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**IMPLEMENT POLICIES ON TRAINING
AND FOSTERING CADRES AND CIVIL SERVANTS
OF KHMER IN THE MEKONG DELTA, VIETNAM**

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Abstract:

Cadres and civil servants who are ethnic Khmer people in the Mekong Delta have an essential position and role in implementing the Party's guidelines and guidelines, policies, and laws of the State to present with the people and directly manage society to achieve order, stability, and development. Cadres and civil servants who are ethnic Khmer people are the bridge between the Party, State, and the people, reflecting the people's legitimate thoughts and aspirations for the Party and State. Based on the method of document research, and secondary data, the paper outlines the characteristics of the Khmer people in the Mekong Delta; viewpoints and lines of the Party, policies, and laws of the State on training and retraining policies for cadres and civil servants who are ethnic Khmer people; On the basis of the actual situation of the policy, the thesis has proposed

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a number of solutions to improve the effectiveness of the policy on training and fostering cadres and civil servants who are ethnic Khmer people in the Mekong Delta.

Keywords: policy, training, fostering, cadres, civil servants, Khmer, Mekong Delta region

1. Introduction

Cadres and civil servants are an important factor in the Vietnamese revolution, and cadre work is a “key” stage. Training and fostering cadres and civil servants are a top important task, so it should be conducted regularly, carefully, scientifically, closely, and effectively. In order to well implement the training and retraining of cadres and civil servants, the Politburo has issued Regulation No. 164-QD/TW dated February 1, 2013, on “The mode of training and updating knowledge for cadres leaders and managers at all levels” [1].

In Ho Chi Minh's thoughts on cadre work, he commented: “*Castors are the root of all work*”, and “*work success or failure is due to good or bad cadres*” [2, p. 309-313]. The Party pointed out that in Resolution No. 24-NQ/TW dated March 12, 2003, of the IX Central Committee on ethnic work, the Party set out the goals and solutions “*Building a contingent of ethnic minority cadres local numbers with quality and capacity to meet local requirements*”; “*well perform the planning, training, fostering and use of ethnic minority cadres for each region and each ethnic group*” [3, pp.4-6].

The 7th Conference of the Central Committee of the Communist Party of Vietnam, term XII, issued Resolution No. 26-NQ/TW dated May 19, 2018, on focusing on building cadres at all levels, especially at the strategic level qualified, capable, and prestigious, on a par with tasks. The Party pointed out: “*The Party committees at all levels and the heads must have a plan for training, fostering, arranging, arranging, creating favorable conditions and facilities. development association for young cadres, female cadres, cadres who are ethnic minorities*” [4, p.7].

In addition, the Government issued Decree No. 05/2011/ND-CP dated January 14, 2011, on Ethnic Affairs; and Decision No. 402/QD-TTg dated March 14, 2016, of the Prime Minister approving the project “*Development of cadres, civil servants and public employees of ethnic minorities in the new period*” [5]. The above legal documents are the basis for all levels, branches, and localities as a basis for implementing policies on training and fostering district-level cadres and civil servants who are ethnic minorities. Among them, there are cadres and civil servants who are from Khmer ethnic minorities.

The Committee for Ethnic Minority Affairs issued Decision 162/QD-UBDT dated March 26, 2018, approving the Plan to develop the Project “*Preferential policies for socio-economic development for ethnic minority areas Khmer; training and fostering cadres of Khmer ethnic minorities in the Mekong Delta*” [6]. The policies under this project are implemented for Khmer ethnic people, the main policies in the scheme include housing, production land, water for daily life, job change, vocational training, and job settlement. employment, education, and training building a contingent of cadres and civil servants.

Training and fostering knowledge of state management for cadres and civil servants who are Khmer ethnic minorities, including specialist programs, key experts, and senior experts; fostering and updating knowledge and skills in informatics and foreign languages. Many cadres and civil servants who are ethnic Khmer people are interested in recruiting them to study at universities. Cadres and civil servants who are Khmer ethnic minorities may participate in training and retraining abroad according to training programs of localities, agencies, ministries, and branches. As a result, the quality of cadres and civil servants who are Khmer ethnic people in the provinces in the region has been raised to a fairly large step, operating more effectively, greatly contributing to the consolidation and development of the union bloc unite ethnic groups, promote economically, social development and political stability in the Mekong Delta.

However, the implementation of the policy on training and fostering cadres and civil servants who are Khmer ethnic minorities has a number of limitations, including the development of inappropriate training and retraining plans for cadres and civil servants; has not yet responded to the actual practice; The knowledge and capacity of a part of cadres after training is still weak. Notably, most of the grassroots cadres have not received basic and systematic training, and the rate of non-standards is still high. The training and retraining work mainly serves the requirements of standardizing the team of leaders and managers who have not been trained according to the industry structure; Creating a weak source of human resources; the link between planning and training is not tight; Organization of training and retraining still lacks focus and focus.

2. Literature Review

The Khmer ethnic group in the Mekong Delta has a relatively large number, living in most of the provinces and cities in the region, with nearly 1.3 million Khmer people living, accounting for nearly 7% of the population. They live scattered in the provinces and cities in the region, but live in large numbers in the provinces of Tra Vinh, Soc Trang, An Giang, Kien Giang, Ca Mau, and Bac Lieu. The largest population is in Tra Vinh and Soc Trang provinces, the Khmer people live mainly in the coastal plain; in An Giang and Kien Giang provinces, they live mainly in the border areas. The people mainly live in clusters on the fields, along the canals and small canals; Along the rim-shaped road along the foothills, the population density increases rapidly and unevenly with different types of residence.

Khmer people have a traditional agricultural culture of growing wet rice with diverse and rich forms associated with Khmer Theravada Buddhist temples. The Khmer people live mainly by cultivating wet rice in the typical style of the Southwest Delta. This is a long-standing tradition. The people have a lot of experience in planting, tending, and harvesting rice and crops. More than 90% of the Khmer population specializes in the production of rice, and almost all of the land the Khmer is devoted to the cultivation of rice and crops. In addition to agricultural production, the people also produce pottery,

weaving, jaggery; knitting, and manufacturing bamboo and rattan utensils, such as baskets, tables and chairs, agricultural tools for life, and labor and production.

“Phum”, and “Soc” is the traditional residence units of the Khmer people. The Phum includes many households related by blood and marriage. In some places in Phum, there are a few families who are not related by blood or have both Kinh and Chinese families residing together. The squirrel is the larger inhabited unit, including many Phum. Most of the Socs of Khmer people are mixed with more or less Kinh, Hoa, and other ethnic groups residing together.

The issue of ethnicity and culture of the Khmer people is one of the main focuses of forces taking advantage of distortions, sabotaging the great national unity bloc of Vietnam, and opposing our Party and State. Enemy forces often combine this problem with the history of Southern Vietnam to destroy. Currently, the issue of ethnicity and religion is always well taken care of by the Party and State.

3. Methodology

Documentary research methods and theoretical systematization were used. This method is used to select and classify documents according to research needs, including Party documents, State legal documents, policies, textbooks, books, newspapers, and magazines. related to the implementation of policies on training and fostering ethnic minority cadres and civil servants. From there, build a theoretical framework suitable for research purposes and requirements.

Methods of synthesis, analysis, and statistics were used in the study. The method is used to analyze the actual situation of implementing policies on training and fostering Khmer district officials and civil servants. Results after implementing the policy, thereby establishing data to reinforce reliability and reflect more easily and clearly the research situation.

4. Results

4.1. Viewpoints of the Party and State's policies on training and fostering cadres and civil servants Khmer people

In the construction of cadres and civil servants, President Ho Chi Minh and our Party have clearly pointed this out. President Ho Chi Minh clearly pointed out the work to be done to have good quality revolutionary cadres and civil servants, considering it a decisive factor for the victory of the revolution. The person who directly directs and performs those works. In the work Modifying the working style, President Ho Chi Minh generalized and fully pointed out the main tasks that need to be done, and how to do it to build cadres and civil servants to ensure the victory of the revolution, including training and fostering ministries at schools and classes, especially in revolutionary practice, he often called cadre training, and affirmed that cadre training “is the original work of the Party”. At the same time, President Ho Chi Minh also specified other

important tasks, such as inspection; choosing; using officers; treatment of officials; Criticize and correcting the staff's shortcomings. He emphasized the self-study, self-training, and striving of each cadre, especially self-study and self-training in revolutionary practice.

Decision No. 162/QĐ-UBND dated March 26, 2018, approving the Plan to develop the Scheme "Preferential policies for socio-economic development for Khmer ethnic minorities; training and fostering cadres of Khmer ethnic minorities in the Mekong Delta" of the Committee for Ethnic Minority Affairs. The policies under this project are implemented for the Khmer ethnic people, the main policies in the project include a job change, vocational training, job creation, education and training, and team building officials.

Recognizing the role and importance of cadres and civil servants who are Khmer ethnic minorities, over the past time, policies on training and fostering cadres and civil servants of Khmer ethnic minorities have always been authorized by the Party Committee. The Party and local authorities in the Mekong Delta are interested in implementing it. The work of training and fostering cadres and civil servants who are Khmer ethnic people is interested in training content, fostering, and remuneration policies. Cadres are sent to train and foster political theory at all levels at political schools from the central government to all levels.

4.2. The reality of training and fostering cadres and civil servants of Khmer ethnic minorities in the Mekong Delta

The Mekong Delta includes Can Tho city which is a city directly under the Central Government and 12 provinces including Long An, Dong Thap, Tien Giang, Vinh Long, Tra Vinh, An Giang, Bac Lieu, Ca Mau, Kien Giang, Soc Trang, Ben Tre, and Hau Giang [9]. The Mekong Delta has 125 party committees at the district level, 47 party committees at the district level and equivalent, 7,448 grassroots party organizations, and 545,595 party members, of which 18,205 party members are Khmer [7].

The number of Khmer cadres and civil servants in the Mekong Delta has increased, basically meeting the requirements and tasks of the locality. In recent times, Khmer cadres and civil servants in the provinces have had a strong renovation, especially since the implementation of the central resolutions and directives in building a contingent of cadres and civil servants contributed to ensuring that the number of Khmer cadres in the political system of the provinces is improved. By 2020, cadres and civil servants will be Khmer in the political system from provincial to grassroots levels in provinces in the Mekong River Delta with a large number of Khmer people such as Tra Vinh, Soc Trang, Kien Giang, An Giang, Bac Lieu and Ca Mau are 14,701 people, accounting for 11.01% of the total number of cadres, civil servants and public employees.

In Tra Vinh province, the number of Khmer cadres, civil servants, and public employees in the political system is 4,424 people, accounting for 20.4% of the total number of cadres, civil servants, and public employees in the whole province (the

province has 21,665 people) in which, there are 4,063 people at the district level and above, and 361 people at the commune level.

Soc Trang province has 5,125 Khmer cadres, civil servants, and public employees, accounting for 18.9% of the total number of cadres, civil servants, and public employees in the whole province (27,116 people in the whole province), of which, from the district level. There are 2,351 people or more, 2,774 people at the commune level.

Kien Giang province has 2,232 Khmer cadres, civil servants, and public employees, accounting for 18.81% of the province's cadres, civil servants, and public employees (the province has 11,866 people), of which, from the district level 870 people or more, 1,362 people at the commune level.

An Giang province has 1,428 Khmer cadres, civil servants, and public employees in the province, accounting for 3.21% of the province's cadres, civil servants, and public employees (the province has 44,427 people), of which, There are 1,124 people in district level and above, 304 people at the commune level.

With the number of cadres and civil servants being Khmer in the political system in the Mekong Delta provinces at present, it basically meets the leadership in carrying out political tasks with a large number of Khmer people. The structure of Khmer cadres and civil servants in the political system of the Mekong Delta has made positive changes in terms of age, gender, and professional qualifications, initially meeting the requirements and tasks. By 2020, the number of Khmer cadres and civil servants in the political system of the Mekong Delta is 14,701 [8].

The age structure of Khmer cadres and civil servants tends to develop positively, with transferability and inheritance. It is forecasted that in the coming years, there will be no major changes in the current Khmer cadres and civil servants, which is a condition contributing significantly to improving the quality of local political tasks.

In terms of professional qualifications, the majority of cadres and civil servants are Khmer, it can be seen that the majority of cadres with university and college qualifications (61.02%) have professional qualifications. necessary to meet the requirements of leadership in the fields of economy, culture, and social management, well undertake leadership and management activities in their respective positions and assigned responsibilities and tasks. Practices in the provinces of the Mekong Delta show that the structure of professional qualifications is developing along the trend of a sharp decrease in staff with intermediate and college qualifications, and a rapid increase in qualified staff. Professional university, master's, and doctoral degrees have been formed among key cadres and civil servants at all levels, and a sense of academic striving to achieve master's and doctoral degrees in expertise and profession, become a good trend among cadres and civil servants.

In addition to the achievements, the training and retraining of cadres and civil servants who are Khmer ethnic minorities in the Mekong Delta still have some limitations such as the number of Khmer cadres, although the number of Khmer cadres has increased, the number of Khmer cadres has increased. The village has not met the number of people required by the task, especially in commune-level areas with a large number of

Khmer people living, there is still an increase in the number of Khmer cadres in a simple and formal way in localities with a large number of Khmer people, especially at the grassroots level. In some branches, fields, and affiliated units in some provinces with a large number of Khmer people, there is still a shortage of Khmer cadres, leading to some officials having to take part in other jobs; and the performance of part-time officials is not high.

Although the structure of Khmer cadres and civil servants has been adjusted in a positive direction in recent years, in general, it is not guaranteed and synchronous, there is no continuous and steady transition between ages. Young leaders and managers are Khmer people, accounting for a low percentage. The situation of Khmer cadres and civil servants mentioned above poses many problems that need to be concerned and resolved by the provincial Party Committees to really contribute to improving the quality of Khmer cadres and civil servants.

Although the quality of Khmer cadres and civil servants has made great progress, in general, many aspects are still low, in terms of political, moral, and lifestyle qualities. The decline in morality, lifestyle, and failure to maintain the status of cadres and party members still occurs among many Khmer cadres. Some Khmer cadres have shown signs of decreased sense of responsibility, and have not actively fought with wrong ideas, views, and negatives in the organization of the party, units, and the locality. Extreme criticism of cadres for wrongdoing persisted among some Khmer cadres in most provinces.

4.3. Solutions to improve the effectiveness of implementing policies on training and fostering cadres and civil servants of Khmer ethnic minorities in the Mekong Delta

Determining the right needs to develop a plan for training and fostering cadres and civil servants who are ethnic Khmer people in the Mekong Delta specifically, clearly, and with the right audience. Plans for training and fostering cadres and civil servants are actively developed by agencies and units, and it is difficult to avoid shortcomings and shortcomings. In order to have a specific, clear, and realistic plan, agencies and units must conduct a thorough review of the current situation of the contingent of cadres and civil servants in terms of educational, professional, and professional qualifications, political theory, the types of certificates specified and the age, gender, target audience, screening of those who need training and retraining in accordance with the planning, job position, and future needs. From there, it is necessary to develop a training and retraining plan associated with specific subjects, close to reality, estimate the budget and propose necessary solutions to achieve the goals of the training and retraining plan. ministries and civil servants have set.

Enhancing the roles and responsibilities of all levels of Party committees, local authorities, agencies, units and cadres, and civil servants in training and fostering cadres and civil servants who are Khmer ethnic people. Policies on training and fostering cadres and civil servants have an important position and role in socio-economic development, maintaining security and defense in the Mekong Delta region [9]. Therefore, it is

necessary to improve the roles and responsibilities of all levels of Party committees, local authorities, agencies, units, officials, and civil servants to have the attention to lead and direct the implementation to ensure that the objectives of the training and retraining policy are set out. Party committees and authorities at all levels have a great role in directing agencies and units to develop plans that must be specific, and clear, ensure the right subjects, and training and retraining must be associated with employment positions, planning, appointment, and promotion to promote cadres and civil servants to actively participate in training and retraining.

Renovate training content, programs, and methods to suit the subject's cadres and civil servants who are ethnic Khmer people. The curriculum and teaching materials should be renewed because there are still some contents related to indigenous knowledge, sustainable development, customs, and culture of Khmer ethnic minorities, and knowledge of each civil servant title and job position [10]. Therefore, it is necessary to continue to innovate training and retraining content, programs, and methods to be suitable for each object, each civil servant title, and job position, to link theory with practice, to have knowledge about indigenous knowledge, sustainable economic and social development, anthropology, overcoming overlapping and overlapping theories.

Changing awareness of cadres and civil servants who are Khmer ethnic minorities about the importance of training and retraining policies. Training and fostering are not about having a degree to be promoted, promoted or appointed to a high position, but training and fostering are to improve knowledge, working skills, and attitudes to serve employees people; overcome the thought of relying on the State, but must voluntarily rise to overcome all difficulties in order to grow up. The state only creates mechanisms and policies, while cadres and civil servants are the ones who directly implement the policies. Change the customs, practices, and lifestyles of ethnic minorities in order to harmonize with the common culture and avoid local ideology that does not like development [11].

Mobilize resources to implement policies on training and fostering commune-level cadres and organizations that are ethnic minorities. Among the resources for implementing the policy on training and fostering cadres and civil servants who are ethnic minority Khmer, focus on the main resources for training and retraining. The district budget to spend on training and retraining activities is not enough, so the district has to mobilize resources and take advantage of the support from the central and provincial budgets for training and retraining promoting cadres and civil servants to go to training and retraining by themselves, on the basis of having mechanisms and policies to attract, reward, plan, promote, and supplement after training and fostering.

5. Conclusion

The Khmer ethnic minority cadres and civil servants play an important role in the development and political tasks of the Mekong Delta. On the basis of documents of the Central Government, the provinces of the Mekong Delta region implemented the policy

of training and fostering cadres and civil servants of Khmer ethnic minorities, achieving certain results. The quality of cadres and civil servants who are ethnic Khmer people have been improved, and standardized to ensure standards and always fulfill their assigned tasks, contributing to promoting the cause of socio-economic development and maintaining political security, social order, and safety in the area.

However, there are still a number of cadres and civil servants who have not met the standards in terms of professional qualifications, political theory, and knowledge of state management, and the status of cadres and civil servants working without professional training is still very high, training is not associated with job positions, or with planning. On that basis, the paper proposes a number of solutions to contribute to improving the quality and efficiency of the implementation of policies on training and fostering cadres and civil servants of Khmer ethnic minorities in the Mekong Delta.

Authors' Contribution

All authors contributed equally to the conception and writing of the manuscript.

Conflict of Interest Statement

The authors declare no conflicts of interest.

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**IMPLEMENT POLICIES ON TRAINING AND FOSTERING CADRES
AND CIVIL SERVANTS OF KHMER IN THE MEKONG DELTA**

A. Significance of the topics/issues to the field of research

Extremely significant	10	
Important	8	X
Modest	6	
Trivial	4	
Unimportant	2	

B. Value of writing and other elements (figures, tables, graphical elements)

Superior	10	
Good	8	X
Minor problems	6	
Major problems	4	
Completely inadequate	2	

C. Conceptual consistency (clarity of objectives, treatment of relevant literature, consistency of reasoning, argumentation)

Superior	10	X
Good	8	
Minor problems	6	
Major problems	4	
Completely inadequate	2	

D. Methodological consistency (research design, sampling, data collection/analyses as relevant to qualitative/quantitative data)

Superior	10	X
Good	8	
Minor problems	6	
Major problems	4	
Completely inadequate	2	

E. General discussion and conclusions (implications, limitations, future research, recommendations)

Superior	10	X
Good	8	
Minor problems	6	
Major problems	4	
Completely inadequate	2	

F. Paper's contribution to research field

Extremely significant	10	X
Important	8	
Modest	6	
Trivial	4	
Unimportant	2	

G. Recommendations

Accept unconditionally	(55-60)	X
Accept conditionally, subject to minor revision, according to my accompanying comments	(50-54)	
Encourage revision, according to my accompanying comments	(40-49)	
Reject in current form, but allow resubmission of a substantially different version, according to my accompanying comments	(25-39)	
Reject unconditionally, because the likelihood of a successful revision is remote	(<24)	

Remarks:

The research work has a good value of conceptual consistency and a very good coverage of the planned topic, a good research design and clarity of the objectives. Some minor aesthetically adjustments (formatting) will be performed on the editing phase by the editors. The article is accepted for publication unconditionally.

Recommendations:

- Adding an "About the Author(s)" section.
- If necessary, adding a "Conflict of Interest" section.
- If necessary, adding a "Funding", "Financial Support", etc. statement.
- Including an acknowledgment\footnote if the submitted manuscript has been previously presented on a conference, represents a part of a thesis; represents an improved previously published research, etc.
- Adding any other sections as acknowledgments, statements, mentions meant to identify and eliminate any potential conflicts.
- Adding a second language\bilingual title, abstract and keywords will increase the retrievability of the published article.

All the above mentioned recommendations are optional and have to be added only if the author(s) consider their presence appropriate or applicable.

Note:

The actual report represents a preliminary report which indicates the acceptance of the article, with or without major adjustments. It not certifies the publication of the submitted manuscript on the submitted format. The manuscript will be edited\formatted according our publishing format. Before publication, the edited article will be returned to the author(s) for eventual content updates / adjustments. The article will be published\indexed only after its final content\details are confirmed by the author(s).

Wednesday, January 04, 2023.

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