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MICHIGAN STATE UNIVERSITY
Vietnam Advisory Team
Saigon

Office of the Chief Advisor

February 7, 1956

TO: USOM, MSU

FROM: Dr. Ralph Smuckler, Acting Chief Advisor

SUBJECT: Monthly Report of the Michigan State University Group

The following are the major activities of MSUG during the month of January 1956:

Field Administration Project

1. Between January 9 and 21, 1956, the Commissariat General for Refugees conducted a training course for 62 prospective Center Chiefs, Provincial Delegates, and Planning Officers at Cu Chi. COMIGAL organized the training conference at the suggestion of the MSUG and invited our suggestions for revising the proposed curriculum. Our principal suggestions, which were accepted by COMIGAL, concerned the shortening of the training period with increased emphasis upon the mechanics of refugee resettlement and less emphasis upon the exploitation of the propaganda value of the refugees. Considerable attention was given to the procedural requirements established by USOM for preparing and processing the sub-project budgets. MSUG maintained liaison with USOM's Resettlement Division throughout the training conference. A letter analyzing the successes and shortcomings of the conference was submitted to the Commissioner General on January 25 along with suggestions for following-up the training. A copy was sent to USOM Resettlement Division.
2. On January 16 and 17 the Field Administration Project carried out a pilot study of twelve villages to determine the effectiveness of questionnaires to be used in research on the Departments of Agriculture, Agrarian Reform, Education, and the Commission for Civic Action. We decided to broaden the study to include questions at provincial, district, canton, and hamlet offices as well as specific individuals such as schoolmasters, landowners, farmers, and village personages. The pilot study demonstrated that a majority of our local employees can do a fine job of conducting interviews on their own. On January 26 a meeting was held with our counterparts for the four departments from USOM and MAAG. We received suggestions and guidance from those in attendance. On January 30 the first survey teams were in PMS, Central Vietnam, and South Vietnam to begin interviews at the province, district, canton, and village levels. It is planned that the interviews will be completed by March 23.
3. Two reports concerning the Department of Interior, Recommendations Concerning the Department of Interior, the Regions and Provinces, and the Supplement to the report were distributed to officials in the American and Vietnamese governments. These reports were based on four months of study and analysis in provinces throughout the country.

- On January 10 we were advised that USOM had received approval for a project for implementing Field Administration recommendations and in-service-training projects. Since that time we have been working closely with the Public Administration Division in adjusting the project to the current local administrative pattern as well as to our work program.

residency Project

- After a discussion with M. Cung, Secretary General, a draft decree was prepared to put into effect the reorganization of the Presidency. This draft took into account the President's wish to establish a Maison Civile and a Maison Militaire attached directly to him, instead of combining all the services concerned under a "Directeur des Services Généraux" as had been proposed in the Report and Recommendations on the Presidency. Otherwise, the draft conformed to all the recommendations made in the Report. The draft was turned over to M. Thém on January 18 after consultation with Richard Lindholm and clearance with Mr. Matheron (USOM) on budget agency provisions.
- On January 25 a meeting was held in M. Cung's office to discuss plans for budget reform. Present were MM. Cung and Thém of the Presidency, Dieu, Budget Director, one of his assistants, and Tran Long, a U.S. returnee (MA in PA, Syracuse) who is now in the Budget Direction. Long had been given the assignment to study the organization of the Direction. It was agreed at the meeting that he would prepare a report summarizing what he thought were the major defects of the organization. This report is due about February 15. It was also decided at the meeting that MSU should go ahead to try to recruit a consultant to assist in the reform of the budget system.
- Several discussions were held with Mr. Thém on the problems caused by the transfer of the Budget, Fonction Publique, and Planning Directions to the Presidency. The additional work load of coordinating and reviewing these agencies' work has caused serious strains on key personnel. Immediate action by the President on the recommendations to recruit several Chargés d'Etudes is probably required.

Participant Program

- A report on the 1955 experience in selecting and sending participants to East Lansing was prepared. This report included a plan and schedule for the selection of a group of participants for the school year 1956-57. Because the group currently at MSU consists of only ten persons, it is possible to envisage the sending of a larger group this year--possibly twenty. Conversations with the Government of Vietnam have already begun, with the aim of laying plans and starting the selection process early enough to avoid the problems caused by lack of time last year.

Members of the Institute staff will be sent to MSU to study the organization of studies and teaching methods in public administration, economics, and political science. They will visit other institutions and appropriate agencies in the U.S. as well. Mr. Dang and Mr. Bac will be the first two to go; the processing of their applications and other forms has already begun. The duration of their visit will

be about six or seven months. Also, the Director of the Institute, Mr. Thong, plans to make a shorter visit to the U.S. and MSU. He will fix the date on which he will be able to leave after the elections in March.

Institute Programs

1. In preparation for its multi-purpose role in improving government administration in Vietnam, the Institute has submitted to MSU a comprehensive plan for the progressive development of all phases of the Institute's operations and activities during the next three years.
2. Dr. Starr of USOM, Mr. Suu, business manager of the Institute, and Mr. Higbee have acted as a committee to obtain an architect's drawing and estimate of cost of a new classroom building at the Institute. The building is urgently needed by the Institute to handle its enlarged enrollment and expanded programs. In the meanwhile, the erection of five quonset huts, which were obtained from USOM, is expected to alleviate the situation.
3. The Institute has drafted a proposed constitution for a professional society in public administration. It is hoped the society will come into actual existence in February. A meeting was held to determine how the Institute can participate in and cooperate with the activities of the International Institute of Administrative Sciences. It was decided to explore several lines of possibilities. Present at the conference were the Secretary-General of the Presidency and two other officials who attended the 1955 meeting of the IIAS in Oxford, and Vietnamese and MSU staff members of the Institute.

A. Day Degree Program

1. The day school was not in session during January. Classes will resume on February 16. Enrollment will be 207 students, 60 new students having been admitted by competitive examinations given to students and fonctionnaires with baccalaureate degrees.
2. Courses to be taught by MSU personnel in the semester beginning in February are: Organization and Methods, Personnel Administration, Introduction to Public Administration, and Economic Problems. MSU will also furnish two English language teachers for the day school.

B. Evening School

1. On January 8 the evening school of the Institute began with approximately 640 students. Classes are being conducted not only at the Institute but also in borrowed space at the Faculty of Law and Faculty of Medicine at the University of Vietnam.
2. Dr. Roy Jumper and Mr. Gene Gregory, political scientists in Vietnam on Ford Foundation grants, and Mr. Roland Haney of MSU are teaching classes in Introduction to Public Administration to classes of approximately 130 students

each. They lecture in French. Dr. Fox is preparing detailed outlines for students' use in the course. Mr. Wayne Snyder of MSU is conducting in French a course in Statistics of approximately 70 students. MSU is also furnishing two teachers of English for evening classes.

C. Library

1. Steel furniture and shelving were installed in the Library. The new equipment is unusually attractive and well made. Book processing is moving more quickly, partly because of the help of Institute students who are working half-time in the Library between terms and partly because of the loan of a typist by MSUG. In January only 22 books were received; 250 books and 24 periodicals were ordered. A list of all books received to date has been prepared and will be mimeographed and distributed to the ministries.
2. The Library has been visited by Government employees, librarians, and others interested in the Dewey decimal system of classification and open shelf arrangement. Also a group of students from the International Students Association visited the Library during the month.

D. In-Service Training

1. As ordered by the President, the first series of meetings of the Inter-Department Council on In-Service Training met at the N.I.A. This council established a three-point in-service training program: (1) leadership training for the 5,000 executives and supervisors of the Government; (2) "subordinate" training, in eleven areas, for the 45,000 employees below first-level supervision; (3) specialist training, for such government specialists as researchers, engineers, physicians, etc. Also recognized for the first time was the N.I.A. interest in training of the additional thousands of village-level officials and employees.

The N.I.A. would appear to have not only direct responsibility for carrying out some of this training, but also for coordinating the whole in-service training program. Certain Departments are charged with carrying out the training in some areas, so there is need for over-all coordination. Many of the conclusions reached by the council were based on MSU recommendations. The N.I.A. is depending on receiving much MSU help on in-service training as the program develops in the months ahead.

2. A curriculum for the four-week long leadership training course was worked out by MSU and N.I.A. in-service training personnel and submitted to the N.I.A. Academic Council.
3. The Public Administration Division of USOM notified MSU that it had received approval for a project to strengthen field government, probably from province on down. MSU is assigned responsibility for instructor training and probably the preparation of manuals, etc., in this program, in addition to other responsibilities. A beginning was made in integrating this USOM project with N.I.A. facilities and plans for in-service training.

Economics Section

1. A work plan for the economics section was developed and is now in process of duplication. It contains sections on teaching, in-service training, and research.
2. Association with the working party on National Income and Economic Resources has continued. Developing out of this a second draft of a research project has been worked out, largely by Mr. Cole, after considerable reading and discussions with interested people.
3. Early in the month, David Cole cooperated with Professor Lindholm at USOM in his work on tax revision. Wayne Snyder began teaching a course in Statistics in the night school. This involves the preparation of problems which ultimately will become a statistics problem manual.

Police Project

1. On January 5 the fingerprint equipment ordered some time back arrived so the 21 students, who have been trained by MSUG in reading, classifying, and filing of prints, were able to start out the next day actually taking prints. They are now in the process of fingerprinting all the police officers in Saigon-Cholon and have completed 2418. The prints are all classified and as soon as the name cards are printed locally they will start filing.
2. The Clearing House is in full operation. George Boudrias, of the MSU group, has trained a staff so that the operation of clearing government employees and others is continuing in a regular manner by Vietnamese and under the supervision of Vietnamese. They now have indexed and filed 11,000 personal history forms with 55,000 index cards. This systematic method of clearing governmental employees has reached the point where it is beginning to bring results and the Vietnamese officials appreciate its value and are making good use of its services. Every week a new class of up to 500 Civil Guards who report into the reception center for a six-week training course at Quan Trung fill out these personal history forms and are photographed and checked through the Clearing House. All the Municipal Police of Saigon have completed these forms. Several teams of special investigators have been trained and are in operation under the supervision of Vietnamese officials in the field of counter-espionage and intelligence. These special teams have produced creditable results and result from the efforts of an MSU staff member training key Vietnamese officials in a new technique which they have quickly adopted and are now operating themselves.
3. On January 9 the second police academy class began its seven and one-half weeks session with 165 police officers. The students had been given the intelligence tests developed by the Vietnamese through the guidance and assistance of MSU staff members. The purpose was to screen out those not capable of keeping up with the average student. On January 12 graduation ceremonies for the first class were conducted with the Police Board, Honor Guard, and a talk by the Minister of the Interior and Director of the Academy. Definite planning has been done by the

Vietnamese Academy staff on a permanent, long range training program. They have prepared a document on this subject with our help which is in the hands of the Minister of Interior for approval.

- 1. Many hours have been spent during the month of January by the entire staff in drawing up our recommendations on the detailed functions of each of the enforcement agencies, their organization and method of operation, chain of command, jurisdictions, personnel practices, etc. It is now in the rough draft stage. Our staff has assisted in the drawing up of several sub-project agreements that the various Vietnamese agencies will present to us as official requests for American Aid to support their operations.
- 2. Howard Hoyt took General Nguyen Ngoc Le, Chief of Police Services in Vietnam, Mr. Do Van Ro, Director of the National Police Academy, and Tran Van Tu, Director of Saigon-Cholon Police to HongKong as guests of the British Government for a four-day inspection of a modern police department and modern equipment and techniques.

Executive Office

- 1. We had an increase of 8 non-American personnel, bringing our total to 55. We still have 3 contract employees, all of whom are American dependents. Total American staff members now stands at 25.
- 2. No additional leases for staff housing have been signed during this reporting period. All members of the MSU staff are satisfactorily housed. No members are presently living in the hotel. Installation of hot water heaters and air conditioners has been completed. Screening has been completed with the exception of two houses which are now in the process of being screened. With the assistance of the Vietnamese Government we have been able to secure proper electric meters to run these air conditioners. Installation of the meters should take place within the next month.
- 3. Requests for transportation have spiraled rapidly as a result of additional activity on the part of the field administration and police projects. Studies are currently being made to determine whether or not our present motor pool facilities are adequate to handle the load placed on it.

General Expenditures for January 1956

- 0 -

For account of Michigan State University

Object CODE	Description	Amount in Piastres	At 34.78 Amount in U.S.\$
01	<u>Personal Services</u>	455,309	13,091.10
012	Non American	269,692	7,754.22
013	Overtime	24,620	707.87
014	American Post Allow- ances	160,997	4,629.01
02	<u>Travel</u>	301,817	8,677.89
020	Local operational	12,717	365.64
021	Air Tickets from Saigon: To San Francisco for 10: Vietnamese students	289,150	8,312.25
03	<u>Transportation of Things</u>		
030	Personal effects	10,394.70	298.87
04	<u>Communications</u>		
040	Postage, cable, Telephones etc.	3,349.30	240.07
05	<u>Rents</u>	716,002.60	20,586.06
056	Rents - Residential	645,538.-	18,560.06
055	Utilities	62,094.60	1,785.35
051	Rental of equipment	3,330.-	95.74
050	Rents - Parking	5,040.-	144.91
06	<u>Printing & Reproduction</u>		
062	Commercial Printing	950.-	27.34
07	<u>Contractual Services</u>		
	For detail, see continua- tion sheet	436,972.-	12,563.39
08	<u>Supplies & Materials</u>		
	For detail, see continu- ation sheet	62,630.60	2,377.25
09	<u>Equipment</u>	276,590.-	7,952.56
091	Office machines	104,310.-	2,999.14
099	Office & Household Equipment	172,280.-	4,953.42
	Grand Total :	2,239,065.70	65,815.03