

MICHIGAN STATE UNIVERSITY
Vietnam Technical Assistance Project

October 8, 1955

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From: Dr. Edward W. Weidner, Chief Advisor

Subject: Monthly Report of Michigan State University Group

The following are the major developments in the Michigan State University program since September 1st.

Police Project

1. The police project personnel is currently eight police specialists full time, research coordinator half time, in-service training coordinator half time, full time secretary and two Vietnamese employees.
2. As usual total cooperation from the Minister of Interior was the case throughout the month without exception.
3. Ten police officers completed a twelve week course in English and they are designed to be useful as interpreters-translators; up to now they have worked at the secretarial and clerk level. Twenty more police officers started a twelve week English course. These were selected with the view of sending them to the United States or other English speaking countries for specialized training. They presumably have bright futures with their enforcement agencies.
4. Extensive plans for a thorough study of the municipal police organization of Saigon and Cholon were completed. These plans included a specific questionnaire or interview guide and a series of specific statistical and factual report forms which will have to be completed in order to understand the police operation. The Minister of Interior has encouraged this thorough survey and he proposes to include in next year's budget funds to carry out such items as relocating precinct stations, remodeling headquarters buildings, etc.

5. A similar thorough study of police organizations outside of Saigon and Cholon, including municipal, village, Garde Civile and the Sureté operations was begun. In regard to this part of the program the field administration group, in its study of the Ministry of Interior, will do some of the field work for the police in connection with that study.
6. We have been assured of an initial sum for police equipment. As a consequence progress was made toward developing an inventory of needed technical equipment for the national crime detective laboratory. Advice has been secured from qualified experts in the United States after they received our reports on conditions and needs. The first ordering of the specialized and general police equipment will take place in October.
7. Any drastic recommendations will have to wait upon the completion of the police studies. Target date is November 15.
8. 3,000 Garde Civile police officers are in training at Camp Quang Trung. The last two weeks of this six weeks course will be devoted to police subjects entirely. Beginning of the police training will be on Monday, October 17.
9. The remodeling and reconstruction work on the national police academy building is near completion. The Director of the academy is assuming his responsibilities well.
10. For the start of classes of the academy on October 17, 90 students are being selected from the Saigon-Cholon police and 60 from the Sureté. From this group 120 will be screened out through a short answer test devised by our group in cooperation with the Ministry of Interior and the Ministry of Education. It is hoped that this test will be an important precedent for personnel selection.
11. The instructional staff of the academy and the instructional staff at Quang Trung are undergoing a one to three week teacher training course. The objectives of this course are to give the instructors depth in subject matter, instructional techniques and to permit their drawing up of course outlines and materials. Training conferences include general matters and special small group conferences on specialized topics.
12. Three committees to set policies for the police academy have been created:
 1. The top policy committee with representatives of the three police services.
 2. The academic advisory group consisting of the director of the academy and the four academic department heads.
 3. Administrative and physical plant advisory group.

American advisors deal directly with each committee and especially with committee 2.

13. A work schedule was submitted to USOM and the Vietnamese Government on September 15.
14. Arrangements neared completion to send Vietnamese police officers to Singapore for training by the British. The Deputy Advisor for the police project will visit Singapore toward the end of October to conclude definite plans. On the other hand training in Thailand and the Philippines or bringing Thai or Philippine instructors here were subjects that did not significantly advance during the month.
15. The security center was completed and the first security forms processed. Plans for the President to visit the security center in early October were completed. The security center will permit screening individuals for responsible positions and will also give the Government a security check system for government employees as in the United States.

Field Administration Project

1. On September 1st, the field administration project began its research outside of Saigon on Refugee Commission administration. During August the Saigon office study had been completed and suggestions for administrative reorganization had been submitted to the Commissioner General who proved to be very receptive to the report. Implementation, however, awaited the completion of the field aspects of the study. During the first two weeks of September interviews were conducted by team personnel throughout the Country. A total of 14 provinces and over forty refugee camps in Central and South Vietnam and the P.M.S. were visited. Interviews proceeded according to an interview guide and data was systematically collected on a variety of subjects relative to refugee affairs, village and province administration, level of self-sufficiency, major problems slowing down rehabilitation and suggestions for change to mention but a few. As a result of this research a preliminary report was given to the Commissioner General on September 17 and a final report with recommendations has been submitted through the Resettlement Division, USOM. The research report summarizing research findings has been completed and will be circulated soon.
2. Recommendations in the Refugee Commission reports were accepted with enthusiasm and continued assistance will be given to the implementation of the proposals. In the long run in-service training will be offered through the Institute and in the short run various devices for temporary in-service training and implementation of reorganization will be developed. We recommended a flexible decentralized organization including formation of field offices to handle refugee problems on a project basis while working toward integration into the existing governmental structure.
3. The Minister of Interior named the Director of his Administration and Legislative Division as the coordinator for the field administration project in the Ministry of Interior and for the survey of municipal, provincial, district, cantonal and village administration.
4. Research within the Ministry of Interior has started. Following preliminary discussion with the Minister and the appointment of a counterpart for the operation within the Ministry, pertinent documents were collected and are being analyzed. A questionnaire has been prepared,

pretested in the Ministry and revised. An interviewing schedule within The Ministry offices in Saigon has been developed, interviewing to begin October 17. As for the field study which will follow the study of central offices, a series of questions has been submitted to USOM field officers and their replies will be an integral part of the planning of the field operation to follow. The field study is scheduled to begin October 14 by which time the central office study will be essentially completed. Responsibilities for various segments of the research in Interior have been allocated to Haney, Rolland and Snyder, members of the field administration group.

5. The work plan of the field administration project was reviewed by representatives of the Vietnamese Government and USOM and certain changes that were made as to priority of Ministries. The most important changes were the Ministry of Agrarian Reform, Commission for Civic Action and the Ministry of Finance will be given a higher priority.
6. Personnel on the field administration project includes four specialists, research coordinator half time, in-service training coordinator half time, secretary full time and eleven Vietnamese employees. The latter employees have been receiving a series of organized lectures and discussions to familiarize them with our activities and to prepare them for independent work. Most of them will be quasi-professional employees.
7. A field trip in connection with the civic action program was made by several members of our field administration team.
8. Total cooperation was forthcoming as usual from the Refugee Commissioner and his staff and the Minister of Interior and his staff.

Institute Program

A. Day Degree Program

1. With courses and curriculum previously established teaching at the Institute by both Vietnamese and American instructors continued. Many informal conferences on teaching methods and course content were held. Two MSU instructors use interpreters and one lectures in French. Use of reference books for courses will begin in October. In the meantime students are finding detailed lecture outlines or problems distributed at each session very useful. The discussion method of teaching is gaining acceptance and the students are modifying their formal classroom habits.
2. Cooperation from the Vietnamese members of the Institute has been excellent throughout the month once again.
3. The main problem of the Institute has been how to increase enrollment effective with the new semester in February. This subject has been discussed in two formal conferences, many informal meetings and the Chief Advisor has taken the matter up directly with Mr. Thong, Director of the Institute. Chief difficulties in the way of an immediate mass increase of day students may be summarized as follows:
 - (1) lack of funds by the Institute for financing scholarships or for paying salaries of fonctionnaires while attending the school;

- (2) the low quota for students set by the Fonction Publique which, after consultation with the ministries determines the rate of absorption of Institute graduates; and
- (3) especially the limited number of students receiving the baccalaurate degree which is a requirement for admission to the Institute. Since the Institute is now making an urgent bid for greater prestige and acceptance, it is agreed that the lowering of entrance requirements would be a mistake.

As a means of increasing day school enrollment, the Institute has agreed to undertake a vigorous program of publicity in an effort to attract non-scholarship and non-fonctionnaire students for February, 1956. It is hoped also that such publicity might be effective in uncovering potential scholarship students. In the meanwhile, the Fonction Publique has agreed to raise the February quota of the Institute from 40 to 60, and a study committee has been set up to consider the question as to what rate the public service can absorb Institute graduates. On the basis of present evidence, it would appear that the service could well use the comparatively well-trained students from the Institute. It is believed that the problem is in part one of selling the Institute to the ministries. Also under exploration is the possibility of increasing enrollment by having mainly the fonctionnaires make up the student body. There is a surplus of fonctionnaires at present and this would take care of the difficulty of the scarcity of persons with the baccalaurate degree and also the absorption capacity of various ministries.

In addition, every effort is being made, and with some measure of success, to the broadening out of the Institute so that it will consider itself not only a training school for province and district chiefs but also for the higher echelons of the general offices of the Ministries.

4. An intensive public relations program of the Institute to develop its prestige and day and night school enrollment is underway. A two man committee, consisting of Dr. Hunter and a Vietnamese counterpart is developing posters, banners, radio and newspaper publicity, speeches, catalog of courses, an illustrated brochure and magazine publicity.
5. Mrs. Blanche Stroup is now conducting a daily English class for the faculty of the Institute as well as her regular course in English for the students. Faculty members are enthusiastic over the course and are making remarkably good progress.
6. A translator has been assigned to the Institute and is beginning to translate selected U. S. materials into Vietnamese and French for student use.

B. Night School Certificate Program

The major accomplishment of the month was the devising of definite plans for an evening school in the Institute. Classes are scheduled to begin on February 1st, 1956. Classes will be from 5:30 to 7:30 p.m. and the students will be able to receive a certificate after one year if they complete four courses. However, students who do not wish the certificates will also be encouraged to enroll. An advanced certificate program will be developed as soon as there are enough students who have obtained the beginning certificate.

Fourteen courses will be offered, seven in economics and seven in public administration. All students will be required to take two core courses, namely, Introduction to Public Administration and Introduction to Economics. Political and Administration Organization of Vietnam and Administrative Law will be required for public administration students and Government Finance and Economic Development of Vietnam of the economics students. Optional courses will include the above for those who are not required to take them plus, in public administration, Personnel Administration, Constitutional Law, Labor Administration and Administrative Materials and in the field of economics Statistics, Money and Banking, Accounting and Economic Politics.

Michigan State University has offered to provide instruction in Introduction to Public Administration, Personnel Administration, Statistics and Money and Banking.

C. Library

September marked the arrival of the librarian and the first substantial shipments of books from East Lansing. Though books from Europe had been received as much as six weeks ago, these were the first books from the United States. Definite progress could be seen in the library during the last week of September and it should develop rapidly during the coming month with a full time librarian, Mrs. Alubowicz, on the scene. Remodeling of the library building had been completed during the first week of September and temporary shelves and equipment have been placed in the library pending arrival of the permanent furniture from the Philippines, where the order had been placed.

D. Research

Several significant developments can be reported on the general research program of the Institute. First of all, a change in research counterpart has been necessitated by the decision of the President not to release Mr. Tiem, the previously named counterpart, from his present activities within the Presidency. No final decision has been reached as yet as to who will take his place in the Research Division of the Institute but a temporary counterpart has been designated in the interim and several conferences have been held with him.

The research program of the Institute has unfolded through these conferences. The prospects as suggested at present seem to be as follows:

- (1) The Institute will publish a Public Administration Journal;
- (2) The Institute will compile and publish a dictionary of Public Administration terms; and
- (3) Lectures from courses taught at the Institute may be collected and published from time to time.

In addition to this, research in connection with government agencies is contemplated. The vehicle for carrying out this latter type of research will be the Division of Research which will, in many ways, parallel the usual Public Administration Research Bureau in the American sense. To begin this research, plans are progressing on a conference which will bring together governmental officials who are in charge of existing research operations within the various ministries. This conference will supply information on existing research completed and in progress and the present needs of the government.

E. In-Service Training

1. Two men were appointed in the In-Service Training Division of the Institute, Mr. Lan and Mr. Van. A series of conferences with these men on in-service training ideas were held and this led to a conference with the Director of the Institute. It has been decided to call a meeting of the representatives of the various Ministries to consider the role of the Institute in in-service training. It is agreed that the Institute will develop a general program of in-service training in public administration and economics but the question of whether the Institute should offer in-service training in technical fields other than economics has not yet been decided.
2. Plans are well along to make the Institute a clearing house of information and professional activity in the field of public administration. Discussions have already begun which, it is hoped, will result in the Institute's taking leadership in the formation of a professional society of public administration. This would include a journal in the field of public administration, jointly the vehicle of the Institute and the professional society.
3. A work plan and a statement of philosophy for the in-service training program has been completed by the Coordinator and will be distributed within one week.
4. For the Institute, Police Academy and the work of the MSU group in general a training aids center (visual and auditory) is being set up with the collaboration of the MSU Executive Officer. Much of the training aids equipment has already arrived from the United States.
5. Aside from training connected with the field administration and police projects in-service training has been carried on in the Ministry of Finance; mostly by means of a pilot in-service training class conducted by Dr. Hunter. This is a general advanced course in economic theory given at night and is expected to last ten weeks. Five weeks have been completed already. Enrollment has been limited to twenty and attendance is excellent. The students are largely high level fonctionnaires in the Ministry. As a result of experience with this course the Minister of Finance has already asked MSU to provide many other similar courses.

The method of instruction has been the so-called conference, discussion or socratic method, although a straight lecture experiment has also been carried out. The committee of students analyzing the course, after showing an initial preference for the lecture system, has reversed itself and decided that the socratic method gave them mastery of the material and gave them understanding rather than merely learning. Plans are developing to translate the set of problems used in this course into Vietnamese and to publish them as a work book in economics in cooperation with the Assistant Director of the Institute.

Participant Program

1. Several candidates proposed by the Government, and two proposed by Michigan State University, had to drop out because of family and other personal reasons. Two of the candidates proposed by the Government in August had to be dropped at the end of September because of insufficient

progress in English. (Four had been accepted conditionally at the beginning of September and were given a month to study English intensively. Upon re-examination, two of these had made enough progress to be accepted definitely.) We have recommended to the Government that the two rejected candidates (police officials) be reconsidered when next year's selection is made.

2. Nine candidates proposed by the Government have been approved and are being processed. Of nine other proposed by MSU, two have been approved by the Government and are being processed. Approval of three more is expected soon, and processing has begun. Status of the remaining four is still in doubt. They are non-fonctionnaires, and the government has not yet agreed to approve non-fonctionnaires. Another written request has been sent to the President, asking for a decision in all these cases.
3. Intensive additional English training and briefing for participants will begin in East Lansing November 21 and again December 12 in advance of the start of classes the first week of January.

Presidency Project

1. A request was received from the President that we broaden the scope of the Presidency project to include consideration of the relation of the government's budget and personnel functions to the Presidency. Accordingly steps were taken to obtain preliminary information from informed American sources on these matters, and we informed our chief contact at the Presidency, Mr. Doan Them (who has been assigned to work with us on the project) of the President's request.
2. Study of the arrêtés and other legal documents establishing the structure and functions of the Presidency was continued. Several discussions of formal structure and work assignments were had with Mr. Them. All of these will have to be consolidated, pruned, filled in, and re-written when decisions have been made by the Government on the basic lines of reorganization.
3. The President plans to appoint a committee in the Presidency to consider our eventual recommendations. The committee will then make recommendations to the President.
4. Mr. Nguyen Huu Chau, Minister-Delegate in the Presidency, and Mr. Nguyen Thanh Cung, Secretary-General, have not yet returned from Paris. Mr. Chau, the "assistant President," had requested that we go slowly until he returns.
5. It is now planned not to interview all personnel at the Presidency. Most of the clerical help, except for a sample, will not be contacted.
6. Our deadline for submitting recommendations is being set back to about January 1. This will allow time for the return and "reintegration" of Messrs. Chau and Cung, who will be key people in the evaluation of our recommendations and in implementing the recommendations accepted by the President.

Finance

MSU has assigned Dr. Lindholm to work under the supervision of the Finance Division of USOM in making a special study of the tax and fiscal system of Vietnam.

General Observations

1. There is a great need to coordinate American as well as Vietnamese thinking relative to law enforcement outside the Saigon-Cholon area. The lack of such coordination on both sides is the major problem facing the police team.
2. The major problem facing the Institute is larger day school (degree program) enrollment.
3. MSU's maintaining separate offices from the Vietnamese agencies with which it works closely is essential if undue criticisms by both fervent loyal nationalists and the Vietminh are to be avoided.