commune-level Party committee members can participate substantively in grassroots leadership activities.

Second, to foster a culture of respect, sharing, encouragement, and protection for female commune-level Party committee members in the performance of their responsibilities and duties.

Third, to resolutely combat gender stereotypes and biases, while promoting a proper social understanding of the role, capabilities, and contributions of female commune-level Party committee members.

Fourth, to encourage innovation, creativity, and the spirit of daring to think, daring to speak, daring to act, and daring to take responsibility among female commune-level Party committee members.

Fifth, to ensure a harmonious balance between work requirements, family responsibilities, and the personal development needs of female commune-level Party committee members.

4.2.7. Strengthening inspection, supervision, and evaluation of results in improving the quality of the contingent of female members of commune-level Party Committees in Hung Yen province

First, developing inspection and supervision programs and plans with clear focus, directly linked to the stages that determine the quality of the contingent of female members of commune-level Party Committees.

Second, correctly identifying the content, criteria, and basis for inspection and supervision, ensuring substantive evaluation rather than an overemphasis on paperwork or structural quotas.

Third, renewing inspection and supervision methods by combining regular inspection with thematic inspection, and direct inspection with the exploitation of data and work performance results.

Fourth, strengthening coordination and information-sharing among inspection and supervision entities, while properly promoting the role of the social supervision channel.

Fifth, rigorously using inspection and supervision results to rectify shortcomings, address limitations, and adjust personnel work accordingly.

Sixth, ensuring adequate resources and capacity for inspection and supervision work to meet new requirements.

Chapter 4 Summary

In the new period, the quality of female commune-level Party committee members in Hung Yen Province is influenced by numerous objective and subjective factors, with favorable conditions intertwined with difficulties and challenges. Relevant actors and stakeholders must correctly recognize these factors, promote positive influences, and overcome limitations in order to improve the quality of female commune-level Party committee members so that they can meet the requirements of their assigned tasks. Improving the quality of female commune-level Party committee members aims to ensure that the contingent has an adequate number and a reasonable structure; possesses firm political qualities, sound moral character, and a healthy lifestyle; demonstrates strong leadership, management, and working capabilities; enjoys good health and high prestige; and can adapt to digital transformation and innovation, thereby meeting the development requirements of the commune-level political system. To achieve these objectives, it is necessary to implement a comprehensive and synchronized set of solutions, including: enhancing awareness and responsibility among relevant actors; strengthening the leadership of Party committees; effectively carrying out personnel planning, training, professional development, assignment, and utilization of cadres; promoting the spirit of self-study and self-improvement among female commune-level Party committee members; strengthening the role of the Vietnam Fatherland Front and socio-political organizations; and building a healthy socio-political and cultural environment. These solutions are closely interconnected and mutually reinforcing.

CONCLUSION

1. Female commune-level Party committee members are individuals who directly participate in leadership, management, and the implementation of political tasks at the grassroots level. They constitute a core force in promoting and realizing the values of gender equality and social progress, while serving as a direct bridge between the Party and women from all social strata at the grassroots level. Through these roles, they contribute significantly to strengthening the grassroots political system and promoting local socio-economic development.

2. The quality of female commune-level Party committee members in Hung Yen Province is the aggregate expression of their number, structural composition, political qualities, moral character, professional competence, health, and prestige. It is reflected in the outcomes of fulfilling responsibilities and duties in their assigned positions, thereby contributing to the development of strong commune-level Party committees and the successful leadership of local political tasks. This quality is assessed based on the following criteria: 1) the number and structural composition of female commune-level Party committee members; 2) their political qualities, moral character, lifestyle, and health; 3) their qualifications, competence, and working style; 4) their performance in fulfilling assigned responsibilities and duties; and 5) their prestige and credibility.

3. In recent years, recognizing the important position and role of female commune-level Party committee members, Party committees and authorities at all levels in Hung Yen Province have consistently paid attention to building and developing this contingent. As a result, the quality of female commune-level Party committee members has improved significantly. The contingent has achieved a more reasonable number and structure;

demonstrated sound political qualities, exemplary moral character, and a healthy lifestyle; and developed strong qualifications, competence, and working styles characterized by initiative, creativity, and responsibility in performing assigned duties. These achievements have contributed to enhancing the leadership capacity and combativeness of grassroots Party organizations and strengthening public confidence in the Party and local authorities. Nevertheless, the quality of female commune-level Party committee members still exhibits certain limitations and has not yet fully met the requirements of fulfilling responsibilities and duties in the new context.

4. The current state of the quality of female commune-level Party committee members in Hung Yen Province is influenced by both objective and subjective causes, among which, subjective causes are decisive. Based on the assessment of the current situation and the clarification of its causes, the dissertation identifies several issues that require attention, including: the need to improve the overall quality of female commune-level Party committee members while existing capacities remain insufficient; the requirement for synchronization among quantity, structure, and quality while the foundation for ensuring these factors remains fragile; the need to ensure consistency and interconnection among the various stages of cadre work while such linkages remain inadequate; and the increasing demand to promote self-study and self-improvement among female commune-level Party committee members while mechanisms, policies, and working environments have not yet created sufficiently strong and synchronized incentives. These contradictions must be effectively addressed to improve the quality of female commune-level Party committee members in Hung Yen Province in the coming period.

5. In the new period, numerous factors will affect the quality of female commune-level Party committee members in Hung Yen Province, including both favorable conditions and significant challenges. Relevant actors and stakeholders must accurately recognize these influencing factors, proactively capitalize on favorable conditions and positive influences, and minimize or overcome unfavorable factors to improve the quality of female commune-level Party committee members and enable them to meet the requirements and tasks of the new era.

6. Improving the quality of female commune-level Party committee members in Hung Yen Province requires the synchronized implementation of the following solutions: 1) enhancing the awareness and responsibility of relevant actors and stakeholders; 2) strengthening the leadership and direction of Party committees at all levels; 3) implementing personnel planning, training, professional development, assignment, and utilization of female commune-level Party committee members in a comprehensive and coordinated manner; 4) promoting the initiative and proactiveness of female commune-level Party committee members in self-study, self-cultivation, and self-improvement; 5) strengthening the role of the Vietnam Fatherland Front and socio-political organizations, especially the Vietnam Women's Union; 6) building a democratic, humane, and healthy socio-political and cultural environment. These solutions constitute an integrated and unified system characterized by a dialectical relationship and mutual interaction. Therefore, in the process of implementation, no single solution should be absolutized or underestimated; rather, all solutions must be carried out in a synchronized manner to effectively improve the quality of female commune-level Party committee members in Hung Yen Province in the coming years.

LIST OF PUBLISHED WORKS BY THE AUTHOR RELATED TO THE THESIS

1. Tran Thi Huyen (2025), “Improving the Quality of Training and Knowledge Updating for Female Commune-Level Leaders and Managers in Hung Yen Province Today”, *Political Theory Journal*, Special Issue 2025, pp. 143-148.
2. Tran Thi Huyen (2025), “Women's Affairs in Hung Yen Province: Current Situation and Solutions”, *Journal of State Management*, October 16, 2025.
3. Tran Thi Huyen (2026), “Applying Ho Chi Minh’s Thought on Women’s Participation in Leadership and Management in the Current Period”, *Journal of State Management*, March 2, 2026.
4. Tran Thi Huyen (2026), “Strengthening the Leadership of the Hung Yen Provincial Party Committee in Building the Contingent of Female Commune-Level Party Committee Members”, *Journal of State Management*, April 6, 2026.
5. Tran Thi Huyen (2026), “Promoting the Role of Female Commune-Level Party Committee Members in Building the Two-Tier Local Government System in Hung Yen Province”, *Journal of State Management*, April 20, 2026.