

## WORK PROGRAM

Division of NIA Programs  
(March 1957—March 1958)

### OBJECTIVES

The broad objective of the NIA programs is to improve governmental administration and to make the administrative system responsive and responsible to the public will. Accomplishment of this objective will contribute to Vietnamese Government strength and stability, help to insure that American aid funds are efficiently and effectively used, and further American and Vietnamese policies against Communist expansion.

During the coming year the NIA will continue to work for the betterment and democratization of Vietnamese public administration through: (1) a day degree program for preparing officials for the higher echelons of the public service; (2) an evening certificate program for training fonctionnaires and prospective fonctionnaires; (3) a program for promoting research and consultation activities on administrative and economic matters; (4) a library program to make the Institute the national center of materials in public administration and economics; (5) a participant's program for sending civil servants and Institute faculty to the United States and to third countries for training; (6) numerous miscellaneous programs such as advising the newly created professional society in public administration, helping the Government of Viet Nam in developing national income accounts, aiding with the publication of a journal devoted to public administration, sponsoring of conferences and meetings to consider administrative subjects, and so forth.

In order better to achieve the foregoing objectives, and insure their permanence, the Division of NIA Programs will continue to prepare Vietnamese members of the administrative and teaching staff of the Institute to assume the full burden of Institute programs upon MSUG's departure; and will work to insure that the NIA has the plant, equipment, and facilities adequate for its purposes. The Division of NIA Programs will endeavor to maintain its cordial relations as advisors to the Vietnamese staff of the Institute and technical government services; and will continue to cooperate with other MSUG divisions and with other American agencies in Viet Nam for the attainment of its goals.

### ACCOMPLISHMENTS

The major accomplishments of the NIA programs fall roughly into three periods or stages. They may be stated in general terms as follows:

#### I. First steps (completed by August 1955):

First steps consisted principally of measures taken by Vietnamese and American members of the National Institute of Administration to get the Institute started and included:

1. Acquiring adequate grounds, buildings, and facilities in Saigon for the NIA.
2. Moving the small training school from Dalat and merging it into the more comprehensive Institute program.
3. Procuring administrative, maintenance, and teaching personnel.

4. Procuring supplies and equipment.
5. Planning for maximum utilization of buildings and equipment.
6. Setting up effective organization for the Institute.
7. Establishing a make-shift library.
8. Making arrangements with Fonction Publique and the major government departments to have Institute graduates accepted into the public service.
9. Establishment of a curriculum which would better equip students for the public service.
10. Advising the Presidency on needed decrees for the Institute.
11. Determining major Institute policies.
12. Drawing up program plans for the day degree school, evening school, permanent library, research activities, and training of students and faculty in the United States and third countries.

## II. Second steps (completed by March 1956):

The second steps consisted principally in activating and expanding major Institute programs, in developing regularized working relations between Vietnamese and MSUG members of the Institute staff and between the NIA and other MSUG programs.

This second stage of development included:

1. Initiating the day degree program.
2. Teaching of Economics and Public Administration courses and preparing students' reading materials for the degree program.
3. Establishing an evening school with approximately 700 students; devising its curriculum, procuring staff, providing facilities, deciding policies, and the like.
4. Teaching Economics and Public Administration courses and preparing students' reading materials for the evening certificate program.
5. Expanding ~~as~~ course offerings and teaching staff in the day school.
6. Substantially increasing number of students in the degree program.
7. Working out relationships between in-service and pre-service training.
8. Establishing ~~as~~ a research division at the Institute; preparation by the Research Division of materials helpful to students and government officials.
9. Setting up a permanent, well-equipped library with open shelves and Dewey decimal system; ordering, receiving, and classifying books; training library personnel.

10. Initiating faculty seminars in which Vietnamese and American staff members exchange ideas.

11. Sending eleven participants to the United States to study specialized phases of public administration; selecting and processing participants and devising their course of study.

12. Reorganizing the Institute in the interests of efficiency.

13. Procuring additional NIA equipment.

III. Third steps (from March 1956 to March 1957):

After the activation of its major programs, the Institute has sought to improve and expand them, insure their permanence, plan for future progress, and to undertake various miscellaneous programs to make the NIA the center of activities for the improvement of governmental administration in Viet Nam. Of course many of the activities of the third period had already been begun in the second and even the first phase. Nevertheless, it can be said generally that the third period included:

1. Preparing a three year plan of progressive development of the NIA; delineating the roles, respectively, of American aid and Vietnamese contributions in the Institute's development; preparing Vietnamese staff to assume all Institute duties at the time that American financial and technical assistance will no longer be available.

2. Forming a professional society in public administration.

3. Setting up an editorial board and machinery for a professional journal.

4. Improving course offerings and content.

5. Making a union catalog by the NIA and other Saigon libraries for periodicals; planning of work on union catalog of all holdings in public administration and government regulation.

6. Forming a library association and leading an organized effort to improve library techniques and procedures in Viet Nam.

7. Selecting, processing and conducting a two month orientation program for 21 civil servants and two Institute staff members sent to the United States for study.

8. Preparing teaching materials including mimeographed textbooks, in Vietnamese and English on facing pages, for courses in Budget and Fiscal Administration, Money and Banking, Statistical Methods, Taxation, and Economics of Finance.

9. Performing original research including An Analysis of Government Payments in Viet Nam during 1955, an Analysis of Viet Nam's Tax System with Recommendations, Taxation in the Provinces of South Viet Nam, A Budgetary and Fiscal System for the Proposed Field Administration Program, and the National Income Accounts for Viet Nam; training Vietnamese to perform such studies so that such significant studies and data, necessary background for action programs, will be assured in the future.

10. Teaching by MSUG personnel of courses in Comparative Administration, Budget and Fiscal Administration, Accounting, Statistics, Introduction to Public Administration, Police Administration, Taxation, Economics of Finance, Money and Banking, Advanced Economics, National Income and Capital Formation, Organization and Methods, Personnel Administration, Human Relations in Government Administration.
11. Advising and working closely with Vietnamese teachers who actually conducted the classes in five courses.
12. Making plans and receiving American aid funds for new Institute buildings to be constructed at a new site.
13. Erecting five quonset huts at present Institute campus.
14. Holding inter-ministerial meetings to coordinate the work of the Institute with that of the departments in research and in-service training.
15. Holding of conferences and discussion sessions in the fields of economics and public administration.
16. Increasing student enrollment from approximately 60 in fall of 1955 to 288 students in March 1957 in the day degree program.

PROJECTED PROGRAMS

(March 1957—March 1958)

GENERAL

During the coming year MSUG will continue to:

1. Encourage a spirit of initiative and self-sufficiency on the part of the Vietnamese staff and to urge them to handle Institute affairs whenever possible, in preparation for the time that American financial aid and MSUG assistance will cease.
2. Give high priority to a sincere effort to incur the good will and confidence of our Vietnamese colleagues. It is believed that changes resulting from MSUG advice will be effective only if Vietnamese staff members are convinced of the merit of such changes.
3. Encourage informal contacts and friendships between Vietnamese and American staff members.
4. Work to relieve the President of the Republic from petty, ministerial functions regarding the NIA.
5. Advise on adjustments in NIA organization to meet new conditions, especially those caused by increased enrollment and development of new phases of the Institute's work.
6. Advise on more efficient use of present buildings and equipment.
7. Maintain regularized, systematized meetings between Vietnamese and MSUG staff members.

8. Work to expand use of NIA staff by Vietnamese Government agencies, especially in technical areas.

Moreover, MSUG will -

1. Advise on plans for the new Institute campus, buildings, and equipment and will obviate receipt of American aid funds.

2. Undertake to improve NIA business methods, office management, and registration procedures.

DAY DEGREE PROGRAM

1. Teaching -

a. MSUG staff will teach courses which Vietnamese instructors are not yet qualified to handle either alone or with the aid of MSUG advisors.

b. During the coming year MSUG instructors are expected to teach directly to students the courses as follows: Introduction to Public Administration; Comparative Administration; Planning; Personnel Administration; Research Methods in Public Administration; Economic Problems; Economic Finance; Principles of Taxation; Provincial and Local Taxation.

c. MSUG staff will work closely with and advise Vietnamese instructors who, in turn, will conduct courses in Accounting, Human Relations, Statistics, Budget and Fiscal Administration, and Government Planning.

2. Students' reading materials -

MSUG staff will continue to prepare students' reading materials for the courses named in 1-b and 1-c, above. They will continue to prepare additional textbooks for courses still lacking such textbooks.

3. Faculty seminars -

Faculty seminars will be increased in frequency and made more meaningful. Papers presented at seminar discussions will be used for magazine articles; or unified themes will be adopted during a series of seminar sessions, resulting in materials for books on significant topics.

4. Curriculum -

a. A vigorous effort will be made to improve still further the curriculum of the Institute. MSUG will propose a completely revised curriculum for consideration. MSUG will urge that a number of basic subjects now lumped under the single course "Administrative Practices" be made into separate courses.

b. An effort will also be made to improve course contents, especially by making Public Administration courses less legalistic and by emphasizing still more the managerial aspects of administration; and by emphasizing the theme of economic development in Economics courses.

c. An analysis will be made of the roles, respectively, of pre-service and in-service training in the preparation of efficient, effective civil servants.

MSUG will discourage the development of technicians for specific job assignments in the day degree program.

d. In order to make present Institute courses less rigid and more suitable to the varied needs of the public service, an attempt will be made to introduce optional or elective subjects.

5. Field service period --

The field service period, during which third-year students of the NIA are assigned to actual administrative agencies as interns, will be more carefully supervised by the Institute and made more profitable to students.

6. Catalog --

A tri-lingual catalog for the ICA will be published in an attractive format. The catalog will present a background of the Institute's development, requirements for students admission, rules and regulations, curriculum, and other pertinent information relating to the Institute.

7. Program evaluation --

A survey will be made of government supervisors and former NIA students in order to appraise the job performance of Institute graduates and to obtain suggestions for improving the Institute's curriculum and training methods.

8. Preparation of Vietnamese faculty --

It is planned to continue to prepare Vietnamese faculty members to assume entirely the courses which MSUG staff are now teaching or supervising. Vietnamese teachers will continue to be trained by (a) teaching courses under MSUG guidance; (b) faculty seminars; (c) daily, informal contacts with MSUG staff; (d) study and observation in the United States and third countries.

9. Teaching aids and improvement of teaching methods --

It will be the policy of MSUG to give increased emphasis to the development of audio-visual and other teaching aids and to explain methods of training which are relatively new to Viet Nam, such as the drama method, role-playing, discussion techniques, buzz sessions, and so forth. It is hoped that Vietnamese and American teachers will visit each others classes.

9. Alumni association --

The formation of an alumni association of graduates will be encouraged.

EVENING CERTIFICATE PROGRAM

During the coming year the MSUG will continue to --

1. Teach directly or advise Vietnamese instructors in the evening school for at least the following courses: Introduction to Public Administration, Statistics, Personnel Administration, Taxation, and possibly Money and Banking.

2. Prepare additional textbooks and student readings for evening courses.
3. Advise on the organization and administration of the evening school.

Also during the next year MSUG will --

1. Urge that the evening school be made self-sufficient or nearly so by the levy of a small student fee.
2. Require their students, almost all of whom are fonctionnaires, to make analyses of their own agencies.
3. Make an effort to improve the curriculum and course content of the evening program.
4. Work with the Vietnamese staff in devising an advanced certificate program so that students who have completed the existing program may continue their studies.

#### RESEARCH AND CONSULTATION

MSUG will --

1. Complete by May a government manual giving background, duties, and charts of all Vietnamese administrative agencies.
2. Complete by June manuscript of textbook for the introductory course in public administration; text will be published as quickly as possible thereafter.
3. Prepare textbook materials in mimeographed form with facing pages in Vietnamese and English for the courses as follows: Accounting, Personnel Administration; Organization and Management, Comparative Administration and Local Taxation.
4. Improve mimeographed textbooks already completed (in Vietnamese and English) for courses in Budget and Fiscal Administration, Economic Problems, Money and Banking, Statistics, and Taxation.
5. Continue to prepare students' reading materials other than textbooks.
6. Publish in April 1957 (preparation completed) for student and general use, a book entitled Money, Banking and Economic Development.
7. Bind in mimeographed form (manuscript completed) with facing pages in Vietnamese and English, extensive readings in finance and economic development.
8. Compile data on provincial and local government revenues and expenditures in 1956.
9. Complete study on rural Agrarian taxation.
10. Complete in June National Income Accounts for Viet Nam -- 1955.
11. Complete in May rationalized savings program for Viet Nam.
12. Complete in March liquidity and loanable funds position of the commercial banks of Viet Nam.

13. Continue to advise income department officials regarding tax policy.
14. Continue to advise Vietnamese and UN economic planning groups.
15. Advise Vietnamese staff in the preparation of a textbook in the introductory course in Economics.
16. Prepare and publish by approximately June 1957, a book on Human Relations in Public Administration.
17. Increase personnel of the Research Division of the Institute. It is planned to add four Vietnamese staff members as research assistants by July 1957; assign one MSUG staff member on full time basis to research, by September or October 1957.
18. Continue consultation services of the Institute for Fonction Publique and Department of Agriculture. Increase consultation duties by Institute as research personnel is augmented and library is further developed.
19. Continue at the NIA the holding of inter-ministerial meetings of representatives of the national planning agency and all government departments in order to coordinate research efforts and to permit government agencies to submit requests for research and advice to the NIA.
20. Prepare government manuals as requested by government departments.
21. Encourage Vietnamese faculty research; advise Vietnamese faculty on research methods and techniques. Undertake joint research by teams of MSUG and Vietnamese staff.
22. Give new emphasis to survey and statistical methods with the return in mid-April of Vietnamese staff member (of MSUG) who will have completed an intensive statistical research course in the United States.
23. Cooperate with the Vietnamese Society for Public Administration in the publication of a professional journal.
24. Complete a glossary of public administration and economics terminology, now in process, about September 1957.

#### LIBRARY

During the coming year MSUG will --

1. Continue to advise and aid in the ordering, processing, and classifying library materials.
2. Continue to train a Vietnamese librarian and library assistants so they may eventually assume the full library responsibility.
3. Furnish a microfilm reader with necessary films and demonstrate its use.
4. Continue to advise in the compilation of a union catalog of periodicals in Viet Nam.

5. Encourage work on a master index of all documents and publications in Viet Nam relating to governmental administration.

6. Attempt to obtain a greater volume of documents and materials from the various government departments.

7. Aid in the development of a library association in Viet Nam and advise in its activities for professional betterment of its members. Advise librarians in Viet Nam on use of the open shelf system and the Dewey decimal and Library of Congress methods of classification.

8. Urge the NIA to set up a library committee of Vietnamese staff at the Institute to stimulate greater use of library, to systematize book orders, and in general make the library more useful.

#### PARTICIPANT PROGRAM

MSUG will develop reorganized participant program to provide more adequately for the needs of foreign training and observation. This will involve the following steps:

1. Diversifying the type of training offered under the participant program, by providing both longer and shorter periods of training in the United States than the existing ten months.

2. Developing training areas in which participants are to be sent, and planning training programs.

3. Recruiting and giving more and better preparation to prospective participants.

4. Studying the activities, readjustments and effectiveness of returning participants, and assisting them in whatever way possible.

(Note: See appendix for more detailed description of the participant program.)

#### MISCELLANEOUS PROGRAMS

MSUG will --

1. Advise the newly created professional society and participate in its activities. Aid in setting up first national convention of the society.

2. Advise on the editorial and publication problems regarding the professional public administration journal, the first issue of which is scheduled for late March or early April 1957. Contribute articles and materials to the journal.

3. Encourage NIA to sponsor conferences and conventions for discussing administrative topics.

4. Continue interministerial meetings at the Institute on research and in-service training and encourage other interministerial meetings.

5. In general, encourage the NIA to assume leadership in promoting sound economic programs and activities for the betterment of public administration in Viet Nam.

PERSONNEL REQUIREMENTS

In order to carry out the foregoing plans the following personnel are required:

Division Chief — Would plan, direct and coordinate activities of the division; have only limited teaching duties. Should be generalist in public administration.

Deputy Division Chief — Would aid in directing and coordinating division activities; would teach and perform research as time permitted. Should also be generalist in public administration.

Public Administration Specialist — Would supervise and advise teaching and training division, teach classes, advise Vietnamese instructors and help them prepare lectures, work with the professional society in public administration, promote faculty seminars, aid in consultation, do research, etc.

Research Advisor — Should be broad-gauged person with special interest in the administration of economic programs; teach course in Research Methods; plan, encourage and direct research activities at the NIA; and perform individual research.

Economic Administration Specialist — Advise and teach in the field of Economics and Public Administration.

Director of Participant Program — Select, process and orient fonctionnaires who are sent to the United States and third countries for training. Auditing and improving the program and conducting its general administration.

Librarian — Help to build up library and make it more useful to students, faculty, and government officials; advise on library techniques and methods and train Vietnamese librarians.

In addition, the NIA will draw on the assistance of MSUG's budget specialist and accounting specialist and, for teaching purposes, borrow personnel from other American agencies. If consultation functions arising naturally out of teaching and writing activities are to be developed to their full potentiality and not purposely restricted, approximately half the time of faculty members should be devoted to this activity, and the staff requirements listed above should be appreciably increased. If the NIA undertakes to stimulate consultation activities, MSUG staff would have to be approximately doubled.