

## SUGGESTED DIVISION OF LABOR AND RESPONSIBILITY FOR PROVINCIAL TRAINING

### INTRODUCTION

The imperative improvement of Rural Construction Cadres will require close cooperation between the Ministries of Rural Construction and Interior, and the National Institute for Administration. Machinery to facilitate such cooperation is needed. The suggestions made in this paper have the following purposes:

1. To provide training programs relevant to the local administration functions of the Ministries of Rural Construction and Interior;
2. To get the maximum utilization from the limited instructional manpower and material resources;
3. To simplify command and supply channels.

To accomplish this, certain coordinating and administrative controls are proposed at the central level in Saigon, at the regional level, and at the provincial level. These are designed to help toward the securing of local areas and also to strengthen the basis for continuing development of local services.

### ORGANIZATION AT THE CENTRAL LEVEL

The training needs of Interior and Rural Construction are quite similar, to the point of using the same material in some instances, but with the needs of Rural Construction being short-range and of great urgency and those of Interior being long-range and of a more deliberate nature. The interests of the two ministries coalesce in the positions of Province and District Chief. The best means of accomplishing the related ends of these ministries is the coordinated efforts of the National Institute for Administration and the

Province Training Directors. In order to attain the local service improvement objectives of the two Ministries in the best way, with the least cost, the following suggestions are made:

- (1) Responsibility for organizing the resources for local administration training of the Ministries of Interior and Rural Construction, and NIA should be assigned to a Training Coordinating Committee, with the Chairman to be appointed by the Commissioner General for War. This Committee, through the Chairman, would have full executive power to allocate the present, and develop the future, training resources of these agencies;
- (2) The Ministries of Interior and Rural Construction should develop schedules of training priorities and submit them to the Committee for evaluation. These schedules should list the available manpower, teaching facilities and other resources within each Ministry to support its training requirements;
- (3) The Coordinating Committee should then consolidate the two lists into a single program with established priorities;
- (4) NIA, with assistance from individuals in the two Ministries or other organizations, e.g. USOM, JUSPAO, should develop course plans and materials for formal training related to regular local government and administer such courses on a pilot basis. It should give consultative assistance on courses peculiar to the civil aspects of warfare. It should develop instructors for both categories of training.

(5) The Coordinating Committee should have full responsibility for insuring that the training program meets the requirements of each using agency at each level of government from the central level in Saigon through regional headquarters to the province level.

ORGANIZATION AT THE REGIONAL LEVEL

Except for pilot programs and the training of instructors, most of the formal training will be done at the regional and province levels. To this end, the following suggestions are made:

In each region (excluding the Special Capital Zone) a three-man team should be appointed and made responsible for effective coordination and for assisting provincial training directors.

One of these persons should be knowledgeable in the objectives of the Ministry of Interior, one in the objectives of Rural Construction, and one in training techniques. One of these three, preferably the expert in training techniques, should be named chairman of the team, reporting for line responsibility to the Corps Commander. The Chairman should be nominated by the Corps Commander from a list of qualified persons prepared by the Coordinating Committee, with approval by the Ministry of Interior. He should be given the formal responsibility for staff decisions and actions on behalf of the team. This team will plan and conduct regional level training based on guidelines established at the central level by the Coordinating Committee. It will also be responsible for overseeing and facilitating provincial training programs as to quality and adherence to the mission as stated by the Training Coordinating Committee.

This regional team should be assisted by a small number of itinerant instructors who will help provincial training directors or will serve as a substitute where one has not been appointed. They will also serve as reviewers and advisers to assure that the provinces are able to meet the objectives of the training program.

The Regional Inspection team should pay special attention to the progress and compliance of the training effort.

#### ORGANIZATION AT THE PROVINCE LEVEL.

The Ministry of Interior has already indicated the organization of the training function at the province level (Ministry of Interior Decree No.1417-BNV/NC/2, dated 11 November 1964). This provides that there is to be a full-time training director in each province appointed by the Minister of Interior upon nomination by the Province Chief. From this base, the following suggestions are made:

- (1) That efforts be redoubled by the Ministry of Interior to obtain provincial training directors where they are lacking and can be utilized (full-time training directors have been appointed in about one-quarter of the provinces);
- (2) That NIA provide training and coaching for the directors, in collaboration with the Committee and regional teams;
- (3) That the provincial training director be responsible for conducting training according to the guidelines established by the Coordinating Committee at the central level;
- (4) That the province chief be responsible for the work of the training director, including his implementation of the training program as established by the Coordinating Committee;

- (5) That the quality and quantity of training at the province level be subject to review and guidance by the regional training team and the Coordinating Committee;
- (6) That, to the extent that the training director has time available after fulfilling the program of the Coordinating Committee, he conduct training programs of his own design to meet special local needs.

#### LOGISTICAL SUPPORT AND ADMINISTRATIVE COORDINATION

In a program such as this, which involves two Ministries and an autonomous agency, and that is responsible for work at the province level, the regional level and the central level, the channels of communication and supply must be kept as simple as possible. To meet this requirement, the following suggestions are made:

- (1) When the Coordinating Committee makes a decision or asks for information which is to be communicated through field channels, that the services of Interior normally be used;
- (2) That Interior, within the guidelines established by the Coordinating Committee, have primary responsibility for logistical support of the training program, allocating to the Ministry of Rural Construction and the NIA, those costs properly chargeable to them, and jointly sharing costs where the output is shared;
- (3) That it be the responsibility of the Coordinating Committee to insure that there are adequate training materials for each prescribed course;

- (4) That the training of all training personnel be the responsibility of Interior, with assistance given by NIA and the Coordinating Committee;
- (5) That each Ministry avoid, to the extent possible, duplicating programs designed to meet the needs of the other Ministry. With effective work by the Coordinating Committee, these courses should be shared;
- (6) That the Coordinating Committee be responsible for implementing this program to the satisfaction of the agencies affected.

#### CONCLUSION

This will be a difficult program to coordinate, but the training resources in Vietnam are so scarce, and the needs of the two Ministries are so similar that it is apparent that it is to the advantage of both agencies to make this effort successful.

JDKeyes:c

8/25/65