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SPECIAL REPORT ON MICHIGAN STATE UNIVERSITY GROUP
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Composition of Group

The Michigan State University Group is composed of thirty-two Americans plus 83 local staff. Work of the Group in Vietnam began in May of 1955, and by late Fall the Group was at approximately full strength. The activities of MSUG are broken down into four main program divisions:

1. Police
2. Filed Administration
3. National Institute
4. In-Service Training

Police Program Division

The Police Division (Howard Hoyt, Chief) is composed of seven police specialists who have been drawn from police agencies throughout the United States. The program has been concentrated on police training, equipment, and reorganization.

Major accomplishments in these three areas include the establishment of a National Police Academy which has now graduated over 600 police officers from virtually all provinces of Vietnam, a Civil Guard training program, located at Quang Trung, in which over 11,000 men have been trained, a series of specialized courses for police officers in such fields as identification, riot control, traffic management, equipment and weapon maintenance and use, radio repair and maintenance, and special investigation training. Leadership schools have been organized both at Quang Trung and at the National Police Academy, with consequences which are being felt throughout Vietnam. Another Police accomplishment has been the thorough study and proposed reorganization of the police forces of Vietnam. This reorganization is now being implemented. The most recent development has been the establishment of the large former military camps, Camp des Mares, as the central police headquarters for the entire country, thus facilitating communications and coordination of police efforts. In the equipment field, needs were determined after detailed surveys, lists were prepared, and orders were placed through USOM.

The major problems that have been faces by the Police Division are related to the rather slow process for obtaining police equipment and the amount of effort that has been devoted to a contract amendment which has yet to be concluded. The police equipment problem is severe in Vietnam, and in spite of our continuous efforts equipment is just now beginning to arrive in quantity. Furthermore, hundreds of man-hours have been spent in contract amendment discussions and negotiations, but in spite of the need for additional police personnel, the amendment has not been concluded.

The Police Division has developed firm contacts at all levels of the Vietnam police forces, and one of the most encouraging signs for the future is the excellent rapport existing between the Police Division MSUG and the police forces of Vietnam.

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Field Administration Program Division

The Field Administration Division (Walter Mode, Chief) consists of six Americans and a group of well trained local Vietnamese employees. The objectives of Field Administration lie in getting the services of the central government to the people throughout the country. In order to meet these objectives, Field Administration has engaged in research leading to recommendations, re-organization, and consultation with Vietnamese Government agencies.

The most success to date has been realized in the Refugee Commission, where a noteworthy decentralization has occurred as a result of a cooperative effort by MSUG and Resettlement Division of USOM. In the Department of Interior, the major target for Field Administration efforts thus far, lengthy research has been concluded, recommendations have been submitted, and implementation is in process. In these recommendations, Field Administration has urged the elimination of the regional administrations and the establishment of large areal units instead of existing provinces. Reports and recommendations have been made to the Departments of Agrarian Reform, Agriculture, and Education. Work has begun in the Department of Information and Youth and the Department of National Economy.

The main problems of Field Administration lie in attempting to effect major administrative reorganization without unnecessarily disturbing everyday program operations. These have not been insurmountable in our brief experience in Vietnam, but the challenge of implementing recommendations in Interior and the other Departments will require increased emphasis on consultation and implementation.

National Institute and In-Service Training Program Divisions

Both of these programs are operated at the National Institute of Administration. The major accomplishments during the past year have been the revision of the Institute curriculum to include a managerial emphasis, the establishment of a night school program for functionaries, the reorganization of the Institute to include an in-service training program and a research division, the establishment of a library, the general though gradual reorientation of the faculty to a new approach to public administration, and the beginning of a National Public Administration Association.

The In-Service Training Program (Frederic Wickert, Chief) which has recently started to develop into a major MSUG activity, offers the hope of a long range, permanent contribution to Vietnamese administration, although in the emergency of the first year it was not heavily emphasized. Courses in secretarial work, office management, accounting, and economics have been completed, and a general program of leadership training and middle management training are projected by the Government, which is moving quickly to expand training among Government employees.

The Michigan State University Group has also been active in improving the administration of the Presidency and in sending trainees to study at the University. In the former program, implementation of the Presidency reorganization report is underway. In the latter, nine Vietnamese have now returned after nine months of training in economics and administration at the University, and twenty have departed for work beginning in September.

The major challenge in all of these MSUG activities, which center to an increasing extent at the National Institute of Administration (Guy Fox, Chief), is to develop programs whose objectives and work are so generally accepted and shared that they will continue in their basic orientation after MSUG leaves Vietnam. To develop such self-sustaining and permanent programs will require major efforts in the years ahead, but the generally solid foundation of the first year leaves room for optimism.