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OF AGRICULTURE AND APPLIED SCIENCE - EAST LANSING

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Reports and Academic Materials
Prepared by
MICHIGAN STATE UNIVERSITY
Advisory Group

The summaries of the MSUG reports were prepared by Milan Jan Reban and Oral E. Parks under the general supervision of Frank B. Cliffe, Jr.

General Reports

1. Monthly Reports: Mimeographed monthly reports have been submitted covering the operations from July 1, 1955 through March, 1958.
2. Semiannual Reports:
 - a. First Report, August 19, 1955
 - b. Second Report, December 31, 1955
 - c. Third Report, June 30, 1956
 - d. Fourth Report, December 31, 1956
 - e. Fifth Report, June 30, 1957
 - f. Sixth Report,

3. **Presidential Lecture Series:

- a. The Role of Management in Government, Mr. Walter Mode, May 18, 1956, (12 pp).

The skills in modern management are discussed. Policy making that results in clear, concise policy is the first of these skills. Organization on a basis of simplicity and flexibility are essential, as is the efficient delegation of authority and responsibility.

Executive planning and the use of the budget as a tool of management are discussed, and employer-employee relationships are analyzed. The article is concluded with a discussion of the civil servant's responsibility to the public.

** Also in Vietnamese

b. Middle Management, Dr. Guy Fox, May 23, 1956, (11 pp).

The role of the middle manager is analyzed as to his proper function and importance to efficient administration. One important question is considered: Should middle managers be primarily technicians or primarily managers? Dr. Fox believes that it would seem preferable for him to be a generalist with a good, though not necessarily technical, understanding and appreciation of the specific functions under his direction. A self-evaluation check is included as a supplement.

c. The Art of Supervision and Leadership, Mr. Howard Hoyt, May 28, 1956, (16 pp).

The importance of leadership is discussed, as are the principles of good leadership and the traits that make good leaders.

Five steps are given for improving the standards of administration: (1) good compensation; (2) delegation of authority and responsibility; (3) support for personal merit and worthiness of projects; (4) advancement based on merit; and (5) leadership training for present and future leaders.

d. How to Develop Executives, Dr. Frederic Wickert, June 1, 1956 (20 pp).

The need for executive development is used to introduce a discussion of methods for developing executives. Four methods are discussed: unplanned methods; more-or-less planned methods-individual; planned mass methods; and small-group methods.

In organizing an executive-development program, the participation of top management in planning the training is stressed.

Executive-development experiences in the Phillipines are discussed as possible examples of what might be tried in Vietnam, but it is stressed that Vietnam can and should develop a program that best fits its own special needs.

e. Staff Work, Mr. Homer Higbee, June 6, 1956, (12 pp).

"Staff work" is described as an organizational and procedural technique for getting big things done in minimum time, in an efficient orderly fashion. Four essential ingredients of staff work are described: (a) Leadership; (b) Qualifications of Staff members; (c) Organization; and (d) Team spirit. Methods for affecting coordination and cooperation are discussed, and a guide to staff officers is presented along with an admonition to do good work.

f. What is O & M Work?, Mr. Albert Rosenfeld, June 11, 1956, (18 pp).

Types of problems in the field of organization and methods are discussed in detail. Other topics discussed are: organization principles; symptoms of poor organization; documentation of organization; work programming; work measurement; work simplification; paper work management; procedures; form control, reports control; correspondence; records management, office layout; and the starting of organization and methods in the office.

g. Service to the Public, Mr. Gene Gregory, June 15, 1956, (24 pp).

The author discusses the role of the public servant in a democracy, the responsibilities of the public servant, and some basic rules for success in the public service. Among these are: the realization that people are important; there is no substitute for efficiency; the ability of the public servant to identify himself with the humbler members of the society; the importance of good public relations, correspondence, and getting people to cooperate willingly; and keeping the public informed.

h. Some Aspects of the Modern Financial Administration, Mr. Frank Landers, June 20, 1956, (9 pp).

Five propositions of financial administration are given, and five major categories of budget administration are discussed: the budget document, which should be comprehensive, simplified, and readable; the budget calendar; budget preparation and its two subdivisions, budget policy and agency preparations; budget review within the agency, at the budget bureau, by the legislative body, and by the public; and budget execution, with its three most important elements: the allotment system, agency responsibility, and central accounting and reporting.

i. The Operating Executive and the Public Personnel System, Mr. David Wood, June 25, 1956, (12 pp).

The author begins with assumptions of the goals of the Vietnam Government, discusses the need for cooperation between the Executive and the Personnel system, and gives these eight basic elements of the personnel system: (1) adequate standardized, records and procedures; (2) policy formulation and dissemination based on wide knowledge of existing situations; (3) advance staff planning for new agencies or programs; (4) positive

and objective recruitment; (5) selection and assignment based on the principle of matching the man with the job; (6) training to upgrade skills; (7) maximum utilization of available skills; and (8) an equitably administered separation program.

j. Responsibility and Accountability of Public Officials, Dr. Ralph Smuckler, June 29, 1956, (12 pp).

Responsible administration is defined as administration which carries out its assigned tasks in a thorough manner without exceeding its accorded power. It is responsible to the government and the public for, first, action generally; second, initiative to overcome inaction; and third, thoughtful adaptation, adjustment and experimentation to solve administrative and program difficulties which face the nation.

These lectures were published under one cover as Aspects of Modern Public Administration (Saigon: Hoc-Vien Quoc-Gia Hanh-Chinh, 1956), 148 pp.

4. Special Lecture Series ?

5. Special Reports:

a. Presidency Project Reports:

(1) *Work Plan of the Presidency Project, Edward W. Weidner, second edition, August 18, 1955, (2 pp).

The work plan of the project will be carried through 5 stages:

- (1) Survey and research;
- (2) Analysis and recommendations;
- (3) Conferences with the President and his representatives;
- (4) Assistance with implementation of recommendations as accepted by the Government; and
- (5) In-service training as needed for the improved functioning of the Presidency.

(2) *Report and Recommendations on The Reorganization of the Presidency of Viet Nam, John T. Dorsey, November 15, 1955, (17 pp).

This analysis of the Presidency deals with several types of problems, divided into general and specific problems. General problems include those of coordination, delegation, training, auxiliary and direct services, immediate and long-range work, and space and general facilities. Specific problems are concerned with various functions of departments within the Presidency.

* Also in French

Recommendations for improving the organization and functioning of the Presidency include a proposed central planning process.

(3) Program for Improving the Vietnamese Budget, Frank Lenders, July 1956. *Requested 1-26-59; not available: memo Mar 11-59*

(4) Report to the Presidency, A report to the President and Cabinet on MSU proposals for changes in Vietnam's budget and accounting system, Marvin H. Murphy.

b. Report to the President on Price Control and Inflation in Viet Nam (In French only), dated May 10, 1956, by John T. Dorsey, Jr., Gilbert Shelby, and John Hunter, (42 pp).

Includes the resume of existing legislation and the execution procedures. The inflationary are also analyzed, along with the price system in Vietnam. Many tables dealing with price mechanisms, dollar reserves, trends, etc. are included. Six pages are dedicated to recommendations.

c. Special Report to the President on Administrative Organization, October 13, 1956.

Police Project Reports

1. Work Plan, Police Administration, Howard W. Hoyt and Associates, Fourth edition, August 29, 1955, (15 pp).

This report outlines the work program and contains proposals for training and establishing procedures for police administration. It contains estimated budgets, estimate of equipment needs, personnel needs and organization charts.

2. Work Schedule for Police Administration Project, Howard W. Hoyt, September 15, 1955, (5 pp).

Schedules for (a) training, (b) organization, and (c) equipment for the Garde civile, Municipal police and the Vietnamese Bureau of Investigation.

3. Recommendations for American and Vietnamese Action re Civil Security, Memorandum to Chief Advisor, October 11, 1955, (4 pp).

Covers the MSUG Police Team work following its arrival in Saigon. Consists of: Content of briefings with various U. S. and Vietnamese Officials; a working plan and recommendations. Only three Law enforcement agencies were recommended: the Municipal Police, Garde Civile and Surete. The army should take over in threatened areas, but only temporarily. The gendarmerie should be disbanded. No other type of law enforcement groups should be supported.

4. Report on the Police of Viet Nam, Members of the Police Team and Ralph H. Smuckler, December 1, 1955, (36 pp).

In a country beset by a basic security problem in rural areas as well as urban centers, the Police play a most important role. The Police forces of Vietnam include five organizations - The Civil Guard, which totals 44,000 men, Municipal Police, Security Police (Surete), Gendarmerie, and the Rural Cooperative Guards and Village Militia. The first three carry the major burdens of policing the country. Each of these organizations is described in considerable detail. Their function and background, organization, statistical data as regards the personnel and equipment, are included. The MSUG Police Specialists suggest that the Rural Militia should not be encouraged because there is no guarantee that weapons will not be misused.

5. *Brief History of the Surete in Indochina, January 10, 1956, (8 pp).

The Surete, Dominated by the French until 1945, was created about 70 years ago. At first, the Surete concerned itself primarily with criminal activity, but as the agitation against the French continued to increase, it became chiefly a political police. In 1945, the Japanese seized direct control of the Surete, only to be replaced by the Viet Minh. The French regained control once again. When control passed on to the Vietnamese, the Surete leadership changed hands several times. For a period it was thoroughly controlled by the Binh Xuyen. When forced out, they took much equipment and many records with them. Today, the Surete has about 6,500 men.

6. *Civil Guard Report, January 16, 1956.

7. Report of Police in Can Tho, February 6, 1956, (3 pp).

Can Tho, a city of 80,000 is located in the South region of Vietnam. Its Police Department is described in detail, along with its activities, equipment, and financial situation.

8. Civil Guard Report for December 1955, February 24, 1956, (3 pp).

Summary of the Civil Guard Administration for the Government of Vietnam, giving data on the strength and assignment of personnel, training and activities of the civil guard.

9. Report on the Proposed Organization of the Law Enforcing Agencies of the Republic of Viet Nam, April 1956, (15 pp).

The recommendations included are limited primarily to the authority, responsibility, and accountability of the directors of the civilian law enforcement agencies of the republic, as well as to the delimitation of the authority and the responsibility of each of these agencies. Among the recommendations is one calling for the creation of a council of National Security Affairs.

10. General Information on V. B. I., April 17, 1956, (9 pp).

Contains some general information about the VBI, plus a brief description of its Saigon general headquarters in terms of its administration, organization, and operation. The VBI communications are poor, their equipment obsolete, lacking in standardization; moreover their record system and accounting methods are out of date. The VBI is also in need of a modern, secure building which would bring about the centralization of all the headquarters bureaus.

11. Report on the V. B. I. in Can Tho, April 23, 1956, (6 pp).

A report of the personnel, communications, transportation equipment, arms and ammunition, and building and office equipment of the Can - Tho VBI. A section dealing with needs is included.

12. Report on the Tanan V. B. I., April 23, 1956, (3 pp).

A report on the condition of the building and office equipment, transportation equipment, communications, firearms and ammunition of the VBI Brigade in Tanan. A statement of needs is included.

13. Reorganization of the Vietnamese Bureau of Investigation, July 1956,
by Prof. Jack Ryan.

14. *Preliminary Report on the Establishment of a Scientific Crime Detection Laboratory, Prof. Ralph F. Turner, August 1956, (78 pp).

*2 copies
being sent
(memo Mar 16, 59)*

The following topics are discussed: current and proposed procedures, physical facilities, coordination with other law enforcement agencies, personnel selection and training, suggested phasing of program, future consultant participation and summary recommendations. It is felt that maximum effort should be expended in the training of personnel, that a laboratory building should be established, etc. Among other data, the activities of the identification service and laboratory are quantified in detail. Contains pictures of equipment and facilities.

15. Civil Police Administration Program, May 1957 (distribution limited).

*2 copies
being sent
M. H. P. 11*

Field Administration Project Reports

1. Field Administration Work Program, Walter W. Mode, Frederic R. Wickert, and Ralph H. Smuckler, August 16, 1955 (as amended September 27, 1955), (8 pp).

An outline of the work program and schedule of the Program, including the objectives of the Program:

- (1) To assist in bringing the activities of the government more effectively to all the people of Vietnam.
- (2) To assist in improving the field service in the ministries and commissariats.
- (3) To study and plan for integrated and democratic local government.
- (4) To review and place in perspective the inter-relationships of the several levels of the Government.

A budget is included.

2. Refugee Commission Reports:

a. *Recommendations Concerning Proposed Reorganization of the Commissariat for Refugees, Walter W. Mode, Ralph H. Smuckler, Frederic R. Wickert, August 6, 1955, (4 pp).

The new responsibilities emphasized vocational and economic rehabilitation on a project basis. Some major suggestions call for: separation of line and staff, separation of the program and administrative operations, and for decentralization. Secondary suggestions are also included.

b. Research Report, Field Study of Refugee Commission, Ralph H. Smuckler, Walter W. Mode, and Frederic R. Wickert, September 1955, (9 pp).

Research on the field operations of the commissariat for refugees was undertaken. Fourteen provinces that had the most refugees were selected, and interviews were conducted in the provincial headquarters and in refugee villages. The diversity of problems, which is great, is indicated to some extent. A general lack of project orientation was detected.

c. *Recommendations Concerning Proposed Field Organization of the Commissariat for Refugees, Walter W. Mode, Frederic R. Wickert, and Ralph H. Smuckler, September 20, 1955.

The MSUG members observed the refugee commission in its operation throughout the country. The suggestions in this report were designed to be helpful in organizing

the field staff of the Commissariat to make its operations more efficient, organizational and procedural suggestions are listed.

d. *Review of Recommendations Concerning Proposed Reorganization of the Commissariat for Refugees, March 24, 1956, (4 pp).

It was found that several of the suggestions were not implemented. Supplementary procedural suggestions are listed. These deal with the establishment of commission goals, spirit of project achievement, project schedules and the emphasis on field work.

e. Review of Recommendations Concerning Proposed Field Organization of the Commissariat for Refugees of September 2, 1955, June 29, 1956, (8 pp).

The three basic assumptions listed originally were still valid after further study. These were the temporary nature of comigal; the use of projects for group settlement of refugees; and the need for decentralization of activities. A substantial implementation was discovered, and is discussed at length.

3. *Recommendations Concerning the Department of Interior, the Regions and Provinces, and Supplement, January 1st, 1956, (32 pp).

This is an analysis of the revenues and expenditures of the government of Vietnam, and contains data for the national, regional, provincial, municipal, and village budgets. Budget preparation and procedures for obtaining authorization for purchases are discussed in detail. The sources of the revenue and the percentage of expenditures for various items are listed.

4. *Report of Comparative Study of Agricultural Administration in Japan, Taiwan, and Viet Nam, May 22 - June 4, 1956 (16 pp).

The group observed and studied the administration at the Central and Field levels of the Agricultural Services, Land Reform Administration, and Agricultural credit procedures. Moreover, special emphasis was placed on farmers' cooperatives and associations, fertilizer distribution, food administration, including rice program administration and agriculture's relationship to economic planning. The report covers these studies and lists the observations that can be applied to Vietnam.

5. *Report on the Organization of the Department of Land Registration and Agrarian Reform, June 30, 1956, (23 pp).

The report deals with the management of the department particularly with respect to organizational responsibilities assigned to its constituent units. It is based almost entirely on interviews. It is recommended that the Department be dissolved and its functions distributed. A Directorate of Agrarian Reform to supervise the reform program should be established in the Department of Agriculture. Each recommendation is discussed in length. Organizational charts, rosters, arreates and ordinances, etc., are included in the appendices.

6. *Report on the Organization of the Department of Agriculture, June 30, 1956, (28 pp).

A brief recent history of the Department leads into an analysis of the existing policies and the formulation of recommendations for reorganization. The Department was organized and functioned effectively under the colonial administration, but the role of the Department changed with the realization of Vietnam's independence. Charts of organization are proposed and discussed in detail, and the setting up of farmers' associations is recognized as an important addition to the overall program.

7. *Report on the Organization of the Department of Education, June 30, 1956, (26 pp).

This is a study of education in Vietnam and its corresponding problems: school construction; popular education; semi-official schools; hiring and paying personnel; art and technical education; the agricultural school in Blao, and libraries. Each problem is analyzed and recommendations for resolving these problems are offered.

8. Field Administration in Viet Nam: A memorandum to the President, August 21, 1956, (4 pp).

This is an outline of the premises, findings and conclusions about field administration made by the MSU Field Administration Division.

9. Report of Study Mission to Thailand - Field Organization and Administration - Economic Planning and Operations, November 30, 1956, (60 pp).

This is a report of two study groups, one concerned with government organization and administration, the other with economic planning, commerce, and industry. The report is

11.

divided into two sections, the results of these two study groups. Parallels are made with the organization and administration of government and economic planning in Vietnam. The Appendix contains eight organization charts, a copy of the National Economic Council Act, the Industrial Promotion Act, Ministerial instruction concerning Industrial Promotion, and a Royal Decree Implementing the Policy of Industrial Promotion.

10. A Budgetary and Fiscal System for the Proposed Field Administration Program, A report presented to the President's Committee for the Study of Budgetary and Financial Questions, Marvin H. Murphy. *2 copies being sent (3-11-57) MHD*

11. *Report on the Organization of the Department of Information and Youth and Sports, January 15, 1957, (72 pp).

This report is the result of interviews and research concerning the Department of Information and Youth. A brief history of the Department provides a background for the recommendations made. One interesting finding is discussed pertaining to programs: an excessive amount of repetitive political propaganda publicizing the program of other departments of the government was suggested as a detriment to more positive types of information. The appendix (annexes) include proposed and present organization of the Department and decrees pertaining to the Department.

12. *Report on the Organization of the Department of National Economy, January 31, 1957, (48 pp).

This report is the result of a study designed to develop and justify a coherent plan for organizing the Department so that it could discharge its responsibilities most effectively. To this end recommendations are made to re-group and consolidate functions among agencies so that closely related functions would be assigned to the same agency, responsibility would not be divided, and a distinction would be drawn between line and staff responsibilities. Procedural tools and guides to effective management are also advanced. The 59-page appendix contains a chronological survey, a list of organizational units, an organization chart for the Presidency, a flow-of-work chart for National Economic Direction, and an attendance report.

13. Administrative Organization in the Province of My Tho, February 28, 1957, (46 pp).

This is a study of the existing organization of the province, with observations and recommendations for the reorganization of various phases. Budget and fiscal operations are discussed in

detail, and a plan for reconciling the necessity for both a national and a provincial budget is advanced: to re-establish the areas covered by the two budgets on a functional basis. A village government manual, appendix A, is included. The functions and responsibilities of the various officials are spelled out in detail.

14. **Research Report, Department of Education, Volumes I and II, March, 1957, (96 pp).

This is a research study supplementing the Report on the Organization of the Department of Education, July 30, 1956, by the MSUG, and is a reference work to aid in the implementation of the proposals advanced by that report.

The study is broken down into four parts:

Part I describes the three major branches of the department; Part II deals exclusively with existing procedures for utilizing American Aid funds;

Part III is on popular education and the anti-literacy campaign; and

Part IV covers the plan for semi-official schools.

The Appendix in five parts, covers:

A-1 - salary indices and allowances;

A-2 - recent legislation concerning the status of teaching personnel;

B - a sample dossier form;

C - a set of tabulations of questionnaire-interviews; and

D - a comparison of budget authorizations for the 1955 financial year and the 1956 financial year.

15. Community Development (Summary of Programs) (translated into English from a booklet prepared by the Direction General of Plan), (82pp).

This report is a summary of community development programs. The concept of community development is discussed along with the government responsibilities in the development program. Several chapters cover seven forms of the role of the government as leader of the movement. These are: mass education, training of cadres to help and maintain the reconstruction work, establishment of experimental centers, providing the people with technical and material assistances, the drawing up of community development programs, the following up of the people's efforts to ensure progress, the organization of basic organisms and development as well as coordination of all activities with those of the government. Pilot project requirements, urban community development, are some other points covered.

*Temporary 2nd
(3-11-57) b/n*

16. *Review of Recommendations on the Reorganization of the Department of Land Registration and Agrarian Reform, June 1957, (12 pp).

Very little action was taken toward implementing any of the recommendations made in the June 30, 1956 report for some time after its submission. Since then, however, a great deal has been accomplished. For instance, a Directorate of Agrarian Reform was established. Other recommendations, such as the one calling for dissolution of the Department of Land Registration and Agrarian Reform have not been acceptable or were not acted upon.

17. *Preliminary Research Report on the PMS, June 1957, (34 pp).

This report is concerned primarily with the problem of land acquisitions in the PMS. Tribal customs and laws are examined, and relevant practices of the montagnards are discussed for the three PMS provinces of the Rhade, Jarai, Bahnar, and Sedang. Agriculture and land tenure customs are discussed in detail. An interesting appendix is the translation of the codified Rhade custom relating to the po lan land system.

18. Report of the Organization of the Special Commissariat for Civil Action, June 1957, (24 pp.)

In this report the MSUG proposes a plan for reorganizing the central services and field administration of a Vietnamese agency in the interest of greater efficiency and economy. Recommendations for this purpose are made from a study of the existing organization. A historical background of the field services and their problems since the Geneva Conference of 1954 is included, as are organization charts incorporating the proposed recommendations.

19. Review of Recommendations on the Reorganization of the Department of Agriculture, September 1957, (10 pp).

The status of implementation of the recommendations contained in the July 1956 Report on the Organization of the Department of Agriculture of the MSUG is reviewed to determine the amount of implementation that has been effected. Each of the recommendations is reviewed in terms of its present status and comments made as to the likelihood of further implementation.

Institute Reports

1. Work Plan, Degree or Certificate Program, Guy H. Fox, John T. Dorsey, and John M. Hunter, August 25, 1955, (9 pp).

The MSUG personnel gave technical assistance to the Vietnamese Government in setting up the National Institute of Administration. This report presents the work plan for the Degree or Certificate program. The roster of the MSU personnel, MSU budget requests, implementation of goals, the NIA organization and management, enrollment, curriculum, etc., are discussed.

2. Work Plan for Research Coordinator, Ralph H. Smuckler, September 15, 1955, (3 pp).

A strong governmental research service depends upon a well-planned program of operation. This work plan is designed to fulfill two research needs: 1. for developing a stronger research arm in the Government, and 2. for applying research so as to provide a firm foundation for the MSU programs. This will be done in 4 specific ways: 1. development of research resources in the National Institute; 2. encourage other Research activities in the Institute; 3. establishment of an Institute Library; and 4. in-service training in research.

3. Advanced Economics, John M. Hunter, Fall 1955.

4. *An Analysis of Government Payments in Viet Nam during 1955, Wayne W. Snyder and Nguyen Van Hoang, October 8, 1956, (14 pp).

An analysis of total governmental payments for the fiscal year 1955. This analysis is supported with details of these payments and the previously established budgets against which the payments were charged. 19 tables are included in the text.

5. Analysis of Viet Nam's Tax System with Recommendations, Richard W. Lindholm, prepared for USOM, June 1956. - *Requested 1-26-59; memo: not available - 3-11-59*

6. **Taxation in the Provinces of South Viet Nam, David C. Cole, November 1956, (102 pp). *Requested 1-26-59; memo 3-11-59; not available*

This is a study of the three levels of taxation in the provinces: national, province, and local. The study is concentrated on provincial and communal taxes. There are three main sections dealing with national, provincial,

and village taxes, and three appendices. The first appendix is a set of tables covering collections of certain national taxes and all provincial revenues in all the provinces; the second includes translation of the laws on the principal provincial tax, the pacification tax; and the third appendix gives additional information and documents on village taxes.

7. **Lectures in the Economics of Finance, Richard W. Lindholm, Fall 1956.
8. **Lectures in Money and Banking, Richard W. Lindholm, Fall 1956.
9. **Budgetary Administration - twenty-three lectures with Glossary and Bibliography, Marvin H. Murphy, Fall 1956, (108 pp).

A series of twenty-two lectures given to students of the National Institute of Administration in 1956. Topics include: The Philosophy of Budgeting; The Budget Process; Budget Formulation; Budget Authorization; Budget Execution; Budget Control and Review; and Budget System Applied to Vietnam. A glossary of terms in English, Vietnamese and French is included, along with a Bibliography of American Publications on Budgeting.

10. Statistical Methods, (Vietnamese only), Wayne W. Snyder, Fall 1956.
11. **Aspects of Modern Public Administration, Spring 1957.
12. **Readings in Economic Development, Richard W. Lindholm, Spring 1957, (205 pp).

This book of readings contains short (1-10) page articles taken from various sources--Wall Street Journal; International Conciliation; Institute of Pacific Relations; and other varied sources. The book has eight parts: Sources of Investment Expansion; the Problem of Inflation; Taxation; Expanding Per Capita Income; International Trade and Economic Development; Speed of Economic Development; Economics of the Village; and General Usefulness of Economics. The book is a "face-page" edition in both Vietnamese and English.

13. **Lectures in the Economics of Finance, Richard W. Lindholm, Spring 1957.
14. **Lectures in Money and Banking, Spring 1957.
15. **Lectures in Budgetary Administration, Marvin H. Murphy, Spring 1957.
16. **Statistical Methods (Vietnamese only), Wayne W. Snyder, Spring 1957.

17. Comparison of Vietnamese Government Revenues and Expenditures for Fiscal Year 1954, 1955, and 1956, Wayne W. Snyder, Spring 1957. *2 copies being sent - memo 3-17-59*

18. *Autonomous State Organizations: Government Enterprises and Public Corporations of Viet Nam, Wayne W. Snyder, Spring 1957. *see above 2 copies*

19. An Analysis of Revenues and Expenditures of Vietnamese Governmental Agencies Having Budget Autonomy Fiscal Year 1956, Wayne Snyder and Marvin Murphy, August 1957, (60 pp). *2 copies see above*

The following sections are included: introduction and general comments, government agencies with budget autonomy, government enterprises, public corporations, non-budgeted transfer accounts, capital investment, government loans. One of the generally accepted principles of budgeting-comprehensiveness and universality is not followed in Vietnam, as some 27 agencies supported by public funds are not included within any governmental budget. The financial data pertaining to these agencies are discussed, analyzed and evaluated as to the relationship of these bodies to the total and economic activity of the government. The expenditures of the organizations having budget economy accounted for more than 10 per cent of total Vietnamese governmental expenditures, their revenues being approximately of the same percentage.

20. **Money, Banking and Economic Development in Free Vietnam, Richard W. Lindholm, (Saigon: Cong-Dan, 1957) (245 pp). *2 copies being sent memo 3-17-59*

This is a book of twenty selected lectures from forty-four lectures presented by Dr. Lindholm at the National Institute of Administration in 1956. The theory of Central Banking, Equation of Exchange, Economic Role of Taxation, The Gold Standard, Increase of Wages and Inflation, and Falling Prices and Economic Development are a few of the topics covered in this analysis of the economic situation in Vietnam. The text is in both English and Vietnamese.

In-Service Training Reports:

1. Work Plan and Statement of Philosophy for In-Service Training, Frederic R. Wickert, October 3, 1955, (6 pp).

The background of the opportunity for in-service training and the definition of in-service training are reviewed in preparation for a discussion of the main and subsidiary objectives of the in-service training program. The effect of situations on the organizations and conduct of in-service

training, e.g. (1) training specific to the work of persons within any one government ministry, and (2) training general enough to be useful to numbers of persons in government service in general, are analyzed, and the need for cooperation from management is stressed.

2. Phu'o'ng-Phap Dieu Khien va Hu'o'ng Dan Phien-Hop, (translated into Vietnamese from Conference Leadership, U.S. Air Force Manual 50-8 Issued June 1953), February 1956.

Items requested 1-26-59 - will not be available: