

SWA
BB

MICHIGAN STATE UNIVERSITY
Vietnam Advisory Team
Saigon

SCHOOL OF POLICE ADMINISTRATION
AND PUBLIC SAFETY
MICHIGAN STATE UNIVERSITY
EAST LANSING, MICHIGAN

Office of the Chief Advisor

March 5, 1956

TO: USOM, MSU

FROM: Dr. Ralph Smuckler, Acting Chief Advisor, MSUG

SUBJECT: Monthly Report of the Michigan State University Group

Deans Milton Muelder and Clifford Erickson of Michigan State University spent the first nine days of February with the MSUG in Saigon. Their visit was marked with briefing sessions, conferences, and visitations as well as a very full schedule of evening receptions and dinners. By February 9 the Deans had an excellent overall view of the Group's work, and MSUG had benefitted considerably by their suggestions and observations.

The following are the major developments in the MSU program during February 1956:

Police Project

1. During the month of February the Police Team had the pleasure of briefing and showing our various activities to Messrs. Engle and Roseman of ICA/W, Deans Muelder and Erickson of MSU, Mr. Paul Lawrence, USA Treasury representative for the Far East stationed in Hong Kong, and Mr. Eric Lambert, British Police Advisor for the Far East stationed in Singapore. All these parties observed the various schools in operation and had interviews with the different Vietnamese police officials.
2. All members of the Saigon-Cholon Police Department have now been fingerprinted, bringing to about 5,000 the number of fingerprint sets that are classified, checked, and now awaiting the balance of the 8x8 files and the 3x5 files that are enroute from the States.
3. All members of the Police Team have been kept very busy this month preparing the following reports:
 - a. The deliniation of the mission and responsibilities of each of the enforcement agencies in Vietnam. This report has been requested by the Vietnamese Government as a guide for them as they progress in the reorganization of their police services.
 - b. A report for Mr. Barrows to Washington on the Vietnamese piaster budget for each of the enforcement agencies of Vietnam.
 - c. A revised factual equipment list for all the enforcement agencies for the U.S. Department of Defense.

The representatives of the Police Team made field trips during which specific budgetary data was gathered from four cities. One "Sub-project Agreement" for equipping the Civil Guard was completed and returned to USOM.

4. Howard Hoyt made a trip to Bangkok on February 23 at the invitation of the Thailand police to review their organization, their training facilities, and inspect their capabilities of furnishing aid to the Vietnamese police in different areas.

Institute Program

A. General:

1. The comprehensive plan submitted by the Institute for its progressive development during the next three years has been translated into English and carefully studied. MSU staff at the Institute have drawn up recommendations as to what parts of the plan they believe desirable and practicable, have added their own ideas, and submitted proposals to the Chief Advisor regarding the roles of American aid and Vietnamese contributions, respectively, in the Institute's development.
2. Bids have been received on the construction of five quonset huts. A meeting among representatives of the Institute, MSU, and USOM has been set for the first week in March, in order to make final decisions.

B. Day Degree Program:

1. The new semester of the day degree program began on February 16, with a formal ceremonial opening in which the Chief Advisor and MSU Institute staff participated.
2. Teaching assignments in the day school are as follows: Dr. Hunter, Economic Matieres; Dr. Wickert, Personnel Administration; Dr. Dorsey, Organization and Methods; and Dr. Fox, Introduction to Public Administration.
3. Dr. Hunter is making good progress on his book of problems in Economics, which is now being translated into Vietnamese and typed. Drs. Dorsey and Fox are continuing to have public administration materials translated from English into French and Vietnamese for students' reading assignments.

C. Evening Certificate Program:

1. Contrary to a commonly made prediction that enrollment in the evening program would decline sharply after the first month or two, attendance has held up splendidly.
2. Dr. Jumper, now teaching Introduction to Public Administration in the evening school, is leaving Vietnam during the first week in March; he taught his last class on February 27. Beginning March 5, Dr. Fox will take over the section which Dr. Jumper has been teaching.

D. Library:

1. A brief Handbook has been prepared for students on use of the library. During the first week of the new semester the library staff instructed students on how to use their Handbook and the card catalog. Small

identification cards have been issued to each student to insure against unauthorized use of the library.

2. Physical needs of the library are gradually being met. New florescent lights have been installed, and the business office of the Institute has asked for bids both on the work necessary to make usable a small balcony in the library and on the conversion of a small dwelling outside the library into a workshop.

E. In-Service Training:

For the most part the month of February was devoted to organizing to implement the decisions of the mid-January meeting of the Inter-Department Council on In-Service Training. Within MSUG a series of discussions were held in which it was worked out that MSUG would try to meet the growing demands made on it for in-service training assistance by the following temporary procedures: (1) lending qualified personnel from other MSUG programs to the in-service training section, as needed; (2) transferring a qualified specialist or two to in-service training when and if possible; and (3) calling on East Lansing for consultants of certain specific types.

F. Presidency Project:

Further discussion with M. Thôm on the draft decree submitted in January resulted in an agreement to re-write the draft. The points at issue were not substantive, but concerned the inclusion of details in the first draft which could more properly be included in supplementary instructions. The draft is accordingly being re-written.

G. Participant Program:

The Vietnamese side of the participant program is being handled this year by the Direction du Plan, which, since its transfer to the Presidency, has been given responsibility for central control and coordination of all programs engaged in the sending of Vietnamese personnel abroad for training and education. A proposal for the procedure in selecting MSU participants was prepared and submitted to the Presidency during the month. Discussions are to begin today with the appropriate officials in the planning agency.

H. Economics Section:

Work has begun on a price control recommendation requested by the President. It is contemplated that this will be finished before the end of this month. A committee of three, Shelby, Dorsey, and Hunter, chairman, is working on the report.

Field Administration Project

1. The French translation of the "Recommendations on the Department of Interior, the Regions and Provinces" was sent to the President and the various national departments on February 20. Meetings with the Secretary of State for Interior and other interested parties are scheduled for March.

2. Our entire staff made field trips to interview and study local administration of four departments: Agriculture, Agrarian Reform, Education, and Civic Action. This work involved 217 interviews in provinces, districts, cantons, and villages in all three regions of the country. In addition to the field study, working arrangements were concluded with the four departments, and conferences were held with the staff of each one.
3. Roland Haney was assigned the responsibility for reviewing the implementation of the recommendations submitted to COMIGAL in our reports dated August 6 and September 20, 1955 stressing internal reorganization and decentralization of operations. As anticipated in the work plan, a series of interviews was conducted at COMIGAL from February 21-26, six months after the preparation of our report dated August 6, to measure the extent to which our recommendations had been put into practice. Principal results were:
 - a. Appointment by COMIGAL of field personnel on February 9: nine Provincial Delegates (or Field Officers), seven Planning Officers, and eight Center Chiefs (or Executive Officers).
 - b. Issuance by COMIGAL of a circular instruction to its field personnel on February 24 defining the role of the Provincial Delegate, Planning Officer, and Center Chief and indicating their relations with the Province Chief and the provincial technical services.

Executive Office

1. Members of MSU staff are now all housed in MSU-owned or leased property. Air conditioning has been installed in each of our houses. There has been some delay in making these units operational due to difficulty in securing proper electric meters. It is expected that these machines will be in operation by March 20. The contract has been let for painting the nine Duy Tan apartments. Two have been finished as of this date.
2. Two motor bikes have been added to the MSU transportation pool. One is to be used by the maintenance section, the other by the messenger. The nine MSU vehicles operated at a per kilometer cost of two piastres during the month of February. Total kilometers driven was 20,755. Provisions have been made to assure seven vehicles for local operational needs at all times. This has necessitated contacting a local car rental agency who will provide cars when field operations take more than two MSU-owned cars out of the city.

MICHIGAN STATE UNIVERSITY
VIETNAM ADVISORY TEAM
SAIGON

DEPT. OF PUBLIC ADMINISTRATION
AND PUBLIC SAFETY
MICHIGAN STATE UNIVERSITY
EAST LANSING, MICHIGAN

Office of the Chief Advisor

April 7, 1956

TO: USOM, MSU

FROM: DR. Wesley R. Fishel, Chief Advisor, MSUG

SUBJECT: Monthly Report of the Michigan State University Group

During the month of March, contract amendment negotiations in Washington and Saigon developed rapidly. A decision was reached to expand MSUG considerably beyond the present personnel ceiling of 30. The amendments include provisions for additional professional positions and will also provide an answer to the severe MSUG secretarial shortage.

On March 12, Dr. Wesley Fishel joined MSUG as Chief Advisor, replacing Dr. Ralph Smuckler, who had served as Acting Chief Advisor since the departure of Dr. Edward Weidner in December 1955.

MSUG was also strengthened in March by the arrival of Mr. Albert Rosenfeld and Mr. Gerald Hickey. MSUG now totals 93 persons, including 28 Americans, 62 Vietnamese, and 3 local American contract employees.

Activities within the individual projects during the month are summarized as follows:

Field Administration

1. Field interviewing ended and central office studies began in the study of the four ministries - Education, Agriculture, Agrarian Reform, and Civic action.
2. Implementation of both the Refugee Commission and Department of Interior reports progressed during the month. In the Refugee Commission, a report was written reviewing the administrative situation in the central office six months after submission of the original MSUG recommendations. During the month MSUG personnel visited refugee centers along with USOM and commission personnel to review problems and assist in implementing administrative reorganization. A joint Comigal-USOM-MSUG team also visited Chiefs of Province to clear up misunderstandings of current efforts to decentralize administration. In Interior, a meeting with the Secretary of State has been the first in a series of implementation meetings scheduled to be held during April.

Police Project

1. A second class of 148 officers was graduated from the National Police Academy on March 10. The third class is now in training. Fifteen students returned from Singapore on March 6 after completing a 4 weeks basic criminal investigation course. Training in riot control has been proceeding in the Saigon-Cholon police force.
2. In addition to training activities, the police have made progress in fingerprinting during the month. There are now almost 10,000 cards on file of which 1994 sets of prints were taken, classified and checked during this month.

3. Seven new Land-Rovers were presented to Municipal police in a ceremony on March 31. A sub-project agreement providing for Civil Guard equipment was completed and turned over to USOM.
4. During the month measures were taken toward traffic improvement in Saigon-Cholon. Preparations are being made to paint one major intersection with cross lines, and traffic lanes as an experiment. Twenty seven intersections are being studied by means of traffic counts and flow diagrams for probable signalization. A traffic control equipment order list is being prepared. A training film is in preparation. These various measures represent a strengthened effort to bring about improved traffic conditions in the Metropolitan area.

Institute Program

A. General:

1. The second faculty seminar was held at the Institute on March 1 and 8. Professor Nguyen Manh Tu presented a paper on Agrarian Reform in Vietnam.
2. Several developments relate to the physical development of the NIA. Five new quonset huts will be erected on Institute grounds during the first week in April. In the library, 400 new books were catalogued during March. A revised plan for a new three floor classroom and office building was submitted to MSUG by the Institute Director.

B. In-Service Training:

At the request of the President, a series of lectures is being developed to be given to higher civil servants by members of MSUG. This lecture series will be given at the Palace and has as its objective the improvement and stimulation of the Civil Service.

C. Economics:

With the arrival of Messrs. Hickey and Rosenfeld for the field administration project, Wayne Snyder and David Cole moved to the Economics section on a full-time basis. Progress is being made on a report requested by the President on economic control measures.

D. Presidency:

The serious problem of overwork by members of the Presidency staff necessitated a special memorandum to the President which called the problem to his attention and suggested several means of improving the situation. Work on the decree for reorganizing the Presidency continued.

Executive Office:

1. The Duy-Tan apartments have now been painted and air-conditioning is installed and in operation in all apartments. With just a few exceptions all MSUG housing units now are furnished with one air-conditioned room.
2. During the month, 6 typing desks and 23 larger desks were delivered to the MSUG offices to fill a serious shortage. These desks are of wood and were made in Saigon.
3. A financial balance sheet for March follows.

MICHIGAN STATE UNIVERSITY
Vietnam Advisory Team
Saigon

May 7, 1956

Office of the Chief Advisor

TO: USOM, MSU

FROM: Dr. Wesley R. Fishel, Chief Advisor, MSUG

SUBJECT: Monthly Report of the Michigan State University Group

A reorganization of MSUG took place late in the month as a recognition of several personnel changes and the forthcoming expansion of the Group's activities. Drs. Hunter and Dorsey are scheduled to return to the campus early in May, and Dr. Ralph Smuckler, originally scheduled to return in May, will remain in Saigon until late Fall. The new organization provides for an Assistant Chief Advisor, Dr. Smuckler, and four program divisions in addition to the Executive Office. The Chief of the Police Division is Howard Hoyt; Chief of Field Administration, Walter Mode; Chief of National Institute, Guy Fox; and Chief of In-Service Training, Frederic Wickert.

During the month of April, the MSUG American staff totaled 29 with 71 local employees and 5 contract employees.

Police Project

1. After conferences with Vietnamese Police officials and the MSU Police Team during the month of April, the President transferred the former French military Camp des Mares to the Civil Police forces of Vietnam. This camp, which is located in Saigon, is to be used as general headquarters for the Vietnamese Bureau of Identification, National Police Academy, the central fingerprint and record files, the crime laboratory and central motor pool. Actual transfer of the property took place April 30, 1956.
2. The Municipal Police have completed arrangements for two training courses to be given by the National Army and the Department of Information. One course will train Saigon-Cholon police officers in the repair and maintenance of weapons; the other will train a small group in radio maintenance and repair. Both of these courses will begin early in May.
3. The training of commando squads of Saigon-Cholon police in riot control formations has continued during the month. It is believed they have advanced sufficiently to be able to make efficient use of this training in case of necessity. A report on "riots and unlawful assembly" is nearing completion. It will be translated into Vietnamese and submitted to the Municipal Police, and it will cover anticipating and preventing riots, mob psychology, elements of the mob, quelling riots and dispersing unlawful assembled and general police tactics regarding riots.
4. The Government temporarily discontinued Civil Guard training at Quantrung in order to train Army personnel. More than 10,000 Civil Guardsmen have received basic training at Quantrung to date, and we hope to renew this

training soon. It is interesting to note that the Civil Guard Platoon which distinguished itself by capturing Ba Cut on April 13th had recently completed training at Quantrung. Furthermore, the captain who lead the platoon had undergone training in the Leadership Course at Quantrung.

5. Renewed traffic control activity in Saigon-Cholon has resulted in progress on a training film for traffic officers, intersection lane painting on an experimental basis, and additional traffic counts which will be used in deciding on traffic signal equipment.
6. During the month the final draft of the report on a recommended police organization for the Republic of Vietnam has been completed. It is now in the process of being translated into French and will be available for distribution in the very near future.
7. Four sub-project agreements for police equipment have now been completed and submitted to USOM. These agreements relate to equipment needs of the Civil Guard, municipal police, V.B.I., and the training school.

Field Administration

1. Work in the Departments of Education, Agriculture, Agrarian Reform, and the Civic Action Commission continued. With one exception, reports on the field studies are being prepared while central office surveys are proceeding as scheduled. The one exception is Civic Action where a recent major reorganization has slowed down completion of MSUG field work.
2. Relating to the implementation of past reports, we have been encouraged by the action of the Presidency toward speeding up work in the Refugee Commission. Both the President and the Commissioner General have recently issued letters to Province Chiefs and other officials which should stimulate administrative improvement and harmony in the field. We are continuing to collect information for our six-month review of our work with the Refugee Commission.
3. In the Department of Interior, a decree was issued by the Secretary of State providing for a study commission to recommend changes in the internal boundaries of Vietnam. This commission, which we recommended to the Secretary, will be composed of the Secretary of State for Interior or his representative, a representative from the Presidency, and three representatives from each region of the country. Mr. Nguyen-huu-Chau, Secretary of State at the Presidency and Acting Secretary for Interior since the appointment of Mr. Bui van Thinh as Ambassador to Japan, has reaffirmed the desirability of this study commission and has indicated that the first meeting will be convened in a few weeks.
4. Initial contacts have been established with other American agencies concerned with our forthcoming survey of the Department of Information and Youth. Following interviews in U.S.I.S. and the USOM Program Support Division, we will develop a definite research plan.

5. During the first week in April, Mr. Roland Haney visited the ICA-sponsored project in Manila which supports the Government Survey and Reorganization Commission for the Philippine Republic. This visit to Kroeger and Associates, the contracting agency, was very useful in that much of their work has been similar to ours in Vietnam and our exchange of information had been incomplete to date.

Institute Program

1. On April 12 the Institute held an inaugural ceremony. The President of the Republic, other Vietnamese dignitaries, foreign ambassadors, including those of the United States, Great Britain, and Japan, were present. Mr. Thong conducted the distinguished visitors on a tour of the Institute. Publications, pictures, and charts representing the work or activities of MSU staff were among the materials on display.
2. New building plans which would provide office, classroom, and dormitory space have been developed and now await Presidential approval.
3. A Vietnamese translation of Dr. Hunter's book of problems in economics is virtually complete. Drs. Dorsey and Fox continued their work on readings for student use.
4. In the Economics area, the report to the President on economic control measures was finished and is now being translated and reproduced. Mr. Snyder did a supplement to his payments procedures report and gave lectures on both at USOM. Mr. Cole cooperated in the tax collectors school as an aide to Dr. Lindholm.
5. On April 24 the first meeting of librarians of the Saigon area was held at the home of Mrs. Alubowicz. Seventeen librarians representing twelve libraries were present. Professional topics and means of cooperation were discussed. A permanent association is planned. Each participant agreed to distribute to other libraries a list of periodicals in his library. Eventually, it is expected that a union catalog will be compiled.
6. A small public opinion survey was conducted among Institute students by the Research Division. This survey on the role of women in Vietnam was conducted for training and experimental reasons. It is hoped that a similar survey can be conducted in the Saigon-Cholon area.

In-Service Training

1. A training course for tax collector supervisors for almost all provincial tax offices was completed during the month.
2. Plans for the Presidential lecture series to be given during May and June to middle and high level civil servants were developed during the month. The series will consist of ten special lectures on administration by MSUG members and will be given under Presidential and National Institute sponsorship.

3. Mr. Vu Uyen Van, who is in charge of the in-service training program of the Institute, was taken on a very successful one-week inspection tour of the training program of the Philippine Government.
4. Courses in stenography and records management were in the planning stage. Mrs. Lindholm is now assigned to secretarial training on a full-time basis and is making necessary contacts and developing plans in this area.

Executive Office

Normal activity continued in all phases of Executive Office work. During this month increased energies were devoted to personnel and housing in view of the forthcoming expansion of the group. The accounting section has had a particularly heavy burden.

The financial balance sheet for April follows.

SCHOOL OF POLICE ADMINISTRATION
AND PUBLIC SAFETY
MICHIGAN STATE UNIVERSITY
EAST LANSING, MICHIGAN

MICHIGAN STATE UNIVERSITY
Vietnam Advisory Team
Saigon

Office of the Chief Advisor

June 6, 1956

TO: USOM, MSU
FROM: Dr. Wesley R. Fishel, Chief Advisor
SUBJECT: Monthly Report of the Michigan State University Group

GENERAL

A major activity of MSUG during the month of May has been the Presidential Lecture Series being delivered at the City Hall for high ranking officials. Ten lectures on a variety of administrative subjects are being presented, each followed by audience questions and discussion. The lectures which began May 18 will continue throughout June. The first lecture was followed by a Presidential welcoming reception at Independence Palace for the audience and participants.

At the beginning of May, Mr. Frank Landers, Director of the Budget of the State of Michigan, joined the Group as consultant on budget administration. He will remain in Saigon until the end of June and lay the groundwork for MSUG activity in this crucial area of administration within the Presidency. Professor Arthur Brandstatter, Director of the School of Police Administration and Public Safety of Michigan State University, served as consultant to the MSUG Police Division for a two-week period during May. Both of these consultants have been long awaited, and their work in Saigon with MSUG has been an important development during the month.

The search by the Government for new and larger quarters for MSUG has resulted in locating a suitable combination office-apartment building on Rue Pasteur which will be made available to MSUG. The building should be ready for occupancy before July 1.

With the departures of Professors John Dorsey and John Hunter early in May, the American personnel total of MSUG dropped to 26. Their replacements are scheduled to arrive in July.

POLICE DIVISION

1. Professor Arthur Brandstatter, Director of the School of Police Administration and Public Safety at the University, spent two weeks as consultant to the Police Division in Saigon. During this time he worked with members of the Division and Vietnamese police officials and renewed his understanding of the police situation. Professor Brandstatter has visited Vietnam previously as a member of the original MSU survey team of four professors in Fall 1954, and now works with the Coordinator's office in East Lansing on recruitment and other similar police matters.

2. A former French permanent military camp, Camp de Mares, has now been largely taken over by the civil police agencies of Vietnam. This will provide the police with a central location for administration offices, national communications, national records, crime laboratory, training personnel, and recruitment. The buildings are being renovated, and though some remodeling will be necessary, some of the buildings are actually already occupied and in use by the police.
3. Considerable time has been spent by the staff in drawing up specifications for further orders of police equipment. Certain radio spare parts, recently ordered, have arrived and are in use. These enabled the Vietnamese police to put some radio services back on the air.
4. After several meetings early in the month between police, Government officials, and members of MSUG, basic training of the Civil Guard was renewed at Quantrung. Training is now proceeding as in the past with the cooperation of the National Army.
5. The National Police Academy graduated its third class and conducted the entrance examinations for the fourth class which began on May 14.
6. Evening training classes for high level police officials were started at the Academy. Vietnamese magistrates and MSUG police personnel serve as lecturers. The classes have been very well received. On May 22, 25, and 29, Charles Sloane lectured on "Selection of Police Personnel for Promotion."
7. Other training activities during the month included a new class for police on radio repair and maintenance organized in cooperation with the Department of Information, language training for police students organized in cooperation with MAAG, and special language classes for high ranking police officials undertaken on an individual basis by members of MSUG Police Division.
8. In the traffic field, a series of meetings were held with the top traffic officials of the Saigon-Cholon police. Results include a new plan of supervision for traffic officers and a thrice-weekly school for these officers in which they are taught traffic regulations, uniform hand signals, and the duties of a traffic officer. These classes began in the middle of May. Experimental traffic laning by paint has been completed at two intersections and along approximately 1000 feet of Norodom Boulevard. Several articles were placed in newspapers by the Prefect, and arrangements were made for a radio broadcast explaining the use of traffic lanes. Plans are in progress to conduct future experiments in channeling traffic through some of the more complicated intersections of the city.
9. Special division microfilming has continued during the month in the VBI as have fingerprinting activities. The fingerprint bureau will move soon to the new location at Camp de Mares.

FIELD ADMINISTRATION DIVISION

1. Implementation of recommendations to the Refugee Commission continued during the month of May. Staff members participated in meetings of the Roving Committee with field representatives of the Refugee Commission in Ban Me Thuot and Thu Dau Mot. Interviews were held in the field with all Provincial Delegations appointed by Comigal. This series of interviews completes the research phase of the reexamination of the field organization of the Commission.
2. Almost all interviews in the central office of the Department of Land Registration and Agrarian Reform were completed. Also, all central office interviews in the Department of Agriculture have been finished. In both cases, work on the final report is underway, and it is hoped that the reports will be completed during June.
3. Central office interviews and reports in the Department of Education have been completed. Work has begun on the first draft of the final report. This consists of integrating the information gained from field questionnaires and central office interviews into a comprehensive report on the administrative organization of the department. Problems brought out by the interviewees and those determined during research will be discussed in order to help improve the administrative situation.
4. Two meetings with the Secretary of State for Information and Youth were held during May. The Secretary appointed his Secretary General to act as liaison between MSUG and the department. Full cooperation has been promised, and a conference has been scheduled for June 14 between top staff in the Department and MSUG Field Administration staff members. The Secretary General has already provided organizational information and material and discussed the rough drafts of two charts giving complete information on the field organization of the department which are being prepared for MSUG use. In addition, various USIS personnel were interviewed concerning the functioning of the Department of Information.
5. On May 22, Walter Mode, M. A. Sanderson, Jr., and Nguyen Guan of MSUG, Chau Tam, Secretary General of the Department of Agriculture, and Nguyen Manh Tu, Chief of the Service of Legislation of the same department, left for a two-week trip to Japan and Formosa to study the organization of the ministries of Agriculture and Agrarian Reform in those two countries. Upon their return in early June, they will submit a complete report of their findings.

NATIONAL INSTITUTE DIVISION

1. Several conferences were held with Assistant Director Nghiem Dang to regularize and systemize Institute procedures and policies, especially those involving MSU-Vietnamese relations, before he leaves for the United States. Mr. Dang and Professor Bac are scheduled to leave Saigon for East Lansing on June 7 for 6 to 9 month periods. Professor Thanh will follow at a later date.

2. At a meeting with the President and the Director General of Reconstruction, the advantages and disadvantages of moving the Institute to a new location were discussed. Final decision will be made by the President upon recommendation of Mr. Thong, Director of the Institute.
3. The report on "Inflation in Vietnam" prepared by Messrs. Hunter, Dorsey, and Shelby was submitted to President Diem.
4. In connection with the Participant Program, interviews were held and English tests were given to 25 applicants selected by the Commission on Foreign Study for consideration for MSU scholarships. From this group, 19 candidates were provisionally accepted by MSU. The Commission has been requested to search for 6 to 8 additional qualified applicants to be designated as alternates. English classes and an orientation program are being arranged with USIS.
5. The Research Division has administered an experimental questionnaire on the "Status of Women in Vietnam" to more than 600 day and evening students at the NIA. These questionnaires have now been coded by the Division, and arrangements are being made to use Government IBM machines in analyzing the data. This whole operation has been an experiment and introduction to survey methods, one of the social science research techniques in which the members of the Division have been very interested.
6. At a second meeting of Saigon librarians held on May 24 under the chairmanship of Mrs. Alubowicz, it was agreed that each library should prepare a list of periodicals, similar to that already prepared by the Institute, to be exchanged among the various libraries. Other means of cooperation were discussed.

IN-SERVICE TRAINING DIVISION

1. Translating, mimeographing, and binding of an in-service training manual on conference leadership techniques, originally prepared by the U.S. Air Force, has now been completed. The distribution of the 140-page Vietnamese version has been limited so far to NIA professors and some interested VNG officials.
2. The first four of the ten lectures in the Presidential series have been delivered. Attendance has averaged about 270. Interest seems to have increased as the series has progressed. Experiments with audience participation techniques, including Dr. Fox's use of Phillips 66, appear to have been successful.
3. It has been decided to establish a model bureau d'ordre, using modern office equipment, in one-half of the demonstration quonset. The other half is to be devoted to developing trainers in shorthand and typing.
4. Seventy-five applicants for the first shorthand in-service training course will be tested on June 14. Transcription and shorthand for stenographers will be part of the training course.

EXECUTIVE OFFICE

1. Although the general level of local personnel has been relatively high, it has become apparent that special consideration will have to be given to particularly outstanding Vietnamese whose services could not be secured at the standard salary rates. A committee has prepared a proposal, accepted by the Chief Advisor, which is designed to consider these especially qualified people on an equitable basis.
2. At the end of May all staff members were adequately housed, and with the departure of Dr. Hunter, one house was made temporarily vacant. A review of the routine maintenance cost of our housing units indicates that we are expending approximately 1,000VN\$ per month per unit, or the equivalent of about \$29US.
3. Our present transportation facilities are frequently overtaxed, making it necessary for us to rent a car on a daily basis to take care of peak loads. We have added one three-wheeled Japanese truck to our transportation pool for maintenance work and hauling light loads.
4. Attached to this report is a summary statement of the expenditures made during the month of May. The grand total of 1,012,292.10VN\$ indicates a general leveling off of monthly expenditures at a figure between 1 million and 1,250,000VN\$. This rate of expenditures will increase again as we begin to lease additional living units and office space.

SCHOOL OF POLICE ADMINISTRATION
AND PUBLIC SAFETY
MICHIGAN STATE UNIVERSITY
EAST LANSING, MICHIGAN

B B

MICHIGAN STATE UNIVERSITY
Vietnam Advisory Team
Saigon

Office of the Chief Advisor

August 8, 1956

TO: USOM, MSU
FROM: Dr. Wesley R. Fishel, Chief Advisor, MSUG
SUBJECT: Monthly Report of the Michigan State University Group

During the month of July, the MSUG program continued along the same broad lines as in previous months. A few items of general interest can be noted. New arrivals and departures left a total regular staff of twenty-eight Americans by the end of July. In addition, four short-term staff members were present, and the Group also included five American contract employees.

Dr. Edward Weidner arrived on July 20 for a three-week stay with MSUG. Dr. Weidner, former Chief Advisor of MSUG, is now On-Campus Coordinator for the project, and his time in Vietnam was devoted to conferences with staff members, consulting on program, and generally renewing his familiarity with MSUG activities.

POLICE DIVISION

1. Jack Ryan has been named Deputy Chief of the Police Division. He will continue as principal advisor to the Vietnamese Bureau of Investigation.

2. On July 17 entrance examinations were given to the fifth class at the National Police Academy. Graduation ceremonies for the fourth class, consisting of 145 men, were held on July 12. Re-evaluation of the Academy curriculum has resulted in expanding the course to eight weeks and adding several new subjects. A survey of Academy graduates and their supervisors is being planned as part of a continuing training evaluation program.

3. Special training classes begun during the past few months are continuing. These include courses in weapon maintenance and repair, radio repair, the advanced night classes at the Academy, traffic direction, accident investigation, and riot control. The Quang-Trung training program has a current enrollment of 1361 Civil Guardsmen.

4. The Saigon-Cholon municipal police are conducting traffic counts at problem intersections in order to obtain information necessary for ordering safety equipment. A uniform accident report form designed for both local and national use throughout Vietnam will be presented by MSUG

at the request of the Director of Traffic. A traffic control tower modeled after those used in Hong Kong has been completed by the Prefectoral police who will put it in use shortly on a trial basis.

5. Reorganization plans have been submitted to the Civil Guard. Several meetings have been held with the Secretary of State for Interior on the reorganization of the V.B.I. and the operation of a crime laboratory. A committee has now been appointed to study these matters.

FIELD ADMINISTRATION

1. Work with the Department of National Economy has been progressing. After an initial meeting with the Secretary of State for National Economy, a general staff meeting was held, and the method of work to be followed by MSUG was explained. Central office interviews have now been completed in the Ministry. Because of the nature of this study, Division personnel are maintaining close coordination with USOM, various Vietnamese governmental agencies, and economic staff at MSUG. Preliminary recommendations as requested by the Secretary of State should be ready for consideration during August.

2. In the Department of Information and Youth, central office and South Vietnam regional interviews have been completed. Because of governmental celebrations during July, field interviewing had to be delayed until the end of the month.

3. Dr. James Fesler of Yale University, special consultant to Field Administration, has been working on the implementation of the Interior Report. He has been cooperating closely with Interior Department officials and with the three committees established by the Department to consider reorganization. These committees are: (1) Administration; (2) Budget and Finance; and (3) Personnel. The greatest progress seems to have been made in the Budget Committee. Dr. Fesler has drawn upon the services of other members of the MSUG staff in working on the budget question.

4. Toward the end of the month several extended field trips were made to Hue and the PMS. These trips, which coincided with the visit of Dr. Weidner, made possible several lengthy conversations with the regional delegates, as well as renewed contacts with province chiefs. At these meetings questions of provincial and regional reorganization were considered.

5. The report on the Department of Education is still being written. Additional field work was thought necessary in order to examine more carefully the Department's proposal for semi-official schools.

NATIONAL INSTITUTE DIVISION

1. Erection of five quonset huts was completed during the month. Remaining work includes construction of sidewalks and rest rooms, installation of electricity, and furnishing and equipping the buildings. The quonsets will be used for classrooms in the day and evening program and for in-service training activities.

2. Steps are being taken to vitalize the Research Division of the Institute. The Academic Council has agreed to add five research assistants. Discussions are underway to integrate research activities of Field Administration, MSUG, with those of the Institute Research Division. The experimental survey which was to be held during July using student interviewers was abandoned because the students were needed for exhibits in connection with the July 7 celebrations.

3. Mr. Cole returned on July 26 from a month's trip via river boat; the main purpose of the trip was to gather material for the study of rural taxation, but Mr. Cole also obtained information useful to several other MSUG programs.

4. A complete inventory and accession list of library books have been completed. As of July 31, the library has 2,729 holdings. Approximately 100 books were bound during the month by a local bindery. During the month, 152 books and 75 periodicals (including 7 new titles) were received.

5. The Director of the Institute has accepted MSU's proposals to hold faculty seminars more frequently and to make them more effective. The first in the new series will be held during August.

6. Final approvals have now been obtained for setting up a professional society in public administration and for publishing a journal in the field.

IN-SERVICE TRAINING DIVISION

1. The Director of the Institute and the NIA Administrative Council have decided to request the Inter-Departmental Council on In-Service Training to approve the following administrative changes for the National Organization on In-Service Training:

- a. The Inter-Departmental Council as a central governing board for in-service training would become more active, hold more frequent meetings, and acquire as members higher level functionaries who would be more continuously assigned.

- b. There would be established, effective in January 1957, an expanded central staff for in-service training at the NIA to consist of six professionals plus needed administrative support.
- c. All departments of the government and independent agencies would appoint training officers to organize in-service training within their organizations and each training officer would have an appropriate staff of in-service trainers.

2. On July 2 a class of 19 medium-skilled government stenographers began intensive training in shorthand under the direct supervision of Mrs. Lindholm.

3. On July 23 a course in office management was begun. The course consists of three parts: fifteen sessions on modern office management methods with special attention paid to the operations of bureau d'ordre, fifteen sessions on records management, and six sessions on Departmental library management. Dr. Lyle Maxwell is giving the first fifteen sessions, and the chiefs of bureaux d'ordre from all the departments of the government have been invited to attend. By the end of July the class had grown from about fifty-five students to seventy-five. Mr. Maxwell has been invited to spend afternoons in particular Departments to help apply general principles taught in class to particular office problems.

EXECUTIVE OFFICE

1. As of July 1, MSUG began operating on a new disbursing system. All vouchers, payrolls, and other fiscal matters are now handled directly by MSUG. In place of the previous system whereby the American Embassy disbursed against purchase orders and other documents prepared by USOM for MSUG, the present system provides for the Vietnamese Government acting as disbursing agent for the Group. The new system has operated effectively during the first month of trial although it has imposed a considerably heavier work load on the Executive Office.

2. At the end of July a new personnel system was inaugurated by the American Embassy, and MSUG has adopted it. This provides for a general salary increase of about 25% for all Vietnamese staff members and a reduction in the number of classifications from 15 to 13.

3. During the month of July the government completed negotiations for a new building to be leased by MSUG. Upon completion of additional formalities and a few minor changes, the building will be occupied by MSUG as a joint office-housing unit.

4. Transportation requirements have increased to the point where nine vehicles appear to be insufficient. During off-duty hours it has been necessary to keep seven cars available, and present plans call for keeping one car on duty for emergency purposes throughout the night.

5. Expenditures during the past month have been above the average of the past several months, due principally to advance rental paid for new housing units. A summary financial statement for July is attached to this report.

PRESIDENCY PROJECT

In line with recommendations made in our Presidency Report, the President signed a decree on July 19 authorizing the establishment in the office of the President of the position of Chargés of Technical Studies. Persons appointed to such positions will be assigned documentation, analysis, and research duties by the President, and will be expected to supply the President and his Cabinet with sound studies in connection with contemplated legislation.

MICHIGAN STATE UNIVERSITY
Vietnam Advisory Group
Saigon

Office of Chief Advisor

September 7, 1956

TO: USOM, MSU

FROM: Dr. Wesley R. Fishel, Chief Advisor, MSUG WRF

SUBJECT: Monthly Report of the Michigan State University Group

During the month of August a number of personnel changes occurred which brought the total of American staff members to thirty-two by the end of the month. Four secretaries arrived during the month, thereby easing a serious secretarial shortage that has hindered operations for many months. The activities of consultants James Fesler, Lyle Maxwell, and Ralph Turner were concluded during August, and they departed from Saigon at the end of the month. Dr. Alfred Hausrath arrived on August 31 to begin work with In-Service Training Division as a consultant.

No major changes occurred in the general program or organization of MSUG. Events in the various divisions for the month of August include the following:

POLICE DIVISION

1. Comprehensive proposals regarding the future location and equipment needs of the VBI Crime Laboratory were formulated by Professor Ralph Turner and presented to General Le, prior to the former's departure from Saigon. Implementation of these plans now awaits formal approval by the Department of Interior.

2. The Reorganization Plan of the Municipal Police of Saigon-Cholon is continuously developing, and several meetings have been held with officials of the Saigon-Cholon Police Department in this connection. However, the General Law Enforcement Reorganization Plan for all of Vietnam is progressing more slowly.

3. On August 16, sixteen men from the VBI, the Saigon-Cholon Police Department, and from the Instructors' Staff of the National Police Academy began a one-month course in the fundamentals of instructing in the use of .38 caliber Smith and Wesson revolvers. In addition, fifteen VBI agents arrived at the National Academy to begin a one-month training course in the handling and firing of these revolvers. General Le has approved the printing of 20,000 3x5 cards which will be used to register all guns issued to various Vietnamese Police agencies. These weapons are the product of American aid efforts.

4. A universal traffic accident report form was developed by MSUG, and has been explained and presented to General Le, Director Tu of the Saigon-Cholon Police Department, and Mr. Quoi, Director of Traffic of this Department. A motion picture on traffic control has been completed and approved by the MSUG, with only the sound track remaining to be finished.

5. Since moving to Camp des Mares, progress has been made by the Fingerprint Identification section, and office equipment and supplies have been made available by the Vietnamese Government. Fifteen hundred eighty-eight sets of fingerprints were received from the rural militia and have been completely classified, and 4,519 sets of fingerprints, together with an equal number of name cards and numerical cards, have been filed under the Henry System. Many sets of guide cards for use in filing have also been completed.

FIELD ADMINISTRATION

1. The field study of the Department of Information and Youth continued with extensive trips to provinces of South Vietnam. With the completion of the field interviews planned for September in the PMS and in Central Vietnam, this project will be entering its final phase--the writing of the research report and recommendations.

2. In conjunction with the study of the Department of National Economy, field trips were made to interview regional representatives of the Department. Also interviewed were officials who administer price control, rationing, and registration of trademarks at the provincial level. It was found that, at least in form, the regional directorates of National Economy in Central Vietnam and the PMS have been integrated into the national department.

3. Prior to his departure on August 31, Dr. James Fesler participated actively in meetings of the three committees established by the Department of Interior to study the MSUG report on field administration--committees on Personnel, Budgeting and Financial Affairs, and Administrative Matters. Late in August, several meetings were held with President Ngo to discuss related problems and proposals for administrative reorganization.

4. On July 24 a delegation of ten Vietnamese officials left Saigon on a study mission to Japan and the Philippines. The delegation will study and observe field administration in these two countries during a three-week period. The group was accompanied by members of MSUG who, in organizing the study mission, view it as a major aspect of implementing field administration reorganization in Vietnam.

NATIONAL INSTITUTE DIVISION

1. On August 1, NIA personnel began an orientation class for participants. It is anticipated that a group of 20 participants will leave Saigon on September 7 and will study at MSU for nine months in the fields of police administration, economics, and public administration.

2. Degree program classes began on August 15 with new courses in budget and field administration, human relations in administration, and research methods being offered for the first time by MSUG faculty members.

3. The evening school registration is about 600 with many classes of approximately 160 registrants. The classroom shortage is still a serious problem although temporary solutions are being developed.

4. A thirty-one page "Bibliography of NIA Books in the Social Sciences" has been completed by the library. The library has received over 300 additional books, pamphlets and periodicals, and the MSUG librarian has been working with the Records and Library Training Group of Vietnamese Government employees and has received an invitation to assist them in improving their procedures.

5. The Research Division has decided to undertake the preparation of a Vietnamese Government Manual with the assistance of MSUG. Discussions on integrating MSUG field administration research with the general research activities of the Division continued during August with general agreement on principles. Two members of the MSUG Institute staff completed research on Vietnam's local revenues, budgetary, and accounting organization.

IN-SERVICE TRAINING DIVISION

1. The class for government stenographers was completed during August. There is still room for improvement, however, and it has been recommended that the course be continued. Unfortunately, the typewriters, as well as the furnishings for the quonset training room, are not yet available, so that it was not possible to give the stenographers the typing training that the Vietnamese Government has authorized at this time.

2. Dr. Lyle Maxwell completed his portion of the Records Management In-Service Training course. The NIA and the Department of Education, under whose auspices the course was given, invited the attendance of the Chefs de Bureau of all the Bureaux d'Ordre of the Government. The class started out with about fifty students and, as word spread, grew to about seventy-five. Maxwell, on the basis of his experiences with the class and with individual consulting contacts, prepared a series of recommendations regarding office management in the Vietnam Government.

3. The NIA and MSUG jointly sponsored a series of six lectures by Professors James Fesler (Yale), Guy Pauker (Harvard), and J. A. C. Grant (University of California, Los Angeles) during the month. The lectures were on governmental and administrative subjects and were presented at the Hotel de Ville. The audience was composed of about 250 government officials and students of the NIA.

EXECUTIVE OFFICE

1. On August 22 MSUG took possession of the new office building at 137 Pasteur which was purchased by the Government. Since that date MSUG has begun the remodeling work necessary for occupation of the building. The Government of Vietnam agreed to make some major repairs to the building and has, at the present time, received bids from contractors for this work. The move to the new offices is scheduled for October 1.

2. As of August 31, MSUG staff consisted of 32 American staff members, 83 local employees, 13 contract employees, and 3 consultants.

3. The monthly financial statement is attached to this report, and it will be noted that the total figure is a bit larger than the average monthly expenditures. This increase is due principally to payment of housing rental and to purchases of furniture, office equipment, etc., in preparation for a move into the new office building.

SCHOOL OF POLICE ADMINISTRATION
AND PUBLIC SAFETY
MICHIGAN STATE UNIVERSITY
EAST LANSING, MICHIGAN

MICHIGAN STATE UNIVERSITY
Vietnam Advisory Group
Saigon

Office of Chief Advisor

October 3, 1956

TO: USOM, MSU

FROM: Dr. Wesley R. Fishel, Chief Advisor, MSUG *WRF*

SUBJECT: Monthly Report of the Michigan State University Group

Several activities of general interest took place during the month of September. The study mission to Japan and the Philippines returned on 10 September. This group of ten Vietnamese officials, accompanied by MSUG staff members, spent about three weeks observing administrative organization and procedures and participating in special conferences. The Government has indicated its pleasure with the results of the Mission, and a report is being prepared by the delegation. Since their return to Saigon, six of the ten members of the Vietnamese group have been promoted by the President.

In varying degrees, all divisions of MSUG participated in the preparation of materials for the USOM program review during the month. This time-consuming but worthwhile exercise provided the first experience for MSU personnel with the details of the USOM program planning and budget requirements. Previously such activities were the responsibilities of the Public Administration Division, USOM, which currently has a rather indefinite status. Discussions are continuing toward the goal of a new and more clearly defined relationship between MSUG and USOM in regards to these important responsibilities.

The American staff of MSUG consisted of 33 regular members and one consultant as of 30 September.

POLICE DIVISION

1. Notwithstanding continued assurances as to the importance of an expanded police program, contract amendment negotiations which will provide for additions to the police staff have not yet been concluded in Washington. More than seven months have now passed since final oral agreement had been reached in Saigon. Over 15 months have now elapsed since the first discussions on this "urgent" matter.

2. Training has progressed well during the month: (a) the size of the Civil Guard Leadership Course at Quang Trung has been tripled, while the Driver Training Course has been doubled; (b) the class for weapons repair and maintenance which was conducted at the Vietnamese Military Ordnance Division has graduated, as has the class in radio repair and maintenance;

(c) a total of twenty-eight VBI agents are now undergoing revolver training at the National Police Academy; (d) arrangements have been made to start a class in firearms training for approximately 900 Saigon-Cholon Police Department officers; (e) entrance examinations were given to 160 potential students at the National Police Academy; (f) ten municipal police officers are being given revolver training which will make them competent to serve as instructors in their respective precincts; (g) training programs for administrative personnel and potential instructor personnel in the VBI are being developed; and (h) a program is being prepared to provide revolver training in the field for VBI agents.

3. Regarding equipment, an emergency supply of tear gas has been given to the Saigon-Cholon Police Department riot squads as a result of USOM-MSUG efforts. American aid tear gas supplies have been sorted and checked in at Camp des Mares. As for other equipment, it is believed that the Civil Guard will receive approximately 150 vehicles as a result of an agreement between MAAG and USOM. The receipt of these vehicles is expected to occur sometime during October.

4. There were 2,881 sets of fingerprints received in September from the rural militia, which is an increase of 1,293 over the month of August. A total of 3,327 sets of fingerprints have been filed, which makes a total of 7,836 sets of fingerprints on file.

5. A personnel inventory form has been completed for a trial at VBI Headquarters. Work has begun on the development of rules and regulations for the VBI.

FIELD ADMINISTRATION DIVISION

1. The Government has taken steps to consolidate the provinces of South Vietnam to a total of 16. This move is in line with recommendations made by MSUG in the Interior Report. During the month, Field Administration has been in continual contact with Government officials to assist in implementing this and other reports.

2. Field work in the Department of Information and Youth continued throughout the month. Trips were made to Central Vietnam and the PMS for extended periods of time. There remain only two or three field trips for the month of October, after which a final report will be written and submitted to the Secretary of State for Information and Youth. As usual, the Department was completely cooperative both in Saigon and in the field.

3. Interviews in the Department of National Economy were completed. A summary of recommendations was written and presented to the Secretary of State, Nguyen ngoc Tho, for consideration.

4. The final report on the Department of National Education was issued to interested American and Vietnamese Government officials during the month.

5. A project for the survey of the Department of Public Works' "arrondissement" organization and the Department of Agriculture's "sector" organization has been developed and will be under way in October.

6. Preliminary meetings have been held on the integration of research activities of Field Administration with the research staff of the Institute.

NATIONAL INSTITUTE DIVISION

1. The Director of the Institute has proposed that the new campus of the NIA be established on a site different from the one previously approved by the Director of Planning and Reconstruction. The Director believes that the necessity both for moving families from the presently proposed location and the filling in of the land there would constitute major, if not insuperable, obstacles.

2. In keeping with MSU's policy of working, whenever possible, through Vietnamese teachers rather than directly with students, Dr. Lindholm is now advising and working closely with two Vietnamese teachers, Messrs. Pham kim Ngoc and Tran qui Than, in the course in Money and Banking. The same arrangement is expected to be worked out shortly for the introductory public administration course, in which Mr. Nguyen Thai, who took graduate work toward his doctorate at MSU, would conduct the class with the advice and assistance of Dr. Fox.

3. Classes in the evening certificate program began on 3 September.

4. Work of the research division in preparing a government manual is proceeding. The role of Mr. Linh, the project director, and his relations with the Institute have been agreed upon, and the Institute has provided office space to Mr. Linh and his assistants. A questionnaire has been prepared which will be sent to all Departments.

5. Mr. Snyder has completed a breakdown (26 pp., mimeographed) of expenditures in Vietnam from 1955 national budget funds. Mr. Cole has finished the second part (parts 1 and 2, 45 pp., mimeographed, legal size) of a three-part study on taxation in South Vietnam. Both reports contain heretofore unavailable information.

6. A meeting was held on 20 September between Vietnamese and MSU members of the Institute to determine the relationship between economics seminars and the research program. An economics seminar was held on 27 September. It was agreed to have a public administration seminar on 11 October.

7. A meeting of librarians of the Saigon-Cholon area was held at the Institute Library. Modern library procedures and means of caring for books were discussed. During the month, 251 books were ordered, and 169 were received by the Institute Library. The Library now has a total of 3,065 volumes.

8. A professional society in public administration, called "An Association for Studies on Public Administration," was established under the sponsorship of the NIA during the month. At their first meeting on 19 September, the founders elected a provisional executive committee under the presidency of the Director of the Institute.

IN-SERVICE TRAINING DIVISION

1. The semi-annual meeting of the Inter-Departmental Council on In-Service Training met for the three mornings of September 25, 26, and 27. At the end of the third meeting the Council agreed: (1) to set up in each Department a Departmental Council on in-service training and an in-service training staff to carry out in-service training work within the Department; (2) to establish in-service training in the provinces by making the province chiefs and the mayors responsible for carrying out in-service training within their jurisdictions; (3) to have the NIA continue its role as overall coordinator of in-service training, to act as the secretariat of the Council, and to train Departmental training officers (with the help of MSU); and (4) to have the Supreme Council on In-Service Training streamline itself by delegating various facets of its work to small committees and to meet every other month instead of twice a year.

2. A number of less sweeping, but nonetheless important decisions were made by the Council. For example, it was decided to require stenographers to learn to type as well as to take dictation, to train Vietnamese Government executives in the efficient use of stenographers, and to concentrate on the training of typing instructors (with the help of MSU) who would in turn give refresher training to government typists. The decisions of the Council are still subject to approval by the President.

3. MSU personnel were present at all the Council meetings and served as resource persons by presenting information regarding in-service training.

4. Following discussions with ICA officials, a project for broadening in-service training throughout Vietnam was presented to USOM. The project provides for (1) additional U.S. personnel, (2) the financing of considerable numbers of Vietnamese personnel beyond what the Vietnamese Government could normally provide, and (3) furnishing training equipment. All this would make it possible for the Vietnamese Government to establish more quickly a large scale, efficient in-service training program.

5. The special committee of the Inter-Departmental Council on In-Service Training authorized the continuation of the in-service training class for stenographers in the National Assembly.

6. General Le of the Surété accepted the suggestions outlined by the MSU Police and In-Service Training Divisions for the reorganization of the personnel setup of his organization. During the month, considerable progress was made in designing a personnel qualification card and setting up a position classification system.

EXECUTIVE OFFICE

1. Remodeling of the new office building has proceeded during the past month, and plans are now set for moving into this building on October 5, 6, and 7.

2. The procedure for disbursing MSU funds through the American Economic Aid Committee, a Vietnamese Government organization, has continued to work relatively well. Several problems have required meetings to discuss points not mutually understood and which momentarily stopped the flow of funds. Day-to-day experience should evolve into satisfactory working arrangements.

3. The total expenditures for the month of September again show above average expenditures for the past six months. This is due to added expenses incurred through preparation for moving into the new office building.

SCHOOL OF POLICE ADMINISTRATION
AND PUBLIC SAFETY
MICHIGAN STATE UNIVERSITY
EAST LANSING, MICHIGAN

MICHIGAN STATE UNIVERSITY
Vietnam Advisory Group
Saigon

Office of Chief Advisor

November 8, 1956

TO: MSU, USOM

FROM: Dr. Wesley R. Fishel, Chief Advisor, MSUG

SUBJECT: Monthly Report of the Michigan State University Group

There were a number of activities of general interest during the month of October. At the express request of the President, MSUG submitted a special report concerning the reorganization and functioning of the Presidency. The first section of the report, which is supplementary to that submitted by MSUG on November 15, 1955, proposed that the Presidency should be reorganized to include two advisory national councils, one for national security, and the other for economic development. It also proposed appropriate reorganization to meet the need for inclusion within the Presidency of certain internal security and administrative functions formerly assumed by the Ministry of the Interior. The second section proposed the establishment of a national economic planning office within the Presidency, to provide for an organization competent to handle the economic development of Vietnam during the present emergency period.

Two MSUG staff members journeyed to Bangkok during October to continue exploratory talks concerning a projected conference of Southeast Asian public administration institute personnel and the establishment of a joint Vietnamese-Thai training course in budgeting and accounting. These plans were discussed with representatives from USOM/Bangkok, Public Administration Service and the Indiana University Advisory Group in Thailand. Enthusiasm was expressed by all participants and the next step toward achievement will be solution of the financial aspects of the question.

Upon request of the Government of Vietnam and of other American agencies, MSUG prepared translations of the National Constitution and related documents. MSUG's translations were highly complimented.

Mr. Fred Rabel, from the General Accounting Office/Washington, spent a day with MSUG personnel reviewing operations. Mr. Rabel headed a group of auditors looking into USOM activities.

In pursuance of MSUG's practice of keeping informed of the programs and objectives of other American agencies in Vietnam, all American staff members attended briefings given by representatives of the American Embassy and USIS.

At the month's end the MSUG staff consisted of 33 regular Americans, 12 contract employees on the piaster payroll, and 88 Vietnamese and other nationals, a total of 133.

POLICE DIVISION

1. Civil Guard

a. MSUG coordinated the transfer of 353 MAAG surplus vehicles to the Civil Guard under the Lisbon Program. 51 of these vehicles were turned over to the VBI for use in the provinces, and 24 were delivered to the Municipal Police.

b. The Civil Guard will furnish 750 officers and men who will be organized into "spray" teams for the USOM-sponsored malaria eradication project.

c. A second class in English language has been organized for 10 Civil Guard and 5 police officers.

2. Municipal Police

a. The MSUG Firearms Instructor Training Program has resulted in the appointment of a range officer and 3 assistants who will now supervise all future training on the firing range. MSUG-trained instructors are also conducting weapons orientation courses in several precincts of Saigon-Cholon.

b. A total of 203 Smith and Wesson revolvers have been turned over to the Municipal Police. Holsters for the new revolvers have been ordered locally. These weapons are being used for training purposes only. No ammunition has yet been turned over, with the exception of that being expended in training on the range.

c. Ten cases of tear gas have been turned over to the Municipal Police.

3. Identification Bureau

a. 3872 sets of new fingerprints were added to the Division's files.

b. A standard fingerprint card was designed and approved for use by the Immigration Service. The Government is printing 1,600,000 of them.

c. On October 29, ten persons started a six to eight-week fingerprint training course at the Identification Section at Camp des Mares. These trainees will assist with the program of fingerprinting some 700,000 Chinese in the Republic of Vietnam. One set of these prints will be retained at the Immigration Service; another will be forwarded to the Central Bureau at Camp des Mares.

4. V.B.I.

a. Recommendations for the VBI training program, including a list of suggested courses, were submitted to General Le.

b. Instructions for use of the VBI Personnel Inventory Form and a proposed schedule for completing this inventory were presented to General Le for his approval.

c. Secretary of the Interior Nguyen Huu Chau has directed that the Immigration Division of the VBI remain at its present location and that the VBI Headquarters, now located on Catinat, be transferred as soon as possible to Camp des Mares.

FIELD ADMINISTRATION

1. The plan for integration of the research activities of Field Administration Division and the Institute was completed. Their first joint project will be a study of the Commissariat of Civic Action. Joint studies of the Department of Finance and the Fonction Publique are also projected.

2. The study of the "sector" plan established by the Departments of Agriculture and Public Works has been completed. Findings will be used in connection with the implementation of the recommendations concerning the Department of Interior.

3. MSUG recommendations concerning the Department of Education were accepted in full by the Secretary of State for Education. Toward implementation of these recommendations a tri-partite committee was established, composed of representatives from MSUG, USOM, and the Department of Education. Six sub-committees were formed to work on various recommendations, such as school construction, popular education, textbooks and publications, etc.

4. Field Administration staff members and the Director of Political Affairs at the Presidency made a study trip to Bangkok to examine the field organization of the Thai Government and to study Thailand's economic affairs administration. Officials of the National Economic Council, Ministry of Industry, Ministry of Economic Affairs, as well as USOM officials, were interviewed by the group. A report on their findings will shortly be issued by the group.

5. Review of tentative recommendations resulting from the study of the Department of Information and Youth pointed to the need for some additional research. Research continues with completion of the report expected by the end of November.

NATIONAL INSTITUTE DIVISION

1. A fourth and, it is believed, likely location for the new Institute campus has been viewed. The property is attractively located on dry terrain just behind the Botanical Gardens on the banks of the Saigon River. Although the area is well removed from the noises of the city, it is close-in and readily accessible, thus making it appropriate for the Institute's in-service training and evening school programs. It is expected that this site will be selected.

2. Two faculty seminars were held during the month. One of these was an economics seminar in which the following three papers were discussed: "Labor in Vietnam" by Mr. Nguyen Van Huan; "The Problems of Vietnamese Handicraft and Industries" by Mr. Thanh-Quang-Nhien; and "Economic Motivation in Vietnam" by Mr. David C. Cole. In the second seminar Dr. Fox led a discussion on "Trends in the Study of Public Administration in the United States."

3. The problem of equating Mr. Nguyen Thai's American degree with the proper French degree has been temporarily resolved. Mr. Thai has been formally accepted as Chargé de Cours and will teach, in close cooperation with Dr. Fox, the introductory course in public administration.

4. Because of the recurring problem of equating American with foreign degrees, MSUG is now preparing a study on American education. This will be presented to members of the National Assembly, the Department of Education, Fonction Publique, and other groups. The paper will briefly describe and evaluate the American educational system and will contain materials indicating how U.S. universities equate foreign degrees and how foreign universities equate American degrees. This work is being coordinated with the Education Division of USOM.

5. During the month, the library received 119 books, 75 UN documents, 50 in-service training pamphlets, and five new periodical titles. Approximately 100 new books were ordered.

6. Use of the library is indicated by the fact that 212 holdings were circulated during October. There is an appreciable trend toward the use of books in English.

7. Mr. David Cole has completed his study of rural taxation in southern Vietnam. He will now commence a similar study in central Vietnam.

8. The professional society in public administration is now conducting a membership drive. The professional journal is receiving articles for its first issue, which is expected to be published in December of this year.

IN-SERVICE TRAINING DIVISION

1. As a follow-up of the September meeting of the Inter-Departmental Council on In-Service Training, two subcommittees of the Council met. The subcommittee in publicizing in-service training among the employees of the Vietnamese Government approved the MSU written brochure, agreed on future brochures, decided not to have an In-Service Training Day, and developed further ideas for publicizing in-service training. The second subcommittee drafted an arrêté on in-service training along the lines suggested by the Council meeting. This arrêté spelled out the duties of the Central Training Agency in the NIA and provided for the establishment of a training office in each department and each autonomous agency of the Vietnamese Government. MSU provided much background

information as well as some specific suggestions that went into the recommendations of both of these subcommittees. The minutes and recommendations of the Council were completed and the report submitted to the President.

2. Secretary of State Thong reported that the President agreed that the Council's recommendations regarding in-service training must be implemented by the Government. In general, however, Government officials are very much concerned with the problem of payment for such a program. Despite official sanction, it is possible that the problem may have to be dropped for lack of financial support.

3. The In-Service Training Division, in collaboration with NIA In-Service Training personnel, have been readying themselves throughout the month to commence activity immediately on receipt of Presidential approval of the program recommended by the Council.

4. The audio-visual aids center, which is now located in the Pasteur building, has become a going operation on which the various MSU divisions have begun to call for service.

5. Arrangements were completed to send some Vietnamese in-service training personnel to Manila.

6. Personnel in the Department of Information organized a course in office management for approximately one hundred volunteers in their department. This course is modeled after the one given by Dr. Maxwell for all departments last summer. Mrs. Lindholm and Mrs. Alubowicz are scheduled to teach one session each. The entire group of trainees visited the new MSU offices to observe American office procedures and equipment.

EXECUTIVE OFFICE

1. At the end of October, adjustment to our new quarters had become almost complete. The additional space and fresh surroundings have proved a stimulant to new ideas and action. The actual move took three days (October 5, 6, and 7).

2. The motor pool is being used to its maximum with a minimum amount of maintenance cost. Eventual replacement of the vehicles in service should be kept constantly in mind to preclude obsolescence without planned replacement.

3. MSUG accounting procedures are still under review, and slight alterations are being made. A new requisition form and procedure have been established to assist in a better control of both local and East Lansing purchases.

4. As a material effort to continue the high morale of the group, a snack bar was opened on the fourth floor of our new quarters. A local caterer furnishes the food and service. The Executive Office has drawn a contract intended to assure good service, quality foodstuffs, and healthful conditions.

5. A summary statement of October expenditures is attached to this report.

SCHOOL OF POLICE ADMINISTRATION
AND PUBLIC SAFETY
MICHIGAN STATE UNIVERSITY
EAST LANSING, MICHIGAN

MICHIGAN STATE UNIVERSITY
Vietnam Advisory Group
Saigon

Office of Chief Advisor

December 8, 1956

TO: MSU, USOM
FROM: Dr. Wesley R. Fishel, Chief Advisor, MSUG
SUBJECT: Monthly Report of the Michigan State University Group

Several American and Vietnamese members of the National Institute of Administration staff attended a conference sponsored jointly by the Philippine Institute of Administration and the Society for Public Administration. While in Manila the group also visited in-service training programs, local government offices, and a community development program.

Efforts continued in Saigon, East Lansing, and Washington to complete the long pending contract amendments.

In further pursuance of our efforts to be informed of the programs and objectives of other American agencies, MSUG American staff members attended special briefings at USOM and MAAG.

As of November 30, the MSUG staff consisted of 31 regular American members, one consultant, 12 contract employees on the piaster payroll, and 87 Vietnamese and other nationals, a total of 131.

POLICE DIVISION

1. Civil Guard

a. Plans have been completed for the training of 25 officers and 60 non-commissioned officers of the Civil Guard, in connection with the Malaria Control Program being undertaken by USOM and the Vietnamese Government.

b. Of 353 surplus vehicles received from MAAG, approximately 300 have been delivered, about one-third of which will be used to repair the other two-thirds. To date 40 of these vehicles have been repaired and are in use.

2. Municipal Police

a. A training demonstration of the action and uses of the gas and gas weapons was conducted at the General O'Daniel Rifle Range at Camp Quang Trung. Approximately 150 officers from various law enforcement groups attended the demonstration. The gas and gas weapons previously received were inventoried during November, and a plan for allocation and distribution was worked out. Distribution has started. A manual of instructions for the use and care of the gas and gas weapons has been published and distributed to the agencies who will receive gas and gas weapons.

b. Approximately one-third of the vehicles turned over to the Municipal Police of Saigon-Cholon have been put into service at this time. The work of repairing the remainder is continuing.

c. An ambulance service has been inaugurated by the Department. At present 2 of the 4 ambulances turned over to the Department are in service.

d. A combination training, propaganda, and newsreel film has been made, covering the fundamentals and training in firearms and tear gas uses. It is intended that this shall be released after careful editing, after the weapons have been released for use by the police officers.

3. Identification Bureau

a. In response to a request from the Department of Interior, MSUG will train up to 150 additional fingerprint specialists in groups of 35 to 50 at one time.

b. 1,112 fingerprint cards have been classified and filed, bringing the total number to 4,984.

4. V.B.I.

a. The training of a 20-man personnel inventory team has been completed. An analysis is being made of the trial personnel inventory forms, so that necessary corrections may be made in these forms, the questionnaire, or in the Instructions Manual.

b. The complete transfer of the VBI Headquarters for the Southern Region of Vietnam from Catinat to Camp des Mares is being delayed until March 1957 pending renovation of buildings at the latter site.

FIELD ADMINISTRATION

1. The report of the study trip to Thailand was completed, and will be published and given wide circulation in the Vietnamese Government. The findings are considered significant for both field administration and for the administration of the Department of National Economy.

2. The implementation of the Interior report received a boost when the President issued the decree of October 26 reorganizing the provinces. A comparison of that decree with MSUG recommendations revealed significant similarity.

3. Twelve sub-committee meetings were held on Education, and substantial progress has been made on each of the recommendations. Each committee is preparing a summary of the ideas which have been crystalized so the general committee, consisting of the Secretary of State for Education, the Chief of the Education Division at USOM, and Chief of the MSUG Field Administration Division, can meet and reach agreement so action can begin on the reforms.

physical facilities

Prop re-org-

4. The study of administration of MyTho province was started, and interviews have continued over a three-week period. This study is designed to bring out problems relating to national programs as seen from the provincial authorities' point of view.

5. Research has been resumed on the Civic Action Commission. This study becomes increasingly significant because a new decree has been issued making this commission responsible for coordinating all cadres now operating at village level. Several hundred cadres of the Information and Agrarian Reform Departments have been transferred to this commission.

6. The Secretary of Agrarian Reform has asked MSUG for additional specific ideas on the organization and personnel needed to administer the new Agrarian Reform ordinance. Two significant meetings have been held with the new Secretary of State, Mr. Do-van-Cong, and MSUG has furnished him with organizational charts and recommended staffing patterns for fulfilling his responsibilities under the new ordinance. MSUG is working with USOM Agriculture Division and Mr. Wolf Ladejinsky on this request.

7. The new Special Project administrator has requested advice on a proposed program for the development of abandoned and cultivated land in five areas:

Plaine des Jone (100,000 hectares)
Baclieu, Camau (40,000 hectares)
Caisan (60,000 hectares)
Banmethuot (1,000 hectares)
Pleiku (1,000 hectares)

NATIONAL INSTITUTE OF ADMINISTRATION

1. A letter from the Presidency has pledged the Vietnamese Government to contribute (in addition to the land) toward the cost of the proposed new Institute a sum equal to the American aid in the present premises. USOM will now release the funds necessary for constructing the new Institute buildings.

2. Because of the acute need for office space for NIA programs and in-service training, the Executive Council of the Institute has agreed that one, or possibly two, of the quonset huts can be used for offices. The Council has also agreed that the hallways of the second story of the main building may be converted into offices for MSU personnel.

3. A committee has been appointed to make a study and evaluation of the curriculum of the NIA. The committee is expected to confer both with Institute staff and Government officials before making recommendations.

4. For the first semester of the day degree program beginning in February 1957, MSU has agreed to teach the following courses: Introduction to Public Administration, Organization and Methods, and Personnel Administration. MSU has recommended strongly that the Institute add a new course in Accounting to be taught by Mr. Robert Swanson, who will arrive in December.

5. Mr. Snyder completed a research study entitled "A Statistical Analysis of Current Trends in the Imports and Exports of Vietnam." During the period November 12-20, Mr. Cole studied rural taxation in northern Free Vietnam. He left November 25 for a week's study in five provinces of Central Vietnam.

6. During the month Mrs. Alubowicz instructed five Vietnamese librarians on the Dewey Decimal system of classifying and cataloging.

7. Statistics for November concerning the library are as follows: 172 books, 15 newspapers, and 25 journals were circulated; 51 new books were received, 225 books were catalogued, and 63 new books were ordered.

IN-SERVICE TRAINING DIVISION

1. Job Instruction Training ("J.I.T.") was completed for a small group of interested Government officials and MSU personnel.

2. Stenographic training for stenographers of the National Assembly is still in progress.

EXECUTIVE OFFICE

1. With new arrivals expected in December, several having large families, MSUG is again faced with a housing problem. Greatest difficulty is met when searching for 3-bedroom houses. New arrivals during the next few months may expect extended stays in hotels, or less than adequate quarters.

2. General review and refinement of administrative procedures continues. New purchase, requisition, and payroll procedures were issued during November.

3. International transportation schedules, hotel guides, and other travel information are now available in the Executive Office. This material and the corollary assignment of a staff member for assisting on travel arrangements is designed to meet increasing travel requirements created by third country travel and returning staff members.

4. After a delay of approximately one month, the contractor has returned to complete the electrical work (lights and fans) in the apartments at 137 Pasteur. It is hoped that all work will be completed by December 31 and that apartments will be totally ready for occupancy no later than January 15. At the present time, three apartments are completely furnished with plans to furnish the remaining six before January 15.