

*Capt. Nyland*  
*JCH (a)*

# Office Memorandum • UNITED STATES GOVERNMENT

TO : All Division Chiefs (see Distribution) DATE: Dec. 31, 1954  
 FROM : D. C. Laverne, Asst. Director for Resettlement & Rehabilitation  
 SUBJECT :

Attached is a memorandum on Area Resource Development Procedures for your study and consideration.

You are requested to attend a meeting Monday, January 3, at 9:30 a.m. in the meeting room. At that time this memorandum with its possible implications will be discussed.

**Distribution:**

Mr. de Paul, Asst. Dir. for Economic Policy  
 Mr. Peer, Controller  
 Mr. Mann, Program & Requirements  
 Mr. Schwartz, Agriculture & Natural Resources  
 Mr. Armstrong, Education  
 Mr. Holiday, Community Development  
 Dr. Peterson, Health & Sanitation  
 Mr. Safford, Program Support  
 ✓ Capt. Nyland, Public Works  
 Mr. Starr, Public Administration  
 Mr. Adler, Field Service

cc: Mr. Barrows, Director

DCL/rm

**Mr. Barrows, Director**

**Dec. 30, 1954**

**D. G. Lavergne, Asst. Director for Resettlement & Rehabilitation  
Area Resource Development Procedure**

The suggestions presented here are intended to provide a basis for study and discussion of procedures for making the greatest contribution to an early and successful rehabilitation of North Vietnam refugees, South Vietnam displaced cultivators and discharged military personnel.

### **INTRODUCTION**

The deficiencies and potentialities of the situation in Vietnam and the needs and opportunities of its people challenge the best professional leadership. Let the new refugee community become a center of happy community life--serving the family, building health, recognizing civic needs and responsibility, encouraging improved agricultural conditions, providing religious and occupational freedom and opportunity--and there will come into Vietnam a new hope.

These communities can become such communities only when Mission expertise and government organizations use them as a focal point in planning to improve the social, economic, physical, cultural, and spiritual development of these people. This requires a new concept and approach to programming if we are to make a contribution. The responsibility for leadership in this effort is ours.

### **1. NEED**

It is generally recognized that we are entering the most difficult phase in the program for rehabilitation of refugees, that of facilitating an early and successful resettlement. The aid provided through the Exodus project is largely of a relief nature and is inadequate in terms of total rehabilitation need. It is obvious that all technical divisions of the Mission can make a contribution and have a responsibility for supporting the development of the resources, both human and natural, necessary to attain the U. S. objectives in this effort. In the preliminary stage we might simply set aside a fixed percentage of the approved program funds for '55 until more specific determinations can be made regarding this need.

There are two fundamental principles which will largely determine success or failure:

- (1) The development of resources is to a large extent governed by nature itself;
- (2) The people concerned must participate directly and actively in any undertaking.

Vietnam is faced at this moment with the task of providing for the rehabilitation needs of over half a million people, and the number is likely to increase considerably in the early future.

## **2. PROJECT PLAN DEVELOPMENT**

If the principle of resource development is the basis for project development, it is necessary that the project be developed on an area or provincial level. There it can take into consideration the varying needs and possibilities and pinpoint its efforts to the solution of the problems incident thereto in a restricted and clearly defined geographic area. This will require considerable imagination and organizing skill and an unlimited faith in the ability and intention of local officials and the people themselves. The development of the plan of action (project) should rest primarily at the provincial level under the leadership of the Chief of Province aided by representatives of his technical services, with the advice and counsel of the Mission field representative in his capacity as Mission observer. This plan of action should include a dossier of information on points previously proposed by the Mission and include at least the followings:

- (a) a map of the area
- (b) the number of people to be resettled
- (c) the availability of land and building materials
- (d) land ownership and availability
- (e) occupational opportunities
- (f) the controlling requirements necessary to successful implementation (water, health and sanitation, transportation, occupational production needs, civic and social deficiencies)

## **3. PROJECT SUBMISSION**

When all useful background information has been assembled and arranged into a formal project application, it shall be submitted by the Chief of Province to the Refugee Commissioner for review and consideration by members of his technical staff. (At the same time copies will be forwarded informally by the field representative to the Mission. This will provide for continuous Mission study and guidance at all levels during the reviewing procedure.) The Commissioner will then forward his recommendations and the project application to the Administrator General for American Aid for the review and approval of the American Aid committee and for transmission to the Mission.

## **4. MISSION ACTION PROCEDURE**

Since the project submitted will require both funds and technical know-how of the various divisions of the Mission, it is proposed that a continuing resource development advisory staff be designated including representatives of Health & Sanitation, Public Works, and Agriculture, which, under a Mission-designated chairman, will review the final plan of action. This permanent committee will be composed of the three permanent members, who will seek the advice and counsel of other technicians of the Mission on those points of the project which relate to items outside the professional field of competency of the permanent membership. The permanent advisory staff will continue to be technical working members of their respective divisions, but in the exercise of the functions proposed herein will report their recommendations to the Assistant Director for Resettlement and Rehabilitation and will give priority in their daily duties to the performance of this function.

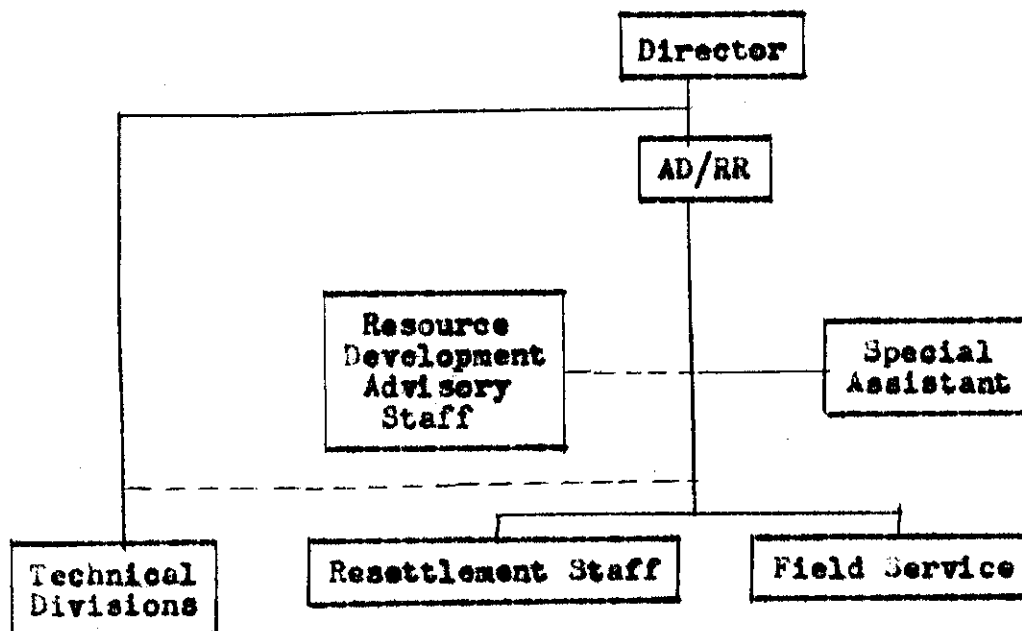
## 5. IMPLEMENTATION

Upon approval the project plans will be forwarded through the Administrator General for American Aid to the Commissioner for Refugees and thence to the Chief of Province, who will be the local administrator of the project. The Administrator General for American Aid will release the funds provided for the project at the request of the Chief of Province with the concurrence of the Commissioner General for Refugees. The respective technical divisions of the Mission will assume responsibility for providing the technical support necessary to the successful operation of the project and will render this aid directly to the technical services of the province involved. The need for such services will be made known insofar as possible through the reporting procedure established for the Field Service.

## 6. REPORTING

The Chief of Province as administrator of the project will report progress, obligations and expenditures to the Administrator General for American Aid through the Commissioner for Refugees. The Administrator General will report to the Mission in the usual manner.

## 7. STAFFING CHART



cc: Mr. de Paul, Asst. Dir. for Economic Policy  
Mr. Peer, Controller  
Mr. Mann, Program & Requirements  
Mr. Schwartz, Agriculture & Natural Resources  
Mr. Armstrong, Education  
Mr. Holiday, Community Development  
Dr. Peterson, Health & Sanitation  
Mr. Safford, Program Support  
Capt. Nyland, Public Works  
Mr. Starr, Public Administration  
Mr. Adler, Field Service

DCL/rm