

MICHIGAN STATE UNIVERSITY
Vietnam Advisory Team
Saigon

Office of Chief Advisor

November 8, 1955

To: USOM, MSU

From: Dr. Edward W. Weidner, Chief Advisor

Subject: Monthly Report of Michigan State University Group

The following are the major developments in the MSU program since October 1st.

Field Administration Project

1. The Resettlement Division of USOM advised that they are conditioning certain grants to the Refugee Commission upon the acceptance of the suggestions which were made by our team to the Commissioner for Refugees. We have had several conferences with the Commissioner during the month to implement the suggestions contained in the Field Report. At the present time, arrêtés are being prepared covering the central office and the field organization. We have offered our services on three specific items:
 - (1) We have offered to review the arrêtés and to make suggestions.
 - (2) We have offered to assist in conferences and meetings of the field officers, which we suggested in our Field Report for six provinces, and the provincial chiefs.
 - (3) We have offered to provide a full-time person for a limited period as a consultant on a pilot study of the field organization and project planning and implementation.
2. We began the research phase of the central office of the Ministry of Interior. We have conducted twenty-one interviews in each segment of the organization on a "horizontal" basis. We are now planning interviews on a "vertical" basis, taking specific items such as budgets and reviewing the process from the lowest echelon to the final approval. We are selecting several general functions for such a study.
3. In connection with the Ministry of Interior, we have been requested to study the regional and provincial relationships. Special checklists have been used for the regional office interviews, and an interview guide has been used in the provinces. Following is a tabulation of the interviews:

Central Office

21 interviews completed

Total of Regions

1. 55 interviews completed, Regional Offices
 2. 4 interviews scheduled for November, Regional Offices
 3. 10 provinces visited
 4. 21 interviews completed in provinces
 5. 15 province visits scheduled for November
4. We have begun the study of the Ministry of Land Registration and Agrarian Reform with interviews with Mr. Ladejinsky and Mr. Linh of the USOM Staff. We have been unable to meet with Mr. Schwartz to review the study, but this is planned. Also, one of our local employees has been working almost full time on research on the Ministry's background, legal status, organization and procedures.
 5. Consideration is being given to the very detailed study of a small number of representative villages. This study would include data on three other ministries in addition to Land Registration and Agrarian Reform. It would include data on the Civic Action Commission, Ministry of National Education and Youth, and Ministry of Agriculture. We feel that by such a grouping, preliminary information can be obtained which can be useful in the study of each of these ministries.

Presidency Project

1. Study of documents and conferences with M. Them continued through the month.
2. On October 27 the President notified us that he wanted to reorganize immediately. After conferences with Mr. Chau on the 27th and the President on the 28th an agreement was reached to speed the study so as to make a report by November 12. On the 29th the President and the Council of Ministers decided to move the Directions of Budget and Fonction Publique into the Presidency.
3. Interviews with Presidency personnel were immediately speeded to meet the new deadline. About 40 interviews will be held.
4. Additional MSU personnel (Smuckler, Wickert, Higbee, Sanderson) were switched to the project to interview in Budget, Fonction Publique and Planning. Preliminary information was supplied and these interviews were begun.
5. By the first of November indications were that the deadline could be met, although important aspects of the study are prejudiced by decisions already made by the President and the study cannot be as thorough as had been planned. It is planned to make more detailed studies in the future as soon as the more general reorganization has been effected.

Participant Program

1. The final list of participants settled at 13. Two of the 11 who had been approved by the Presidency at the beginning of October were withdrawn--one turned out to be in irregular draft status, the other was withdrawn by his chief who decided he could not be spared at present. The Government approved one more fonctionnaire who had been proposed by MSU but did not approve two others. The

Government approved the four non-fonctionnaires proposed by MSU on condition they commit themselves to work for the Government five years on their return if the Government employs them. One of these non-fonctionnaires withdrew. The President prepared an arreté (subsequently signed November 4) authorizing these 13 persons to go to MSU.

2. Six will study public administration and political science, six will study economics and finance, and one will study police administration. The list was more evenly balanced to begin with, but most of the casualties were in police administration.
3. There is a possibility that two others may be sent bringing the total to fifteen--one in police administration and one in political science.
4. A letter of general information and departure instructions was sent out to those on the final list on October 27.
5. Efforts were made to expedite processing so as to get the entire group to East Lansing by November 21. Latest departure date was moved up to November 15. Consular Section, U. S. Embassy, approved the list for visas, and the Vietnamese Government assured there would be no delay on passports and exit visas.
6. A USIS organized briefing was begun October 31; all who could (about 7) began it.

Institute Program

A. General

MSU has proposed that the Institute draw up a comprehensive plan of progressive development for the next three or four years. The Director and Assistant Director of the Institute have agreed to make such a plan. The plan will take into account a gradual tapering off and finally a cessation of American aid and will provide for the eventual assumption by Vietnamese of all responsibilities and activities now in the hands of MSU personnel.

B. Day Degree Program

1. A conference was held between Vietnamese and MSU staff members to discuss teaching methods. Various teaching methods used in the U. S. were explained. Agreement was reached to have a representative of USIS discuss the potentialities of visual aids with staff members.
2. A meeting was held on November 4 in order to work out the details for a series of joint faculty seminars between Vietnamese and MSU staff members.
3. According to reports from students, the performance of Institute interpreters and translators is improving. Interpreters and translators are working long, hard hours to become familiar with subject matter and are becoming accustomed to working with MSU personnel.

C. Evening Classes

Three conferences were held during October in order to resolve the numerous details pertaining to evening classes. It now seems likely that the beginning date for evening classes can be advanced to December. Suitable rewards to those obtaining certificates in the evening program have been recommended for adoption by the Fonction Publique.

D. Library

1. During October Madame Hiêú was assigned as librarian and she will be the counterpart of Mrs. Alubowicz. At present, Madame Hiêú is working only half-time, but as soon as she can be released from the Ministry of Education, she will work full time. Because of Madame Hiêú's previous experience in library work, she is quickly absorbing the training of Mrs. Alubowicz in the Dewey decimal system and other aspects of modern library procedure.
2. At present the library possesses approximately 900 volumes. About 400 books ordered by MSU have now arrived. The Institute already possessed about 300 books, mostly in French and Vietnamese. A gift of about 200 books, all written in English, in the fields of economics, government, and public administration was received from the Cultural Center Library set up under the auspices of the International Refugee Commission. These books were presented to the Institute after Mrs. Alubowicz had assisted in the technical work of organizing the Cultural Center Library. Though many of the gift books are old and useful only for research, at least 75 volumes are appropriate for reference books. Additional book and periodical orders are being sent out as soon as they are received from Vietnamese and MSU staff members.
3. Library of Congress cards have been ordered and when received will speed up considerably the processing of books. At present temporary cards are being typed, catalogued, and classified.

E. In-Service Training

1. After a series of additional meetings, continuing from the preceding month, the Council of the Institute approved a plan for the in-service training of Vietnamese government employees in such hitherto unorthodox subjects as leadership training, office management, and the like. The Institute has now requested President Diem to make arrangements with the various Ministries to provide both trainers and trainees and to participate in developing the courses of training. It is anticipated that the definitive meeting to settle these matters will be held about November 20.
2. The work plan and statement of philosophy for in-service training, prepared by the Coordinator, has been distributed. Its French translation played a decisive role in winning acceptance and understanding of in-service training of the American type, by personnel of the Institute.
3. Professor Hunter's first in-service training class in the Ministry of Finance continued through the month and will be completed November 21. Plans for further in-service training courses of this type, with MSU

personnel serving as instructors, have been somewhat formulated during the month. In general, as soon as certain MSU personnel are freed from the press of other programs, they may well develop in-service training courses in their special fields.

4. With respect to the training aids center, an inventory of training aids that the MSU group has assembled here in Saigon has been completed. Personnel to operate the center have yet to be selected and trained.
5. The writing of twenty-one problems for the economics problems courses has now been completed and their translation and reproduction is nearly complete. Two additional conferences with Mr. Dang were held during the month relative to collaboration in their publication, but progress was slight due again primarily to his involvement in the referendum.
6. Dr. Hunter has participated in two meetings of the USOM-Vietnam working party on "Economic Resources and National Income", but as yet there has been little opportunity to contribute much to its work.

F. Research

There were no specific accomplishments this month in the research program of the Institute. Progress can be reported, however, in respect to a publication program which we as a team may well decide to sponsor. Its major points at this writing are:

- a. A series of specific types of publications we would be willing to partially support.
- b. A policy calling for the Institute to develop its own means of taking over full expenses of on going publications when our project comes to an end and,
- c. A policy of requesting local support for publications as far as possible.

We would put up some of the money if no other sources were forthcoming, but in most cases we would want some Vietnamese financing assured.

Police Project

1. Teacher training has been conducted during the month, in which 45 teachers for both the police academy in Saigon and the Civil Guard police short course at Quang Trung were trained. Besides covering the subjects they are to teach and helping them to reduce this material to writing, they were also taught the value of visual aids, conference type training, breaking up the classes, into small groups, role-playing, etc.
2. A fingerprint class of 21 students has completed its third week. All students are progressing in more than satisfactory manner. Five are women. This technical training is done personally by Corey Dymond. All this has to be done through the use of an interpreter. This class will be ready in the next week or two for the fingerprint equipment and files that have been on order for sometime from the States.

3. During the month of October we received notice of Washington's approval of the recommended expanded police program submitted August 29th. We started immediately to implement this program. (1) Have forwarded to Lansing our personnel needs for this new program, in order of priority. (2) Orders have been placed through channels in USOM for equipment and supplies for the Saigon-Cholon Police totaling approximately \$125,000.00. (3) Royse Williams, communications engineer, has begun a survey for an overall national communications system that will serve, not only all police services, but other government agencies.
4. Conferences were held at USOM on October 10th and the Embassy on October 23rd and 24th, trying to coordinate Internal Security operations in Vietnam, in which our government has an interest.
5. A set of instructor personnel record forms has been developed for helping to keep track of and evaluate the instructors in the various police training programs. These forms were developed with the aid of the Vietnamese. Instructors and others concerned are now engaged in completing these forms. It is hoped that their adoption will encourage the use of more systematic personnel procedures.
6. An in-service training certificate, to be issued to police personnel on completion of police-in-service training courses, has been prepared and is ready for use.
7. At the request of the Director of the Police Academy, Mr. Ro, the Coordinator developed a paper-and-pencil "intelligence" test, in the Vietnamese language, for the purpose of screening candidates for the Academy. The Ministry of Education loaned the Coordinator four professors to prepare items. The first preliminary form was tried out at a boy's lycée in Saigon, again arranged through the courtesy of the Ministry of Education. In the light of this experience the test was further revised. This revised form was then given to the candidates of the first class at the Police Academy. As a result of the testing, it was recommended and decided that (1) the lowest 26 of the 131 candidates not join the first classes; (2) these low men be encouraged to study in order to qualify themselves for entrance into possible future classes; and (3) the low men, who do not later qualify for regular classes at the Academy, be accumulated over a period of several classes and then put through training, as a group, at a less complex level.

Vietnamese officials concerned were shown that the test results, beyond what help they might give in assigning individuals, could also help provide answers to administrative questions. The tests themselves are yet fairly crude and need much more polishing. Moreover, they very much need validation. As they now stand, the tests are not limited to police uses but could be applied in a variety of other Vietnamese government situations.

General Comments

All work was extremely slow during the month because of the campaign in connection with the referendum. It is estimated that over half of our work was slowed down two weeks as a result of this event.

Cooperation with the Vietnamese continued in a friendly and effective manner.

At the end of the month MSU had 26 American employees in Saigon and 48 local employees or a total of 74.

MICHIGAN STATE UNIVERSITY
Vietnam Advisory Team
Saigon

Office of the Chief Advisor

December 9, 1955

TO: USOM, MSU
FROM: Dr. Edward W. Weidner, Chief Advisor
SUBJECT: Monthly Report of the Michigan State University Group

The following are the major developments in the MSU program since November 1:

Field Administration Project

1. During the month of November, the interviews in connection with the study of the Ministry of Interior were completed. Teams were sent into Central Vietnam, the P.M.S., and South Vietnam on both day and overnight trips. Each of the three regional headquarters was thoroughly covered; nine provinces were visited in South Vietnam, seven in Central Vietnam, and five in P.M.S. During the period of the study, 119 interviews were held-- 21 in the central office, 39 in South Vietnam, 39 in P.M.S., and 20 in Central Vietnam. At the end of November, research reports were in the process of being written, with a meeting with the Secretary of State for Interior being contemplated for the first week in December in order to discuss the findings.
2. Implementation of the recommendations to the Refugee Commission were being carried out in conjunction with the Commissioner, USOM, and MSU. The Commission reorganized itself into the two large sub-organizations, planning and implementation. This change, however, was rather limited to the central office, but plans were well underway for extending the new functional organization into the field. For example, the Commissioner systematically surveyed all personnel with respect to their preferences for field assignments.
3. We also started the background work on the next four ministries to be studied: Agriculture, Agrarian Reform, Education, and Civic Action. Teams will be sent to live in selected villages for one or two weeks--or longer-- to ascertain the effectiveness of these four programs on that level.
4. An organization chart, which is attached, was set up for the Field Administration Project.

Presidency Project

1. The report on the administrative survey of the Presidency, completed under the pressure of limited time as a result of the President's desire to initiate reorganization as quickly as possible, was completed and presented to the President November 15. This was a detailed oral presentation; the mimeographed report (in English) was transmitted a few days later. A French translation is near completion.
2. The President's reaction has been generally favorable. He has accepted in principle, and has already taken action upon certain key recommendations. Mr. Chau, the Secrétaire d'Etat à la Présidence, has been assigned the responsibility of coordination of Presidency functions. The proposal to integrate the budget function under the Secretary General, Mr. Cung, has been accepted; and the planning agency, as well as the Foreign Aid Committee, is being brought in on a coordinate basis. Also, a work schedule to systematize the President's working day and conserve his time has been established. The President has delegated the authority to Mr. Chau to sign a large number of documents which formerly required the President's signature. He has authorized the recruitment of several professional-level Chargés d'Etudes to assist in research and program analysis, and has given his approval to the proposal to initiate special training courses in cryptography, protocol, and press relations. These changes have been made by verbal instructions, pending the later preparation of the necessary arrêtés. The President has some reservations about the proposal to consolidate all the auxiliary and common services under a "Directeur des Services Générales," and this recommendation may not be accepted in its entirety. However, this is the only major proposal concerning which such reservations have been expressed.
3. In a conference on December 2, the President approved the following next steps: (a) the preparation of plans for the development of the budget system, including, if suitable arrangements can be made, the bringing in of a consultant in budgeting, and the organization of a short in-service training course for budget officers; (b) the organization of special in-service training courses in cryptography, protocol, and press relations; and (c) the development of an arrêté which will embody the new organization.

Participant Program

1. On November 15, the first group of four participants left from Tan Son Nhut for East Lansing. On November 22, the remainder, six, left. Both groups have arrived at Michigan State University and have begun their orientation and intensive English training.
2. The number had begun to dwindle at an alarming rate in the final week or two before departure. People withdrew from the list for various reasons: health, reversal of their superiors' decisions to grant them permission to be away for nine months, and in one case, irregular draft status. At this time it was too late to process substitutes.

3. A report on the experience of selecting, processing, and shipping these 10 participants to the States is being prepared. The report will include a proposed plan and schedule for handling next year's participants. The plan will propose means of avoiding the difficulties encountered this year-- particularly the difficulty of the dwindling numbers of participants after selections have been completed.

Institute Program

A. Day Degree Program

1. Examinations were given at the Institute on November 29 and 30 to applicants seeking admission to the three-year degree program, beginning in February, 1956. Although 113 persons in the Saigon-Cholon area applied for admission, only 72 appeared to take the entrance examinations. It is not known yet how many applicants took entrance examinations in other regions. The Institute hopes to find 80 highly qualified students from among those taking the tests. Each applicant has the baccalaureate degree and if successful will be prepared for the upper echelons of the Vietnamese civil service.
2. The director and assistant director of the Institute are now in the process of preparing a comprehensive plan for the progressive development of the Institute for the next three or four years. This plan involves every phase of the Institute's activities including the day school, night school, library, research, in-service training, and other activities for the advancement of public administration in Vietnam. MSU is advising in the preparation of the plan.
3. The first faculty seminar, with Dr. Weidner leading the discussion, was held December 8. This seminar was the first in a series which is designed to bring about an exchange of ideas and mutual understanding between Vietnamese and MSU faculty.

B. Evening Certificate Program

The most exciting news of the month concerning the Institute is the successful recruitment program for the evening school scheduled to begin on December 15. More than 1,300 students have applied for admission. Applications are open until December 10. Though the Institute has a serious lack of classroom space and teaching staff, every effort is being made to accept as many students as possible. Some additional classroom space has been found at the Police Academy and the University, and the search for more room is continuing. MSU staff assigned to various MSU programs have generously agreed to help with the evening teaching load. Moreover, Mr. Gene Gregory, a political scientist from Cornell University in Vietnam on a Ford Foundation Fellowship, and Mr. Roy Jumper, also here on a fellowship, have tentatively agreed to teach public administration in the evening school. One of the evening school difficulties is the fact that there are required courses which must be taken by all students. Even if arrangements

can be made to have half the students take the required subjects during the second semester, there will still be need of a great number of sections of the same subjects.

C. Library

1. The processing of library books is moving more quickly because of added Vietnamese personnel. In spite of greater progress, the processing of books is comparatively slow because of the time required for in-service training of the staff.
2. Books are arriving from the United States and Europe in small lots. A few periodicals are being received and the New York Times is coming regularly.
3. Bids were received for fitting the numerous large windows with glass and screens, which are necessary because dust and mosquitoes and numerous other small insects are not only a nuisance but also detrimental to the preservation of printed materials.
4. In spite of several handicaps, faculty and students are being served. About 75 books are in circulation. The library is almost always filled with students, reading materials within the building. The use of open shelves giving all an opportunity to browse is an interesting, new experience for these students and is making the library a lively and useful spot at the Institute.

D. Research

Plans have now been completed for an inter-ministerial conference of persons in charge of research throughout the Vietnamese government. The Institute is sharing in the planning of the conference which will be sponsored by the Presidency early in December. This is just one of a series of such meetings which have as their objective coordinating the research of governmental agencies, sharing of research findings and resources, and adjusting the research activities of the Institute to best fill the needs of government. Several meetings of the Institute Division of Research have been held during the past month and in these meetings the plans for the conference have been reviewed and the Research Coordinator has exchanged ideas about research methodology with the group.

E. In-Service Training

1. The Vietnamese members of the Institute completed a statement, subsequently mimeographed, which presented their ideas regarding in-service training. Much of this statement was based on the in-service training Work Plan. This statement is to be sent to all Departments of the Vietnamese Government. Accompanying it is a questionnaire. The statement plus the questionnaire is part of a program to get the various Departments to support an in-service training program, especially in the fields of supervisory and leadership development.

2. Professor Hunter's in-service training class was graduated during the month. The class was in the field of economics, and the students were employees of the Department of Finance. Two Secretaries of State of the Government participated in the graduation ceremony.

F. Professional Association and Publication Program

The Institute has agreed in principle to take the initiative in establishing a professional association in public administration. As a part of this idea, the Institute plans to publish a journal in its own name that can also serve as the official organ of the association. The development of a publications program is in the advance stages of completion.

Police Project

1. On November 8 the formal opening of the National Police Academy was held. The opening was presided over by the Minister of the Interior and attended by the high Vietnamese officials and USOM-MSU advisory staffs. There are 127 students in the school, 70 from the Saigon-Cholon Police Departments, 46 from the Sûreté, 11 from other Municipal Departments. The school is operating with nine part-time Chief Instructors, who are full-time officials donating their instructor time. There are sixteen Assistant Instructors, who are being trained under the Chief Instructors so that we will have a nucleus of instructors. All instructors hold an evaluation meeting every Saturday forenoon, which has developed into a teacher-training session. Serious consideration is being given to special courses that could go into night school training for command officers, English, and other specialized training.
2. A major achievement at the Police Academy was to get the total class of 127 broken into two sections of about 65 each. There was considerable resistance on the part of some instructors to teaching the same material twice. However, the smaller classes permit the use of participant techniques. As a consequence of smaller classes, at least one instructor during the month used role-playing (a participant technique), patterned after the demonstration of role-playing given during the instructor-training program reported last month.
3. At the Police Academy the instructors have begun using objective-type weekly examinations instead of essay-type. They had been impressed by this type of examination following their experience with the "intelligence" test developed by MSU personnel to assist in the selection of candidates for the Academy. The students demand the results of the examinations, and the examinations have become an integral part of the student-motivation program.
4. For the past two months members of the police team in cooperation with the Research Coordinator have been engaged in collecting information about police activities throughout Vietnam. This was done through collection and analysis of official government reports and records, through interviews in Saigon and in the provinces and through general observation of police work.

This material formed the basis of a research report requested by USOM and submitted as requested on December 1. While further research is being undertaken by some members of the police team to add additional details about specific portions of Vietnamese police work, this report represents the first major compilation of information about the police in Vietnam.

5. General Nguyen Ngoc Le, Director-General of Police and Security, spent one week in the Philippines, starting November 22, where he had an opportunity to inspect personally the Constabulary, Municipal Police, National Crime Laboratory and Philippine training facilities. He came back quite impressed and is making some local changes as a result.
6. By Presidential decree dated November 18, the Civil Guard was transferred from the Minister of the Interior to the Presidency.

General

1. During the month the emphasis of the whole MSUG shifted increasingly toward implementation. Much of the planning group meeting of November 22 was devoted to the development of an SOP to focus the attention of all project chiefs on implementation. Another aspect of the emphasis on implementation was the broadening of the work of the Coordinator of In-Service Training to include the coordination of implementation. In-service training was seen to be but one part of implementation that had to be fitted into the general implementation program.
2. As of the end of November, total MSU expenditures in Vietnam in local currency amounted to the equivalent of \$945,661.81 in U.S. dollars. Together with the dollar expenditures made through East Lansing and the police equipment orders being placed through USOM directly, the first seven months of operation of the MSUG has cost about \$1,600,000.

FIELD ADMINISTRATION ORGANIZATION CHART - DECEMBER 1, 1955

