

Reforming mode of cadres selection in Vietnam today

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Abstract: Experience of the world shows that building a team of leaders and managers is always the top priority in the human resource development strategy. For Vietnam, in order to well develop human resources - one of the three breakthroughs in socio-economic development and reform of the civil service regime, civil servants, the quality improvement of the contingent of cadres, leadership, management is always an urgent requirement and is a requirement of current practice. Leadership and management team is built through many solutions such as discovering, recommending, recommending, attracting, retraining, planning, dismissing, etc. In which, how to choose Choosing someone worthy of appointment is a decisive content to the quality of the leadership and management team. This study focuses on analyzing the model of the political system's cadres selection; the problems posed and the causes of inadequacies in the mode of staff selection in the current political system in Vietnam; from there, proposing solutions for innovating the mode of selecting cadres in the political system in Vietnam in the coming time.

Keywords: Reforming mode of staff selection, cadres at all levels, political system Vietnam today

1. INTRODUCTION

In any political institution and in any historical conditions, officials are the decisive factor in the success or failure of the country. Although the nature, scope, and level of impact in staff placement vary, the cadre's work has always been a key issue of the ruling party. Therefore, the work of cadres directly affects the reputation of the ruling party. That is why the work of cadres becomes sensitive, prone to corruption if there is no proper selection, appointment, and strong power control mechanism.

The cadre's work plays a particularly important role in enhancing the leadership capacity and combats the strength of our Party. In the new revolutionary period, it is necessary to continue to innovate, improve the quality and efficiency of staff work in order to build a contingent of staff to meet the requirements and tasks of socio-economic development and protection. The homeland, aiming to turn Vietnam into a developing country with modern industries and high average income by 2030 as the draft document submitted to the XIIIth National Congress (2021) of the Party. Vietnamese communists have posed.

Document of the XIIth National Congress of the Communist Party of Vietnam (2016) of the Party clearly states: "Continue to promulgate and implement regulations, regulations and mechanisms in cadres work to ensure consistency, uniformity and close link between stages, the linkage between levels; including a regulation on the correct and objective assessment of officials, to have a basis for using, assigning staff, preventing and repelling running, running age, running degrees, etc." (Communist Party of Vietnam, 2016, p. 206). Thus, the Communist Party of Vietnam has

determined that in any period of the revolution, the cadre's and cadres' work are also the key issues; has very important implications for the Party building work, contributing to deciding success in the process of organizing and leading the Party's revolution.

The Communist Party of Vietnam is the only force to lead the State and society (National Assembly, 2013). One of the Party's leadership modes is to grasp the entire work of organization and personnel for the whole political system. The advantages of building a contingent of Party cadres in the resistance war for national independence and national construction in the new period are undeniable, but also facing many difficulties and challenges. Corruption in cadre work is undermining people's confidence in the Party's leadership.

Therefore, solutions to building the contingent of cadres are being researched and completed by the Communist Party of Vietnam in order to prevent and repel the situation of "running and running, running right".

This article only mentions one of the most important and easy-to-corrupt issues about cadres' work, which is the mode of staff selection (nomination, appointment) in the political system of Vietnam.

2. LITERATURE REVIEW

Thesis "training and retraining of key leaders under central management in the Lao People's Democratic Republic in the "innovation period" (2005) by KhamPhanPhomMaThoi on "quality improvement amount of training and retraining for key leaders ". These can be seen as the scientific arguments for the training and retraining of management leaders in general and key leaders under the management of the Central Government in Laos in particular.

The book "Experience in building a contingent of cadres in China" (2009) by Trinh residential, Ph.D. Nguyen Duy Hung and Assoc., Ph.D. Le Van Yen. The books compiled by the author are mainly based on Chinese books, newspapers, and magazines, arranged according to each general issue. The author assessed that cadres are the main force in building social order, maintaining stability, and developing society. In order to smoothly develop the cause of building socialism with Chinese characteristics, step up the reform, opening up, the problem of building a contingent of highly qualified, knowledgeable, and professional cadres well fulfilling the assigned tasks, being loyal to Marxism, persisting in the path of socialism, knowing leadership, managing the country and the society, especially managing the social master market economy the meaning of China, etc. is very interested in the Party and the State of China.

The book "A leadership competency model: Describing the capacity to lead" (2013) by Ashwini B, Misty B, Gary B, Cathy B, Kirsten G, Sara L, Matthew M, Brigitte P, Brian S, Aaron S & Stephen W. According to the authors, the capacity of a leader includes the following parts: 1) Organizational leadership capacity includes the capacity: self-understanding; control yourself; adjust habits; working attitude adjustment; learn. 2) Team leadership capacity includes the competencies: leadership communication; knowledge about object psychology; employee motivation; team development; influence and build an image. 3) Personal leadership capacity includes the competencies: Work for organization; problem-solving; information and resource

management; improve operational efficiency; politics and social responsibility; leadership initiates change.

The “Ly Kuan Yew book on management” (2016) by Janice Tay& Ronald Kow with 5 groups of problems (strategy, group, communication, planning, and operating principles). Singapore is known for the effectiveness of management, both government agencies, and businesses. The book is an expression of Lee Kuan Yew’s views on management, focusing on two main areas: policy and people. The book mentions many strategies and management policies that are an obsession with the existence of a small country of Singapore. Because of its awareness of resource constraints, Singapore must excel above others in order to survive.

The book “Leadership - Barack Obama style” (2016) by Shel Leanne with 3 parts, 10 chapters, 430 pages in size. In 2008, Senator Barack Obama overcame many difficulties to rise to one of the most powerful positions in the world and become the 44th President of the United States. In that miraculous journey, Obama has created a distinctive style of leadership, attracting millions of supporters and making even his opponents admire. In this book, author Shel Leanne - a leading technical expert who regularly works with Fortune 500 companies, writes about Obama’s outstanding skills in leading teams and organizations to succeed. These include: communicating your vision in a clear and convincing way; create and lead excellent teams; harnessing the power of technology; create trust in others; building bridges between different individuals. Through specific examples and analysis, the book is an interesting and in-depth look at the factors that made the first black President of the United States successful.

The brief book on “Experiences of discovering, training and using talents in Vietnamese history” (2008), by Pham Hong Tung (Editor), with 8 chapters, 190 pages in volume. The author Pham Hong Tung has conducted practical surveys of the discovery, training, and use of talents in Vietnamese history.

3. RESEARCH RESULTS AND DISCUSSIONS

The mode of cadre’s selection in the political system in Vietnam today

In principle, the Party unifies to directly and comprehensively lead the work of cadres and management of cadres in the political system (the Party, the State, the Fatherland Front, and socio-political organizations). The Party promulgates regulations on the work of cadres and directly implements the organization and personnel work for the whole political system (the recruitment and management of personnel under the government, the Fatherland Front, and the unions. socio-political system in each organization). Assignment and decentralization are associated with delegation of rights and binding responsibilities, and at the same time enhancing inspection, supervision, power control, and strict handling of violations. Each official has a management authority according to Politburo’s Regulation No. 105-QD/TW dated December 19, 2017, on decentralization of staff management and appointment and recommendation of candidate officials.

There are three different modes of staffing in the political system: (1) cadres of leading agencies, the Party’s advisors (both nomination and appointment); (2) officials of leading agencies, agencies directly under the government (nominated election or appointed according to the authority of the government body); (3) officers of leading agencies, affiliated agencies of the Fatherland Front and socio-political organizations

(recommend election or appoint according to the authority of the Fatherland Front and its delegations social-political system).

Regarding the process, the agency wishing to submit to the competent superior agency (usually the committee level or the standing committee of the party committee) in writing on the policy, quantity, and expected assignment of the cadres request for appointment (in the approved human resource planning on the spot), when accepted the policy, follow 5 steps:

Step 1: The head, members of the leadership and the advisory body organize staff to discuss and propose structures, standards, conditions, and procedures for personnel referral.

Step 2: The leadership team (committees and leaders of the agency) discuss and agree on the structure, standards, conditions, and process of introducing personnel and conducting staff introduction by secret ballot (each city A member who recommends 1 person for a title; whoever gets the highest number of referral votes over 50% will be selected top-down for introduction in the next steps.

Step 3: Leadership group (Standing Committee of Party Committee, Party Union, Party Committee), on the basis of the results of introducing personnel in step 2, conduct discussion and introduce personnel by secret ballot (each Leadership members recommend 1 person for 1 position among personnel introduced in step 2 or refer another person who meets the prescribed criteria and conditions; who gets the highest number of votes over 50% of the votes If no one has more than 50% of referral votes, choose 2 people with the highest number of referral votes from the top down to get a vote of confidence at the key staff meeting.

Step 4: Organize the consultation of key personnel about personnel (to be conducted when at least 2/3 of the people convened are present). Participants: not only the leading collective (as in step 3) and extending to the leadership positions below the head, deputy head of the subordinate units.

Step 5: The leadership group (at the party committee level or the party cadres committee, the party union, the leadership collective of the agency) discusses and votes on personnel. The person with the highest number of votes of over 50% of the number of recommendation votes may choose to introduce, appoint; in case the leadership collective introduces 2 people with the equal number of votes (reaching the rate of 50%), the personnel recommended by the head will be selected to submit to the superior for consideration and decision.

Basically, the above-mentioned procedures and procedures are very strict, conducted meticulously and publicly, step by step promoting democracy. Staff introduced to appoint or nominate candidates according to this process must be planned, but planning is pre-prepared, early preparation is usually 2-3 people for each leadership position. Staff planning is also a very important initial step of selecting and screening with the same process as the nomination of candidate and appointment officials mentioned above. People in the planning area are also trained, fostered, and rotated to supplement their knowledge and experience. Those who are planned to have quite a long striving time (usually a 5-year term) should have a high sense of work, maintain a moral character to have higher hopes in the next steps. People in the planning category can also be removed from the planning if they do not retain their prestige or appear more worthy people through reviewing and supplementing the planning which is conducted regularly

annually or over half of the term. Assembly also with complicated steps almost planned for the first time.

This mechanism of nominating candidates and appointing cadres has strongly promoted the role of the leadership collective and the collective of subordinate cadres and colleagues. Secret ballot way to choose the next steps to be implemented democratically, basically avoiding “group interests”, individual heads of dominance, and the “running the vote” personnel.

It can be affirmed that the great and significant achievements of the Vietnamese revolution and the unprecedented position and pre-history of Vietnam in the world today have affirmed the maturity of the staff through the revolutionary period and also the affirmation of the Party’s role in cadres work, including the appointment and introduction of candidate cadres.

The problems posed and the reasons for shortcomings in the mode of cadre’s selection in the political system in Vietnam today

First, the current selection method to appoint and introduce staff has exposed its shortcomings:

This is the traditional choice (which means long-term execution, under all circumstances and for most officials in the political system) that has become experienced, providing security, stability and only need to supplement and perfect details to overcome defects. However, when the intellectual level of the people is getting higher and higher, the demand for democracy is increasing, information conditions are more and more modern, etc. the mode must change to adapt to the change of the new situation. Therefore, there are many cases of doing it very meticulously, in the right process but not really finding the right talented and virtuous people. There are even cases where the cadres are not qualified and qualified but quickly promoted to many important positions, “climbed high and deepened” into the ranks of strategic leaders.

The main cause is ideological, conservative, stagnant, content with reality, afraid of innovation, even afraid of innovation because it can cause political instability or loss of personal interests. Moreover, there is no effective mechanism to protect people who dare to think, dare to act, dare to take responsibility, and dare to a breakthrough in the appointment and recommendation of candidate cadres.

Second, there are too many factors affecting the objectivity of the candidate recommendation and staff appointment method:

On Cadres’ standards:

The Politburo has issued Regulation No. 89 - QD/TW dated August 4, 2017, of the Politburo “standard framework for titles, orientation framework of evaluation criteria for leaders and managers at all levels”:

“1. In terms of political ideology: Loyalty to the interests of the Party, the nation, the people and the people; steadfast in Marxism-Leninism, Ho Chi Minh’s thought, goals, and ideals of national independence, socialism, and the Party’s renewal line. Having a firm stance, opinion, political bravery, not wavering in any situation, resolutely fighting to protect the Party’s Platform, the Party’s line, the Constitution, and the laws of the State. Having a passionate spirit of patriotism, placing the interests of the Party, the nation - the nation, the people, and the collective above the individual interests; willing to sacrifice for the cause of the Party, for independence and freedom of the

Fatherland, for the happiness of the people. Work with peace of mind, strictly follow the organizational division and successfully complete all assigned tasks.

2. In terms of morality, lifestyle, sense of organization, and discipline: Having pure moral qualities; honest, humble, sincere, and simple lifestyle; need, economic, integrity, and carefree. Dedicated and responsible for the job; no power ambition, no pride; have the spirit of solidarity, building, exemplary, love comrades and colleagues. They are not self-corrupt, bureaucratic, opportunistic, self-interested, and actively fight to prevent and repel degrading manifestations of political ideology, morality, lifestyle, and “self-evolving” expressions. “Self-transformation” internally; resolutely fight against bureaucracy, authoritarianism, corruption, wastefulness, individualism, opportunistic lifestyles, pragmatism, group interests, saying no goes hand in hand; fairness, integrity, appreciation of talented people, not letting relatives and acquaintances take advantage of their positions and powers for self-seeking. Adhere to and strictly comply with the Party’s organizational principles and discipline, especially the principle of democratic centralization, self-criticism, and criticism.

3. Qualifications: Having professional qualifications, political theory, state management to meet the requirements and assigned tasks and according to the regulations of the Party and State; necessary and appropriate computer and foreign language proficiency.

4. Competence and prestige: Having innovative thinking, a scientific vision, and working method; has the ability to synthesize, analyze and forecast. Ability to detect contradictions, challenges, opportunities, advantages, new and difficult problems, and limitations and shortcomings in practice; boldly propose appropriate, feasible, and effective tasks and solutions to promote, promote or disassemble. Having the practical capacity, grasping and a basic understanding of the actual situation to concretize and organize the effective implementation of the Party’s undertakings and guidelines, the State’s policies and laws in the fields, assigned working area; industrious, hard-working, dynamic, creative, dare to think, dare to do, dare to take responsibility and for the people to serve. Ability to lead, direct; to be exemplary, gather and promote the collective strength of the collective and individual; to be trusted and trusted by officials, Party members, and the masses.

5. Health, age, and experience: Being healthy enough to perform the task; ensure age for appointment and nomination of candidates according to regulations; have experience in leadership and management”.

In fact, the general standard mentioned above is very true, but applying it to each individual is too difficult, depending on the subjective perception of each person. There have been many agencies and units that concretize leadership titles, but it is only qualitative. In other words, if looking at the factors of staff standards as prescribed, there are many who can meet, so it is difficult to narrow the audience, it is difficult to choose the “outstanding” person, who is really the leader.

Regarding the regulations on the cadres’ structure:

Defining the staff structure is necessary but must be prepared very early, meticulously prepared to avoid coercion and imposition. Many targets are for the minimum proportion of the staff structure that are women, ethnic minorities, non-party people (for the National Assembly, People’s Councils at all levels, the Fatherland Front and mass organizations. socio-political at all levels) or young cadres should in many cases run according to structural norms but ignore standards. There are even cases where a

member of the National Assembly has to “bear” all the above four criteria, so he cannot participate in the collective leadership, reducing the intellectual power of the organization that has the function of issuing strategic decisions locally, country. Even important powerful agencies such as the National Assembly, People’s Councils at all levels have too many delegates from the executive agency, so the criticism and supervision according to the functions of these deputies are very limited and they themselves do not have time to attend a meeting that lasts several months of the year.

Procedures and processes for staff placement and introduction are still cumbersome, the goals are hardly feasible, and democracy has not been promoted among candidate cadres. There are too many meetings, it takes a long time, gather many people, many times to get the vote of confidence, enough procedures to get the final choice of the competent authority to introduce candidates or appoint candidates (not including another stage is the appointment and election of elected bodies of the Party, the government, the Fatherland Front and socio-political organizations).

The cadres’ assessment:

This is the opening stage, the basis for many other stages in the work of cadres such as planning, training, retraining, rotation, policy, commendation, discipline, etc., especially staff allocation. . Incorrect staff assessment will arrange and use staff arbitrarily, leading to work stagnation, even causing unpredictable consequences. Therefore, properly assessing cadres will correctly arrange, promote the successful implementation of political tasks, contribute to preventing and repelling the deterioration of political ideology, lifestyle ethics, expression of “self-acting variable”, “self-transform” internally. However, staff assessment is still a long-lasting weak stage with no effective solution to overcome.

The content and methods of staff assessment are interested in innovation, considered as a breakthrough solution “Renovating the assessment of staff in the direction: Through, continuously, multi-dimensional, according to criteria, by-products, through surveys, publicity of results and comparison with equivalent titles “but still cumbersome, time-consuming but the effect has not been as expected.

There are many causes of the above situation, but the main reason is still the lack of information to understand officials, the lack of cadre assessment of the voters, and their political sense when voting due “to love should be good, hate it so bad “or “the local ideology, the lineages - a backward”, but very difficult to overcome traditional psychology of the new nation out of feudalism.

Third, the role of the head of the agency or unit in the appointment of subordinate officers is rather fuzzy in nominating and appointing officials:

The election of titles according to the popular suffrage system is relatively appropriate and is a popular way of democracy. However, the appointment of heads of non-electoral agencies and organizations depends mainly on the collectives of competent superiors. Even the appointment of deputies of the head or the head of the organizations under the management of the head is also collective with a very complicated process. While the head is responsible for the main, regular, and direct use of the staff, there is only a very small right (also only 1 vote) in the leadership teams (usually more than 10 people), in the conference the expansion set (hundreds of people) or the election (tens of thousands). Accordingly, the evaluation, dismissal, or discipline of this officer is not within the authority of the head, but under the leadership collective (the level assigned to manage that officer).

The main cause of this situation is both slow thinking about the mode of staff selection, not trusting the individual leader (level, bravery, and impartiality, objectivity), and lack of opportunity. Institutional arrangements between the rights and responsibilities of the head.

Fourth, the Party's organizational apparatus and personnel and personnel of the State, the Fatherland Front, and socio-political organizations have not yet met the Party's requirements for renewing the leadership methods of the Party:

Currently, the work of cadres (from training, retraining, assessment, appointment, the nomination of candidate cadres, rotation, remuneration policy, retirement, etc.) is under the authority of the party committee, the competent party organization permission. However, the recruitment, management, evaluation, policy implementation, rank promotion ... for specialists, civil servants, and employees fall under the authority of the head of the public servant management agency (State, Fatherland Front and political - social organizations). That is why many jobs are overlapping, dispersed, inconsistent and a waste of resources for advising, assisting, and managing human resources.

Fifth, it has piloted to find new ways in appointing and introducing candidate cadres but is slow to review and replicate:

There has been a policy of exam for the title of leaders, manager at the department level, department level (where the head regime is implemented) in the political system. Some localities have organized the implementation and are interested by many people and supported by the society. However, there is too little number of pilot places and time is not long enough for a serious review, reliable enough for replication. Moreover, the competition for titles still belongs to the agency with authority to manage the implementing staff, so there are also inadequacies in objectivity and fairness. In many cases of the entrance examination, people who are outside of the agency's planning cannot lead or run the agency for many different reasons. The main problem is that when not being able to take over the job due to the entrance exam, it is difficult to resign or dismiss, but often be transferred to another leadership agency (at the same level) to resolve the situation, causing frustration contact in public opinion and make the work more embarrassing and deadlock.

Proposing solutions on reforming mode of selecting cadres in the political system in Vietnam in the coming time

First, continue to innovate the way of selecting and introducing candidate cadres of the party committee, competent organizations for cadres of the whole political system. Still implementing the current principles and processes to introduce appointments and elections, but there are some innovations to overcome the aforementioned shortcomings:

Develop and implement title standards, quantitative assessment criteria for each officer title to serve as a basis for staff evaluation. The development of staff evaluation criteria and criteria should follow the following principles: (1) Ensure the truthfulness and specificity of each title (to serve as a basis for the correct assessment of incumbents, including expected positions, etc.); (2) Ensuring the comprehensiveness, clarity, and strictness so that it is impossible to "apply" or "circumvent the law"; (3) Ensure feasibility (not too low because there will be too many qualified people and it is not too difficult to find anyone); (4) Associated with sanctions for handling

violations (for each stage: self-review staff - assessment organization staff - advisory chair - individuals or collectives have the authority to conclude).

Second, continue to pilot the exam for leadership and manager titles for the agency that implements the leadership regime of the entire political system:

First of all, it is done at the department-level and department-level heads in the political system. Do not take the entrance exam for a deputy because it is difficult for a deputy to fulfill his commitments when taking the exam. To proceed to apply the popular management examination mechanism. The entrance examination mechanism must create equality with all candidates, regardless of party members or non-party members, ethnicity, or religion in state agencies. Organizations and agencies wishing to recruit leaders need to define clear, stable, and open standards and conditions for competitive titles so that many people know and strive, and are ready to prepare for competition.

Define the duties, functions, and working regulations of the examination councils on the principle of only one agency, one person is empowered to organize the examination and the examiners and examiners do not know each other and cannot contact each other before and during the exam to prevent and fight corruption in this “sensitive” work.

Third, pilot the head in the organization to implement the mode of head selection, proposing the appointment of deputies; directly appoint and dismiss subordinate heads and take responsibility for such decisions:

Only specifying the maximum number of levels and the decision of the number of deputies to be decided by the head. Limit to the lowest level of deputy heads of the head, even it is not necessary to deputies under the regime of heads if the heads feel reasonable and there will be no “permanent deputies” in all generations of heads.

Heads of units or superior committees only evaluate lower-level cadres of no more than 1 level (only evaluating officers at their level to manage, not evaluating their deputies). The subject of staff evaluation, salary increase, and the bonus must be under the head of the unit according to the provisions of law (other participants, including the party committee, etc. for reference only). Accordingly, it is necessary to perfect the regulations, regulations, and staff assessment processes in the direction of concentrating power on the heads, creating executive effectiveness for the heads. There are specific sanctions to promptly and strictly handle the case of improper evaluation and placement of cadres. The power control mechanism is shown in strict, clear, transparent, public regulations and regulations, with specific commitments and accountability regime. At that time, the head is fully responsible, no longer relies on the party committee, or takes the party committee as a “front” for the head to avoid responsibility, blaming the party committee when making wrong decisions.

So who will judge the head of the unit, especially when giving them so much power? It is still the collective level with authority to manage such cadres but focuses on building a mechanism for people to participate in the assessment of the head by annual vote of confidence if the vote is below 50% for 2 consecutive years. they must be dismissed or voluntarily resigned.

Fifth, pilot the referral party secretary to elect the standing committee and take responsibility for the referral:

The subject evaluating officials is the party committee (or the standing committee of the party committee) as decentralized because the party committee has the power to introduce its members for election in the Party and is one of the subjects that recommend candidates for official government departments or the Fatherland Front and socio-political groups. The Secretary of the Party Committee is the person responsible for building a contingent of staff nearby and someone who can deeply know those under his authority and associates. Therefore, if you trust, entrusting the referral party to the standing committee secretary and the deputy secretary and the deputy secretary among the standing committee of the committee will be really effective. Meanwhile, the party committee secretary will have higher responsibilities.

Sixth, pilot the election for the leadership bodies of the local government (first at the commune and district levels):

Run the campaign according to the motto of real debate with specific and clear commitments, especially when choosing the head of government. More specific provisions on asset disclosure under Decision No. 99-QD/TW dated October 3, 2017, promulgating “Framework guidance for committees and party organizations directly under the Central Government to continue promoting the role of people in the fight to prevent and repel the “self-evolving”, “self-transforming” degradation (including regulations on the disclosure of personal property on mass media, portal electronic information agency, etc.); should stipulate that both husband (husband), adult natural child (in-law), father, mother (wife, husband), etc. declare and publicize the property and the subject of declaration.

The candidate must declare the correct property, take responsibility for declaration, and commit to “pay off to the State if the property arises after being elected, if unable to explain”; pledges to voluntarily resign if they do not meet the requirements and do not comply with the commitments.

Consistently implementing Party congresses at all levels to elect the standing committee, secretaries and deputy secretaries are required to have a balance (at least 02 people to vote 01; 30% surplus for collective election). Candidates for secretaries and deputy secretaries must publicly present their proposed action plans and written commitments to uphold quality, fulfill their responsibilities and duties.

4. CONCLUSION

Arranging cadres in the political system according to the nomination and appointment process of the party committee, competent party organizations in Vietnam are in the process of completing, selecting, looking for new ways. , overcoming the shortcomings of the old method.

The introduction of candidates and appointment of cadres to hold positions in the political system has always been a sensitive and difficult issue because many of the dominant personal interests are prone to corruption. Therefore, strict and scientific regulations, regulations together with strong sanctions will contribute to preventing and repelling the situation of “running and running, running power” which is causing pain in today’s society.

Acquiring experiences in the world, promoting the role of science in terms of organization, and personnel in the world will be the door to good, creative and effective ways to contribute to building social democracy theism that the People expect.

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