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Administration Div., USOM

September 19, 1960

Guy Fox, Chief, Public Administration Division

NIA Report - FY 1960

Here is the report on MSUG for FY-1960. It has been approved by Lloyd. If the report is too long, please feel free to edit it. For example, the second paragraph under "Academic Instruction" could be omitted as well as some of the material under "consulting."

## MICHIGAN STATE UNIVERSITY GROUP

**OBJECTIVE:** To assist in increasing the capacity and effectiveness of the public administration system of the GVN

The Michigan State University Group (MSUG) seeks the development of Viet-Nam's public administration through four major programs: academic instruction, research, in-service training, and consulting. With the exception of certain consulting activities, MSUG's public administration programs are centered almost entirely in the National Institute of Administration (NIA).

During FY 1960 the National Institute of Administration, advised by Michigan State University, made steady, satisfactory progress. By the end of the period construction on a new campus of three major buildings financed by ICA was well under way. The Institute is expected to move to the new campus by mid-1961.

### Academic Instruction

Significant advances were made in the several program areas of the NIA. For the regular three-year program a new curriculum, proposed by an NIA-MSUG committee, was adopted. The new curriculum combines the "practical" emphasis of the old program with an expanded social science perspective. The new curriculum will become effective in August, 1960, at which time over 100 students, selected by competitive examinations from more than 800 applicants and constituting the largest freshman class in the NIA's history, will begin their studies.

A survey in January, 1960 shows that NIA graduates now hold responsible positions both in the central ministries and in the field. For example, among the first 98 graduates of the NIA, 14 are now deputy province chiefs, 19 are district chiefs, 13 are chiefs of bureaus in central departments, 4 are secretaries of Embassies, and others hold such significant positions as directors-general of major departments, attaches of cabinet, and chiefs of important services.

Vietnamese teachers at the NIA taught all courses in the three-year degree program and the evening certificate program, and all courses except one in the graduate program. Thus, MSUG advisors have virtually completed a gradual shift from direct participation in teaching to advising Vietnamese faculty.

Faculty competence was enhanced by the return of two participants after graduate study in the United States. Currently six participants are enrolled in various American universities in Ph.D. programs; they are expected to return to Vietnam as NIA faculty members during 1961 and 1962. The NIA and MSUG agreed to select three more participants for Ph.D. study in the United States; and an NIA faculty member was designated for advanced study at Michigan State University.

### Research

Research activities of the Institute were accelerated considerably. The Vietnamese faculty completed nine textbooks and numerous other scholarly studies. The textbooks, some of which were based almost entirely on original sources of material, constitute the first Vietnamese textbooks ever written in their respective fields. NIA faculty collaborated fully and equally for the first time during FY 1960 with MSUG members in an empirical field study of provincial administration. Another joint NIA-MSUG project was the preparation of a supplement to the Vietnamese Government Organizational Manual.

MSUG members at the Institute also published several important books as well as shorter studies. Outstanding publications included a case-book on Vietnamese administration, printed both in Vietnamese and English; a labor force study of the Saigon area, in Vietnamese and English; and a sociological and an economic study of a Vietnamese village, both in English. A third village study, on administration, was completed in manuscript form.

As the Center of Research, Documentation, and Diffusion for the Eastern Regional Organization for Public Administration (EROPA), the NIA, with technical assistance from MSUG, was actively engaged in meeting its international commitment.

The Institute library expanded its services. Holdings exceeded 13,000 volumes at the end of the fiscal year. Loans totaled more than 450 volumes per month, and "in-library" use continued to rise.) The NIA, in cooperation with the Bibliotheque General prepared a bibliography listing all publications in the fields of social science originating in Viet Nam between 1947 and 1959. The head librarian of the NIA returned from the Philippines where she had studied to obtain a library science degree.

### In-Service Training

The NIA was active in the field of in-service training. Advice and assistance on training programs were given to GVN Departments and provinces. This included consultation on planning and conducting of training programs, showing of training films, the distribution of training materials and visual aids, and the conduct of central training courses. Major publications included monthly issuance of six thousand copies of the In-Service Training Newsletter and the bilingual publication of a book entitled Scientific Management. A variety of miscellaneous training material was prepared including a series of film strips on supervision. The regional training center located in Long-An Province was completed and formally opened for operation. Eight participants were granted training or observation tours to the United States or third countries. A study containing recommendations for a standardized Vietnamese typewriter was completed.

### Consulting

MSUG's consulting activities, carried out in part cooperatively with the NIA and in part independently by MSUG, covered a wide range of areas vital to effective administration in Viet Nam. The recommendations of the O&M specialist on records and procedures for warehousing, distribution and control of medical supplies by the Health Department were made and implemented. Other recommendations on records management for the inner Office of the Presidency were made and submitted to PAD-USOM for implementation. In addition, consultation and advice were given both to the National Bank of Viet Nam and to the Budget Direction, on mathematic models projecting economic growth; and to the Center of Vietnamese Studies on survey techniques. A budget specialist worked full-time to assist the GVN in the modernization of its budget and accounting system; during the past year this cooperative effort resulted in the installation of performance budgeting and cost accounting in the Department of Public Works, a draft revision of the basic budget and accounting law, and other technical improvements. Technical assistance was also provided the Directorate General of Civil Service on a project for the improvement of the public service; advice and assistance was given on preparations for making a survey of all government jobs and the employees filling them, including a pilot survey in one of the agencies, as well as on preliminary planning for some basic changes in the civil service system as a whole. Finally, the MSUG tax consultant prepared bilingual reports on business excise taxes, real property, and indirect taxes of Viet Nam and made proposals for reform.

### Miscellaneous

In addition to the foregoing activities, the NIA undertook a number of other activities for the improvement of Vietnamese administration. For example, the Institute continued to serve as the secretariat for the Vietnamese professional society for public administration and to sponsor meetings, conferences, and seminars--many of which were inter-ministerial--to consider administrative problems. Moreover, the NIA approved plans whereby the Institute will offer correspondence courses to non-residents of the Saigon area and will re-establish a special class at the Institute for aboriginal tribesmen of central and northern Viet Nam.

Lloyd Musolf, Chief Advisor

September 17, 1960

M. H. Murphy, Budget Specialist

Paragraph for USOM Annual Report

(As I understand it, and having read the last report, this document is more of a publicity - public relations report than anything else so the statement should not be technical.)

MSUG provides the services of a budget specialist who works full time to assist the GVN in the modernization of its budget and accounting system. During the past year this cooperative effort has resulted in the installation of performance budgeting and cost accounting in the Department of Public Works, a draft revision of the basic budget and accounting law, and other technical improvements.

MM:pp

Dr. Musolf

September 17, 1960

Dale Rose

Material for the USOM-MSUG Report

After talking to Jack Murtha on the telephone last evening, I concluded that the nature of the report is more a publicity type of document of what has been done rather than a report in depth of activities.

Suggested material on civil service:

"Technical assistance has been provided the Directorate General of Civil Service on a project for the improvement of the public service. Advice and assistance was given on preparations for making a survey of all government jobs and the employees filling them, including a pilot survey in one of the agencies, as well as on preliminary planning for some basic changes in the civil service system as a whole."

Milt Taylor

The taxation consultant devoted his major efforts during the fiscal year to producing reports analyzing and making recommendations concerning a variety of taxes. Separate reports were issued on income, land, patente, income, indirect, and excise taxes. A concluding report summarized earlier recommendations and suggested short-range and long-range plans for increasing tax receipts in an equitable manner.

Mr. Dienes, Public Administration

Fiscal year Maynard  
report to  
USOM, Dr. Fox  
1959  
format

September 13, 1960

Robert S. Browne, Program Office

Annual Report

Attached herewith is the narrative material which was included in last year's annual report for your division.

Will you kindly prepare new material for the FY 1960 report, containing data through June 30, 1960. We should like you to concentrate on specific accomplishments realized in FY 1960, and the USOM role in these accomplishments. Dollar figures are not necessary.

Unlike last year, we propose to include charts, tables, and pictures in this year's report so feel free to suggest such supplementary material as you may desire.

Please have this material in by September 21st.

# PUBLIC ADMINISTRATION

## NATIONAL INSTITUTE OF STATISTICS

OBJECTIVE: To assist the National Institute of Statistics and other agencies in developing a professional staff, setting up realistic programs, and improving their methods for gathering basic statistics.

The National Institute of Statistics (NIS) continued to prepare itself technically and administratively for the National Census of Population scheduled for 1960. The data collected in the Demographic Sample Survey of Saigon were processed and a preliminary publication issued. In addition, Sample Surveys of the population of Hue, Nhatrang, Dalat and Cantho were undertaken. It was felt that this work constituted sufficient experience and preparation for more extensive demographic studies in urban areas. However, the NIS still lacked experience in the countryside; as a result a program was drawn up which would permit the NIS to undertake Sample Censuses of 12 villages in various locations in Viet-Nam. During the year nine of the trial Censuses were completed and arrangements were made to undertake the last three in September 1959. Furthermore, as a last step in census preparation, planning was begun for a complete Census of the Province of Phuoc Tuy, scheduled for October 1959.

In addition to demographic work, the NIS began studies which led to the letting of a contract for a new building in May 1959; this building is being jointly financed by the GVN and USOM. The NIS in cooperation with the United Nations and the international specialized agencies operated a Regional Training Center for statistical supervisors at which Viet-Nam, Cambodia and Laos participants received the equivalent of a school year's training in statistical administration. This course ended in March 1959 and its graduates were absorbed into the statistical agencies of their respective countries.

Work continued on the other programs of the NIS. A new cost of living index was established in January 1959 and is being carried on simultaneously with the former index. However, the data are being withheld from publication until 1960 to make sure that they are valid and reflect with reasonable accuracy conditions in Saigon. Studies continued on the improvement of employment, industrial, and trade statistics. Preliminary work was undertaken leading to the establishment of a

and stock balances. Commodities and other items handled by the agency approximate 5,000 metric tons per month. Total value of all items purchased during the past year amounted to over US\$ 9,000,000.

MICHIGAN STATE UNIVERSITY GROUP

*Police*

OBJECTIVE: To assist in increasing the capacity and effectiveness of the public administration and police system of the GVN.

When a public administration program was sponsored by USOM for the newly created Republic of Viet-Nam in 1954-55, it was decided by American-aid officials that the program could be developed most effectively with the assistance of an American university experienced in providing public administration technical advice and services to foreign governments. As a result of this decision, to which the GVN gave its enthusiastic approval, a contract arrangement was made between ICS/Washington and Michigan State University (MSU) wherein that university would provide a staff of public administration specialists who would come to Viet-Nam to carry out a program of technical assistance in public administration, police administration, and related teaching and research fields. The initial contract was signed in the spring of 1955 and has been renewed twice. Present plans call for the utilization of MSU's services until 1962.

*Police*

The first members of the Michigan State University Group (MSUG) arrived in Viet-Nam in May 1955 and the number of its American personnel has varied from month-to-month in accordance with the demands placed upon its staff. Last year, its American personnel ranged from a high of 50<sup>?</sup> to a low of 35<sup>?</sup>

MSUG is an independent, private, non-governmental agency. It provides its own housing and other administrative services. It operates in close liaison with USOM, and under the terms of its ICA-financed contract with the GVN, its activities are planned and reviewed in collaboration with USOM and the GVN.

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Public Administration Division

Activities of this division of MSUG seek the development of Viet-Nam's public administration via four programs: academic instruction, in service training, research, and consulting. MSUG works closely with the National Institute of Administration (NIA), seeking to help develop the NIA as the government's center of public administration study, training, and related activities.

++ Academic Instruction ++

The NIA is making continued progress in the teaching area. Its faculty now teaches all courses in the regular degree program, and MSUG teaching activities have been confined to several courses in the advanced program. The NIA faculty has generally accepted a new curriculum for its three-year degree program, drafted by a NIA - MSUG committee. Social science courses and more systematic approach to public administration are stressed. Assuming the approval of the governing body of the NIA, this curriculum will go into effect in September 1960. The NIA has also decided to require only one foreign language in the competitive scholarship examinations and to incorporate English language instruction into the curriculum. The immediate result of this measure and a change in the opening date of the Institute has been to increase greatly the number of applicants for admission to the NIA, thereby reversing a trend toward smaller enrollment which was of concern to both NIA and MSUG.

The NIA evening program has been strengthened by the GVN's recent decision that a two-year program of evening study by civil servants can lead to a qualifying certificate in public administration which will be equal to the "baccalaureate" for certain types of civil service positions. Enrollment in the evening courses continues to be large.

MSUG's main direct contribution to the academic program now consists of preparing text materials in Vietnamese. A casebook of twenty cases in Vietnamese administration, developed under the guidance of an MSUG advisor, was published in June 1959.

The Association for Administrative Studies and the NIA have continued to publish the journal, Administrative Research. The periodical is now issued each month and is financially self-sufficient. MSUG is translating selected articles for publication in English, at the request of the NIA.

The NIA library has added almost 3,000 books during the past year, and the collection now totals 10,480.

++ Research ++

The NIA research program has resulted in the publication of a study of Saigon municipal government by an Institute professor and work on textbooks in several fields by others. MSUG has strongly encouraged NIA research efforts, and has carried out studies of the administrative, economic and social structure of a rural village in South Viet-Nam and of factory workers in Saigon, both of which will soon be reproduced in both Vietnamese and English. All of these studies were planned by a joint NIA - MSUG research committee.

++ In-Service Training ++

Assistance on training programs was given to several GVN departments, to the Saigon prefecture, and to Long An province. Courses for government employees given by the MSUG staff included typing, office management, and cataloguing and classification of books for agency

libraries. A training center was established in the Ministry of the Interior, and construction of six regional training centers is planned. After the GVN had designated training officers in many agencies, a training officer's meeting was called to plan a conference, to be held in September 1959.

Under an in-service training project agreement, funds were made available from USOM for certain equipment and for participant training. The In-service Training Newsletter continues to be published and has a circulation of 6,000 monthly copies.

++ Consulting ++

MSUG's major efforts in consulting have been directed toward budget reform and modernization, tax policy and administration, medical supplies management, treasury administration, organization and methods, personnel administration, and the development of a standardized typewriter.

#### Police Administration Division

Emphasis on training has continued to occupy a major portion of the MSUG police program during the past year. The total number of graduates of the National Police Academic at Rach Dua increased from 1,007 in 1958 to over 2,500 in 1959. MSUG advisors participated in the Command Officers School, conducted at the headquarters of the Viet-Nam Bureau of Investigation (VBI), whose first class of 50 officers was graduated June 12, 1959. The Saigon Municipal police riot squad, comprising 210 men, was put through a retraining program. In-service training in the use of small arms continued for firearms instructors of the Municipal Police, Civil Guard, and National Gendarmeries.

Training manuals in Vietnamese language were prepared and distributed to security forces. These included Driver Training and Motor Maintenance Manual, Tear Gas Training Manual, Glossary of Police Terms, and the Police Training Manual. This latter publication is a 547 page illustrated volume covering basic police problems. In addition, 17 American police training films were "dubbed" with Vietnamese language sound track.

The National Identity Card Program was inaugurated on an experimental basis in January 1959, and 140 trained technicians began their work in those provinces where security is not complete. As additional equipment for card preparation arrives in Viet-Nam the full program will be implemented in order to complete the issuance of cards to some 7,000,000 Vietnamese of 18 years of age and over. A complete set of fingerprints is being taken of each Vietnamese, to be filed in Saigon at VBI (Surete) headquarters.

Central Headquarters of the Police and Security Services has continued to improve its services and functions. Physical consolidation of the old fingerprint files with the newly established "Henry system" has been completed. The Bureau is currently receiving approximately 30,000