

EIGHTH REPORT  
of the  
MICHIGAN STATE UNIVERSITY ADVISORY GROUP  
in Public Administration  
to the Government of Vietnam

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This Report has been prepared and submitted  
in compliance with Article III C  
of the Michigan State University's Agreement  
with the Government of the Republic of Vietnam.

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## INTRODUCTION

With the close of this report period, the Michigan State University Group enters the final six months of its second contracts with the Government of the Republic of Vietnam and the United States International Cooperation Administration. In introducing this report of progress achieved and problems faced during the past half-year, and of objectives for the months ahead, it is useful to outline the phases of development through which the Vietnamese Government itself has passed. This is necessary for an understanding of the University's role in Vietnam, for the Group's activities have been intimately related to broader developments.

Since July, 1954, when President Ngo-Dinh-Diem assumed power, the Vietnamese Government has gone through one distinct phase in its development, and is presently in a second. The first phase was one of emergency, in which the Government suddenly had to cope with problems of major and immediate importance relating directly to its survival. These were the rapid assumption of full powers of governance, a sudden change from wartime to a peacetime economy, mass emigration from the North, and internal security and civil conflict. The second phase, which continues a number of elements of the first, is that of reconstruction and development, and began late in 1956. In this period, the Government undertook the establishment of regular constitutional authorities, of large and long-range programs of agrarian resettlement and reform, and has undertaken the development of the nation's economic resources, and the creation of a modern, efficient administrative apparatus.

As the Vietnamese Government shifted from one phase in its development to another, MSUG's programs and relationships with the Government also changed. Its early programs were frequently of an emergency nature, dealing with critical problems in a variety of administrative areas as the Government's needs required, and involving frequent contacts and relationships at high levels of the Government. The new patterns in the Group's activities, which began towards the end of 1956, became more clearly defined during 1958. In the civil police field, there has been a growing emphasis on training activities and, within training, on withdrawing from direct teaching of the Vietnamese police to the training of teachers and the backstopping of training programs, now becoming well established, with advice and translated materials. In the public administration field, the Group's activities are increasingly being directed through the National Institute of Administration, and, as in the police program, more emphasis is being placed on the training of teachers, in this case by doctoral study in the United States, and upon backstopping academic programs with technical assistance and materials. In both programs, increasing consideration is being given to long-range problems,

to the raising of standards, and to the gradual phasing-down of the University's role in Vietnam as progress by the Government in certain fields renders MSUG participation less vital.

MSUG's relations with the Government have also changed during this reconstruction phase. Over the past year and a half regularized counterpart relationships have been developed and strengthened at various working levels, and the need for exceptional relationships has diminished proportionately. This trend was accentuated during the past six months, and regular meetings were held with counterparts in various phases of the Group's activities. On matters involving the overall activities of the Group, the Secretary of State at the Presidency is designated by the contract as the Government Coordinator, and the Secretary of State for Interior is concerned with broad aspects of the civil police program and certain portions of the public administration activity. The Director-General of Police and Security Services and the Rector of the National Institute of Administration are, respectively, counterpart officials for the police and public administration programs, and other persons within these organizations have regular working relationships with MSUG specialists operating in their fields of activity.

It is within the foregoing context of development that Michigan State University has approached the question of extending its activities in Vietnam beyond June 30, 1959. At the beginning of this reporting period, the Government, MSU, and ICA agreed that the University should continue to provide technical assistance for an additional period. Discussions with ICA are proceeding from the Coordinator's Office in East Lansing, while conversations with the Vietnamese Government were opened with a discussion paper presented to the Presidency in August. In this memorandum MSUG proposed to reduce its staff by about one-half and to phase down or curtail certain activities, concentrating its efforts more in the areas of training, research, and long-term organizational reform. Proposals for the police program were submitted in general form. The Government's progress over the past few years, as well as the desirability of emphasizing programs in fields particularly germane to the University's educational objectives, appear to make this an appropriate course for the Group's activities to take in the new contract period.

The Secretary of State at the Presidency has given general concurrence to the Group's proposals, and he has requested that the University not consider a three-year renewal of its activities to be terminal. Contract discussions have now been held with the Rector of the NIA, and appear to be proceeding well. Further meetings will be held in the next few months to develop specific plans for the Group's program during the next contract period.

The existing MSU-ICA contract produced one minor crisis, arising from a provision which stipulated that staff appointments would be for a minimum of a year. A technical question was raised as to whether MSU could send staff members on home leave and new personnel to Saigon after the contract entered its final year. The question was resolved by an exchange of letters between the Vietnamese Government and MSU, in which both parties expressed their intent to have the Group's activities extended for at least one year beyond the contract expiration date of June 30, 1959.

Two educational efforts were carried on within the Group and are worth mentioning. One was a lecture-discussion series designed to enable interested members of the American staff to learn about and discuss the programs of other agencies operating in Vietnam. These sessions, conducted in an atmosphere of informality, have proved informative and stimulating, and it is planned to extend them into various phases of Vietnamese culture. The speakers and agencies have been: Mr. Thomas D. Bowie, Counselor of the American Embassy; Mr. Leland Barrows, Director of USOM; Mr. Chester H. Opal, Director of USIS; and Colonel Allan Cory, Deputy Chief of Staff for Administration, MACG; Mr. J.P. Erichsen-Brown, Chief of the Canadian delegation on the three-nation International Control Commission, will complete the present phase of the series in early January with a talk on the role of that agency in North and South Vietnam.

The second educational effort was an informal seminar, participated in by several interested staff members, which considered the role of American universities and, in particular, of Michigan State University in the international program field. The group's discussions were synthesized in a report sent to the International Program Office of MSU, which has also been conducting seminars on this broad question. The Group's report contained a series of proposals, based on experience in Vietnam, concerning administrative, programmatic, and personnel aspects of academic technical assistance programs, as well as the benefits which should accrue to the host country, to the University, and to professional staff from such programs.

Staff turnover was normal during this semiannual period. Four persons departed upon termination of their tours; four persons were added to the staff; two persons went on home leave; and four persons returned from home leave. In addition, there was the sad loss of Mr. George C. Kimball, one of the most respected and effective members of the Police Administration Division, who died in his sleep on November 8, 1958. The general health situation continues to be of some concern. Three staff members were sent to the Clark Air Force Base Hospital in the Philippines, one for an emergency operation and the other two for observation and check-up; and a fourth staff member will be going to Clark Field for special examination in early January.

The usual fairly large number of visitors was hosted by the Group, either on official business or on unofficial visits. They included Mr. Philip J. May, Vice President in charge of business and financial affairs at MSU, who was on an inspection trip for the University; Mr. MacDonald Salter, ICA Public Administration Advisor for Europe and the Far East (now Chief, USOM Public Administration Division, Indonesia); Mr. Theo E. Hall, Chief of the ICA Public Safety Division; Dr. Edward W. Weidner, Head of the Institute of Research on Overseas Programs; Dr. Frank Traeger of New York University; and several persons on visits to Saigon from the Indiana University Group in Bangkok.

PUBLIC ADMINISTRATION DIVISION

General

The high level of activity attained in the first half of 1958 by the Public Administration Division was sustained throughout the second six months of the year, with previously established trends being continued and accentuated. Because of the Government's awareness of the fundamental role of public administration in all fields of development, the Division was called on for a wide range of technical assistance. At the same time, MSUG efforts have increasingly focused upon the National Institute of Administration in order to further its development as a principal resource for the strengthening and advancement of Vietnam's administrative system.

The completion of a number of projects now underway should substantially strengthen the NIA by improving its programs, providing adequate facilities, developing its staff, and furnishing it with teaching materials. These projects include the construction of a new physical plant for the Institute, the sending of future faculty members to the United States for doctoral training, and the translation of basic texts into Vietnamese for use in NIA courses. In the case of the NIA physical plant, some concrete progress was made, notably in the clearance and preparation of the building site and in the signing of a USOM project agreement making funds available. However, the project has been beset with delays and as the year ended full agreement had not yet been reached on the contract between the Government and the architect.

A series of discussions with the Rector and Vice Rector of the NIA has resulted in the identification of problems in the areas of admissions policy, curriculum, research, and in-service training. Proposals for dealing with these and related problems have been discussed aiming at increasing the size of the student body, enriching the social science content of the curriculum, strengthening the research program, and clarifying the role of the already expanding in-service training program. Some of these proposals are being refined by NIA-MSUG joint committees; some have been agreed to by the NIA governing body, the Administrative Council; some are pending decision; and some have been rejected.

A report on problems of public administration in Vietnam was submitted to the President, stressing the long-range significance of NIA development and immediate gains which could be expected from a strongly-backed program of in-service training. This continuous effort at appraisal promises gradual improvement in the National Institute and its related programs.



Major consulting activities in the past six months, discussed in detail in the pages which follow, include work with the Treasury and Health Departments and with the Research, Documentation, and Diffusion Center planned for Saigon by the Eastern Regional Organization for Public Administration, which itself was formally proposed only last June in a special conference held in Manila.

The participant group selected for training abroad was not only the largest ever developed by MSUG and Vietnamese officials during a six months period, but also the most carefully prepared. Twenty-five persons were selected for training and study tours; twenty of them left during the reporting period and five were scheduled to depart in early January. The Group included three high-ranking officials, among them the Rector of the NIA, the five future NIA faculty members already mentioned, and three other members of the NIA staff. All but one person went to the United States. Twenty-one of the participants received extended English-language training and at least twenty hours of lecture-discussions on the American governmental and educational systems.

The Public Administration Division was reorganized in November. After a year and a half of experience with the four program sections (Academic Instruction, Consulting, In-Service Training, and Research), the intermediate level of coordination became less necessary as individual staff members more thoroughly defined their areas of work through experience. Therefore the four sections were abolished to leave the staff as a single group of technical specialists or advisors coordinated by the Division Chief. In addition, two new sections were set up to support the Division: a Translation Section and Clerical Section. The Participant Program Director was transferred to the office of the Chief Advisor, in view of his close working relationships with both the Police and Public Administration Divisions.

The American staff of the Division was relatively stable during the past six months. Mr. Richard Gardner, Library Advisor, completed his assignment and returned to the United States. He has been replaced by Miss Julianne Heyman. An interim period of about two months between the departure of the former and the arrival of the latter was filled by Dr. Richard E. Chapin, Associate Librarian of MSU, who came to Saigon as a consultant. Miss Catherine Forliti, Secretary, completed her assignment and departed. Mr. Marvin Murphy and Mr. Gerald Hickey were absent for about three months on home leave.

#### Academic Instruction Activities

In accordance with the NIA decision of last year to take over all teaching in the regular degree program, MSUG's teaching at the Institute

was limited to six courses in public administration, economics, statistics, and English. Three of the courses were in the advanced program, two were in the evening program, and one, in advanced English, was in the regular degree program. In addition, one MSUG staff member undertook the teaching of two statistics courses at the invitation of the National Institute of Statistics.

As MSUG's participation in teaching at the NIA has declined, its indirect contributions to the development of the academic program have correspondingly increased. The project to develop case studies of administrative decision-making reached a turning point during the past six months, with the publication of six studies and the successful completion of a testing period to determine the feasibility and acceptability of administrative cases in Vietnam. The NIA will introduce the case method of instruction in four courses during 1959. The case program will, it is hoped, develop an increasingly favorable attitude toward objective studies of Vietnamese administrative practices and encourage a flexible, analytical, and critical attitude toward problems of administrative reform and policy-making.

An additional contribution to the development of teaching materials in Vietnamese was the mimeographed publication of a revised and enlarged text in Statistical Methods, which will be issued in printed form shortly. MSUG now has prepared eleven public administration textbooks, readings, and lecture collections in Vietnamese. The acute shortage of teaching materials has not yet been overcome, although a significant step was taken in this direction recently when additional funds became available for translating textbooks into Vietnamese. A committee composed of NIA and MSUG personnel has tentatively selected introductory texts in political science, economics, and social psychology, and further selections will follow. Meanwhile MSUG has had John D. Millett's Management in the Public Service translated, and this basic text will be published soon.

Another joint committee has been reviewing the NIA curriculum and will recommend changes to the Rector and Council of Administration. The committee is seeking to add more basic social science to the three-year undergraduate program, to make necessary adjustments in existing courses, and to relate the advanced program more directly to the three-year program. Although the committee expects to submit its proposals early in 1959, it will continue to function as a regular study and review group.

MSUG has been assisting the NIA in the development and strengthening of its staff. Staff members are undertaking visits to the United States and elsewhere for periods of study and observation, and future staff members are being sent to the U.S. for graduate studies leading to advanced degrees. During the past six months, three NIA members left, two on study trips to the United States and one to study library science at the University of the Philippines. Two faculty members returned

from six months stays in the U.S., and the Rector of the Institute, Mr. Vu-Quoc-Thong, made a special visit to universities, research centers, and other organizations in the United States and Europe during the months of August and September. This brings to eleven the number of present NIA staff members having had an opportunity to observe and study public administration in the United States under MSUG auspices. Most were there for six months, with the largest part of their time spent at MSU.

Seven Vietnamese graduate students are now in the United States studying for the M.A. or the Ph.D. at various universities under MSUG sponsorship. Four left Vietnam in the second half of 1958, one of whom has not had his graduate status determined. Upon successful completion of their degrees (the Ph.D. for most of them), they will return as NIA faculty members. Thus, foundations are being laid for the Institute to have a much stronger teaching, training, and research staff when MSUG eventually withdraws from Vietnam.

#### Consulting Activities

Most consulting activities, outside of the NIA, were with the Directorate-General of Civil Service, the Treasury, the Department of Health, and various agencies undertaking in-service training programs. The absence on home leave of the MSUG budget specialist for three and a half months reduced consulting activity with the Directorate-General of Budget and Foreign Aid, normally a significant aspect of the Division's work. The improvement in budget preparation procedures in this agency, and generally throughout the Government, was reflected in the budget document submitted by the President to the National Assembly in October. This year's budget made fiscal programming and review much easier, and, for the first time, tables were included giving actual revenues and expenditures for the previous fiscal year.

The Government's plan to introduce program budgeting in the Department of Health, mentioned in the preceding semiannual report, has been temporarily suspended. It was felt that the present stage of development in bookkeeping and accounting techniques would make such a step premature in this time.

The study of the civil service system continued, but not as rapidly as had been hoped. The Director-General of Civil Service was on a study tour in the United States for three months of the period, and his deputy left in September for a six-month tour (both under MSUG auspices). However, progress was made in the planning and research phases of the study. An MSUG advisor, with the assistance of other MSUG and USOM specialists, prepared a document containing the elements of a modern and comprehensive civil service system tailored to Vietnam's resources, experience, and

requirements. This outline has been submitted to the Director-General of Civil Service, and will serve as the basis for a special American-Vietnamese Committee to discuss the objectives and direction towards which ultimate reforms will move.

The Treasury study draft, prepared by MSUG in consultation with Treasury staff members, was formally submitted to the Secretary of State for Finance. He has appointed a committee from his Department to study the draft and to prepare recommendations for his consideration and submission to the President.

The collection and analysis of data on Health Department organization and operations were completed, and alternative solutions to problems were discussed with the Secretary of State for Health and his Director of Cabinet. Reorganization proposals are under study by Department officials. Recommendations on warehousing, distributing, and accounting for medical supplies have been accepted by the Government, and MSUG personnel are working with the staff of the Directorate-General of Budget and Foreign Aid to plan in detail and install the new systems. Similarly, recommendations concerning the processing of purchase and payment orders were accepted by the Department and work has begun on implementation.

Consulting activities covered a wide range of other subjects. These include the Directorate of Social Action's planned survey of social needs, the records management system of Ba-Xuyen Province, an interagency committee's consideration of a national popular savings fund, and the National Bank's preparation of national income estimates. MSUG advisors also participated in committee studies at the Department of Interior on the revision of administrative regulations concerning foreign religious organizations and domestic political parties, and provided Interior officials with advice on the statutory basis of larger municipalities in Vietnam. Finally, the NIA was assisted in its development of detailed program, budget, and personnel plans for the Research, Documentation, and Diffusion Center established in Vietnam by the Eastern Regional Organization for Public Administration. Further development of the Center awaits the approval of the proposed EROPA Constitution by other countries in the region.

### In-Service Training Activities

While the dominant theme of the first half of 1958 was publicizing and promoting the concept of in-service training, the emphasis during the latter half of the year shifted to assisting government agencies in giving substance to their training aspirations. MSUG worked closely with the NIA and USOM in the execution of a Proposed Project Agreement which provided funds for various Government in-service training activities.

Advice and assistance to central and provincial agencies was increased, and printed training material and films were made available in greater quantity and variety. In some instances, where a training center had been established, commitments were made to purchase training aids and equipment. In one case, that of Long-An Province, arrangements were made to finance the cost of constructing a training center. In addition, a contract was let to remodel two quonsets at the rear of the NIA as a training and demonstration center.

Agencies which initiated or planned large-scale training programs with NIA-MSUG assistance include the Saigon Prefecture, Long-An Province, and the Department of Interior. The latter established a committee to plan training programs and policies for all central and provincial personnel and appointed a director of training to direct, coordinate, and inspect training activities.

In support of its in-service training advisory work, MSUG accelerated the translation and reproduction of training materials. About thirty-five items are now available for distribution and eight training films now have Vietnamese sound tracks. In addition, the In-Service Training Newsletter continues to prove itself a useful medium of information and stimulation. The Newsletter has increased publication to 6,000 copies per month, is now financed by the NIA, and is managed largely by Vietnamese personnel.

The development of typing trainers for the Vietnamese Government is proceeding satisfactorily. A third trainer course is underway, upon completion of which there will be trainers in each of the Government departments and major agencies. In the last six months, instructors from the two earlier trainer courses conducted twelve courses for typists in their own agencies, bringing the number of such courses to 17 and the number of typists trained to 329. One typing course is now in progress and 25 more are planned. Instructional materials have been revised and reproduced to meet unexpected demands, and assistance has been given, through consultations and visits, to instructors in these courses.

Two other projects in the typing field have been moving more slowly. One of these, the standard administrative letter form, may be going into action soon. The Presidency, upon its request, was given a draft circular which would instruct Government agencies to put the standard form of administrative letter into practice. A manual which explains the form is being produced in large quantity for distribution to government typists. The second project is that of a standardized typewriter for the Government, and on this problem some initial planning was accomplished.

One problem in the typing program is the absence of a clerical training specialist on the NIA staff. Such a person is needed if the Institute is

to develop its staff role in governmental training efforts in this field. A more basic problem is the need to develop a Government-wide policy on in-service training generally, a policy which would be supported by a coordinated system of regulations, standards, and services to agency training programs. It would be premature to seek resolution of this problem now, and thus, while it has been pointed out to appropriate Government officials, no serious attempt has been made to seek action on it.

Other in-service training developments include the selection of three candidates for a training officers' course in Manila, scheduled to begin in January, 1959, and the organization, by the NIA and MSUG, of a centralized training course in accounting and auditing for government accountants.

### Research Activities

There has been some progress toward collaboration and the exchange of research ideas and findings among NIA and MSUG staff members, and toward completion of the research projects which were in progress at the time of the last report. Regular weekly meetings now permit NIA and MSUG research personnel to discuss topics of general research interest, and these exchanges are supplemented by informal consultations on individual projects or private research. While there is room for much improvement in the kinds and amounts of interaction on research, relations among members of the two organizations now tend to contribute more to the work at hand than was true in the past.

Work on the study of a rural community in Vietnam is continuing, with a preliminary draft of its three phases, administrative, economic, and social, expected in February. Not as much time has been spent on the study as had been planned, and the research has proceeded more slowly than the original schedule anticipated. Nevertheless, intensive field work will taper off shortly, classification and analysis of data have begun, and periodic conferences have been held with two NIA faculty members to discuss findings. A survey of the historical development of village government in Vietnam, prepared by Miss Nguyen-Xuan-Dao, is in press. This study, intended to complement the village field study, should be helpful to those unfamiliar with Vietnamese and French literature on the subject, and will furnish supplementary reading in public administration courses at the NIA.

A first draft of the study of some social effects of medium-sized industry in Vietnam is now complete. Work on this has also been slow, largely because the Vietnamese research staff has been involved in non-project activities for the Government.

Assistance was provided on a study of municipal government in Saigon undertaken by an NIA Research Division staff member, and MSUG participation will increase in the early months of 1959. The Research Division of the National Bank was also helped in developing the National Accounts and Analysis for 1955 (revised) and 1956, and in planning a sample survey of enterprises holding business licenses in Vietnam. The data from the latter will be used in estimates of national income for 1957 and 1958. Preliminary estimates of national income through 1959 have already been made. In addition, an MSUG staff member served on a study by the NIA, the Bank, and MSUG of wholesale trade in Vietnam.

In addition to the preceding projects, a number of MSUG personnel have undertaken studies on their own initiative and largely on their own time. These include studies of the budgetary role of the National Assembly, the administration of foreign aid to Vietnam, civil servants' attitudes toward supervisors, and a general study of administrative behavior in Vietnam. Also, Dr. James Hendry read papers at economics conferences in Saigon and Singapore.

The quarterly journal Nghien Cuu Hanh Chanh (Administrative Research) now entirely financed as well as managed and edited by the NIA, became a monthly publication in October.

Library holdings have increased to more than 9,000 volumes. A reference collection in public administration and the social sciences has been build up, and a course in reference services was begun for library personnel. The use of the library by NIA faculty and students and by government agencies has substantially increased, and should continue to increase in the months ahead. The NIA has established a committee, on which the MSUG Library Advisor participates, to set policies for acquisitions and library management.

A bibliography of periodicals published in Vietnam, prepared by Miss Dao and Mr. Gardner, was published and distributed as a research aid. In addition, Mr. Gardner prepared a Vietnamese-English text on cataloguing and classification, and an abridged edition of the Dewey Decimal Classification system, especially adapted for use in Vietnam. Both volumes are being published by USIS.

The NIA Librarian is presently at the University of the Philippines receiving professional training. It is expected that upon her return she will assume full responsibility for the library. However, her originally planned period of study may be extended into 1960 to permit her to obtain a bachelor's degree in library science, in which case MSUG will be unable to withdraw from direct technical assistance to the library as early as had been anticipated. The new MSUG library advisor, Miss Heyman, formerly worked with the Asia Foundation in Vietnam and thus was able to assume her new responsibilities with no loss in library momentum.

With the steady increase in holdings, space becomes a more critical problem in the library. Some relief will be provided by moving documents to one of the quonsets currently being renovated behind the NIA, but a permanent solution will come only with completion of the new NIA campus. Present estimates are that this will be in mid-1960, and so the space problem will become more severe unless the rate of acquisition is reduced.



POLICE ADMINISTRATION DIVISION

General

The progress reported upon in the last semiannual report continued through the past six months. In some instances, for example, the study of police records management and the fingerprint program, progress was significant; in one area, that of the Civil Guard, very little was accomplished. Because of the need to await certain basic decisions concerning the future of this organization, MSUG's activity was necessarily of a limited nature. In general, however, steady and substantial progress has been realized along a broad front — in developing a core of competent Vietnamese police instructors, in putting into operation a plan for a broad police communications system, in moving towards municipal police and VBI (Surete) reorganization, and in traffic planning for the city of Saigon.

Greatest emphasis remains in the training area. The Vietnamese Government itself continues to give priority to training efforts, and regular, large-scale programs are being carried out at the National Police Academy, at the Civil Guard Officers School, and within the Saigon Municipal Police, not to mention other special training activities being performed by the various police services of Vietnam. In addition, MSUG advisors are working with their counterparts to institute mobile-training units, which would send teams to the provinces to conduct on-the-spot training. Participant training also has been stepped up. Twenty-four police officers, including four police leaders and eleven USOM-financed participants, were sent to the United States between July and December for specialized training and visits to American police agencies, and twelve participants returned from U. S. training. The Vietnamese Government has received 120 applications for the 40 participant positions which will be available during the coming calendar year.

The Police Administration Division continued to furnish advice to USOM on equipment orders and counterpart expenditures for the Vietnamese police forces. Some commodities ordered under the Fiscal Year 1957 program have been received, and the rest are expected to arrive shortly. The distribution of the 1957 commodities has been agreed upon by MSUG and Vietnamese authorities, commodity orders for Fiscal Year 1958 have been filed with USOM, and discussions are now going on concerning Proposed Project Agreements for Fiscal Year 1959. A reapportionment of counterpart fund priorities was made in order to provide for additional building construction at VBI headquarters and for remodeling of the joint VBI-Municipal Police firearms range.

### Research and Training

The police services of Vietnam have continued to develop their training capabilities, to the extent that MSUG should be able to phase out of most instructional activity within the next six months and assume an advisory role in the Government's various training programs. While MSUG police advisors continued to lecture in several courses, these were limited to the training of trainers. At the new National Police Academy, where the MSUG role is entirely advisory, two classes, of 289 and 279 students, have been graduated in the past six months, and the next class is scheduled for February. As soon as additional instructors can be added to the Academy's staff, the size of the classes will be increased to 500. MSU will participate in the high-level command school for VBI officers which will start in early January.

In order to carry training to the provinces, the Directorate-General of Police and Security Services, with MSUG assistance, is developing a mobile-training program which will send teams of instructors to municipal police and VBI units throughout the country. It was discovered in recent field trips by MSUG staff members that considerable training is already being conducted in the cities outside of Saigon, with graduates of the National Police Academy being used as instructors.

A major portion of MSUG's training effort is now concentrated on backstopping Vietnamese training activities with course materials. Thirty-seven lectures given by police advisors at various training schools are undergoing substantial revision and will soon be published in printed form, in both Vietnamese and English, as a training manual for instructors and students. A preliminary mimeographed version of this manual has already been given to training officers, students, and provincial police and VBI officials.

There was one area in which MSUG expanded its instructional activity, related to the impending receipt of American aid equipment. During Fiscal Year 1959, about 260 vehicles will arrive in Vietnam for the police services through the American Aid program, and, to ensure the proper use and maintenance of these vehicles, MSUG has been conducting special instructors courses in driver-training for municipal police, VBI, and Civil Guard personnel. Three courses have thus far been conducted for 86 students, and further courses will be given in the next few months. It is intended that those taking the courses will serve as instructors in their jurisdictions, and an instruction manual is being prepared for this purpose. Plans are also being made to send MSUG advisors into the field to train police instructors in the use of the 8,000.38 caliber revolvers which will arrive in a few months.

MSUG police advisors made visits to municipal police and VBI agencies in a number of the main cities of South and Central Vietnam. The trips

had several purposes. They served to provide information about activities in the field necessary to MSUG equipment planning and advice to the Vietnamese Government; they made the technical services of the staff available to police and VBI officials in the field; and they afforded an opportunity for acquainting local officials with MSUG-assisted programs, for example, in training and communications, which affect the provincial agencies. Training films were shown and training materials were presented in some of the cities visited.

Two studies of special importance were conducted during the reporting period, both of which are scheduled to continue into the months immediately ahead. One is a comprehensive records management survey of Saigon municipal police headquarters and its eight precinct posts. An intensive study of the records system of one of the precincts has been completed, and it will serve as a model for the continuing survey. It is hoped that the recommendations, if accepted by the Vietnamese Government, can be placed into operation in Saigon during the next six months. The second study is of the motor vehicle registration system of Vietnam, and is designed to effect a major overhaul in present procedures.

#### Summary of Police Training

	<u>Now in Training</u>	<u>Trained in Past 6 Mos.</u>	<u>Total Trained Since 1955</u>
<u>1. Active MSUG Participation</u>			
Audio Visual and Photography Training	--	50	85
Command Officers School (VBI)	--	--	45
Command Officers School (Municipal)	--	--	148
Driver Trainer Schools (VBI, Municipal, Civil Guard)	--	144	144
English-language Participant Train- ing (VBI, Municipal, Civil Guard)--		48	96
Firearms Training (VBI, Municipal, Presidential Guard)	--	491	5,127
Instructor Training (VBI, Civil Guard)	<u>20</u>	<u>--</u>	<u>25</u>
<u>Total</u>	20	733	5,670

Summary of Police Training (Continued)

	<u>Now in Training</u>	<u>Trained in Past 6 Mos.</u>	<u>Total Trained Since 1955</u>
<u>2. Advisory MSUG Participation</u>			
Command Officers School (Civil Guard) <sup>1</sup>	116	175	245
Fingerprint Training (VBI) <sup>2</sup>	--	292	632
National Police Academy (VBI, Municipal) <sup>3</sup>	---	279	2,365
Non-Commissioned Officers Regional Training Centers (Civil Guard)	9,381	9,381	17,101
Recruit School (Civil Guard) <sup>4</sup>	--	400	1,560
Recruit School (Civil Guard) <sup>5</sup>	<u>--</u>	<u>--</u>	<u>19,000</u>
<u>Total</u>	9,497	10,527	40,843
<u>GRAND TOTAL</u>	<u>2,517</u>	<u>11,260</u>	<u>46,513</u>

1. MSUG withdrew to advisory role in August 1958.
2. MSUG withdrew to advisory role in December 1955, after training nucleus of 20 instructors.
3. MSUG withdrew to advisory role in June, 1956.
4. Temporarily closed, November, 1958.
5. MSUG trained 133 instructors; school closed in 1956.

Municipal Police

Municipal Police advisors worked with Saigon and provincial police authorities in several areas in addition to the training activities reported in another part of this report. The sudden death from natural causes of Mr. George C. Kimball, head of the Section, was a heavy loss to the municipal police program and to his many American and Vietnamese friends. Mr. Kimball's devotion to his work had won him the respect of many police officials within the Vietnamese Government.

The photographic laboratory at Saigon Municipal Police headquarters has been completed. The purpose of the laboratory is to handle all film processing for the precincts. The full operation of the laboratory's

services will be achieved as soon as plans for decentralizing the photographing of suspects and prisoners to the precinct-level are put into effect. At present, all photographing is carried out at the VBI Crime Laboratory, a burdensome procedure. Also part of the MSUG recommendations is a proposal to decentralize the fingerprinting of suspects to the precincts.

The Saigon police authorities have been implementing some significant reforms in which MSUG participation has been only minimal. In January, a large number of police officers will be exchanged between Saigon and provincial cities, as a means of giving special training to the latter. In addition, the Saigon Police Department has a continuing in-service training program, in which over 500 of its officers received training during the past six months.

The organization tables and rules and regulations submitted to the Director of Saigon Police some time ago by MSUG have not yet been acted upon. This is an important project in that the establishment of defined procedures and personnel tables are essential to the efficiency and effectiveness of any large police organization. Nor has any action yet been taken on recommendations for increasing the size and capacity of the Municipal Police firearms range.

#### VBI Criminal

The most important accomplishment in this area has been the integration of all fingerprint cards in Vietnam at one central location. This has not only meant combining the old Pottecher and Parisian systems with the modern Henry System of classification, but bringing to VBI headquarters cards which had been maintained by VBI units in various parts of the country. Since July, 1958, Vietnamese police agencies throughout South Vietnam have been using the Henry System exclusively in all fingerprinting, and there are now about 185,000 such cards on file, for an average of 20,000 cards a month received during this reporting period. This constitutes an increase of 120,000 cards over the previous semiannual period, at a monthly rate which is double that for the first six months of 1958.

USOM counterpart funds and MSUG technical assistance have contributed to the development of other projects at VBI headquarters. New central garage facilities and a superior officers school were completed, and substantial progress was made in planning for a records building, a detention center, a crime laboratory, and the remodeling of an Identification Bureau structure. MSUG's assistance to the Government in the consolidation of all VBI criminal records in one bureau is awaiting the completion of the records building now under construction.

The Directorate-General of Police and Security Services has taken a major step in reorganization, in the integration of the Southern Regional

Directorate of the VBI into the Directorate-General . This action, which eliminates one of the three semi-autonomous units within the VBI, constitutes a beginning in what MSUG considers to be needed organizational changes in the VBI, and other administrative changes are expected in the months ahead.

The National Identity Card program will be launched in January, 1959. The Vietnamese police services have trained 140 technicians for this purpose and have obtained and allocated the necessary transportation facilities. The program will be started in the security-sensitive provinces along the Cambodian border and will, over the next several years, provide plastic-sealed cards bearing photographs for every adult in Vietnam. This has been another program initiated by the Government in which MSUG and USOM have combined their aid, furnishing, respectively, limited technical assistance and some equipment and material to Vietnamese authorities.

#### VBI Internal Security

During the second half of 1958, the MSUG VBI Internal Security staff conducted two courses in anti-subversive techniques. The first course ran for three weeks in July and was attended by VBI representatives from the Directorate-General of Police and Security Services and from several provinces. The second course, given in October, consisted of two weeks of classroom work followed by three weeks of supervised application of the techniques learned in the classroom phase. Tutorial assistance was rendered the VBI in its planning of a new counter-subversion operation, and technical advice was also rendered in a number of other activities in this field. MSUG technical assistance in the internal security field has continued in a generally satisfactory manner, though progress would have been greater except for actual and impending personnel changes at the Directorate-General.

#### Civil Guard

The basic status of the Civil Guard remains unchanged since the previous semiannual report. Thus, the need to await certain decisions relating to this organization has meant little progress insofar as MSUG's role with the Civil Guard is concerned.

The Director-General of the Civil Guard, Colonel Le-Khuong, and his deputy, were replaced by Colonel Dang-Van-Quang and another officer of the Vietnamese Army, both of whom had recently returned from military training in the United States. This is the fifth change in the leadership of the Civil Guard in the past three and one-half years. Despite a severe lack of transportation and communications facilities, as well as

other difficulties, the Civil Guard has been carrying out major assignments in the maintenance of security in rural areas. It is assuming many rural police functions and has been giving limited training to units of the Self-Defense Corps.

The joint Vietnamese-MSUG Committee designated by the Government to examine and select regional training sites for the Civil Guard completed its work, recommending eight sites intended to serve the needs of various areas of the country. The eight training centers are now in operation, but have not yet been allocated the funds, recommended by the Committee, needed to improve physical conditions at these locations.

MSUG provided technical assistance in construction programs at the Civil Guard motor pool, which extended from the blueprint stage to final Government approval of the work. USOM provided the financing from counterpart funds.

Civil Guard advisors accompanied their counterparts on several field trips in an advisory capacity, and conducted several driver-training classes for instructors, reported under police training activities.

#### Communications

The comprehensive MSUG report on police communications needs, programming, and training has received final approval from Vietnamese and USOM authorities, and is now in the early stages of execution. The report contemplates about twenty communications projects, including extending present radio teletype facilities to four additional terminals, constructing communications operations and repair centers in Saigon and a number of provinces, linking the teletype network to all provinces through a radio telegraph network, establishing a national mobile network, and establishing a radio telephone network for intra-provincial communications. The planning and procurement of equipment are proceeding about as scheduled, with some changes made in priorities due to a shortage of 1958 counterpart funds. In this connection, the installation of telephone call boxes in Saigon will be delayed until 1960 funds are made available.

In order to handle the training and supervision of installation for this program, one additional American advisor and two Vietnamese technicians have been added to the MSUG staff. The equipment for three high-frequency radio teletype terminals has just been received, and plans are underway for their installation in the cities of Saigon, Dalat, and Hue. Also received as the reporting period ended was approval by the Vietnamese Government for nearly all aspects of the communications training program, and classroom teaching and correspondence courses for radio technicians will commence at an early date. There is an almost total lack of qualified

technicians at present in Vietnam and, in view of the fact that 180 technicians are needed for this program, the training phase assumes an extreme importance to the program's success.

### Traffic Engineering

The Traffic Engineer engaged much of his time in consulting activities with members of the Directorate-General of Reconstruction and Urbanism, which is charged with planning future traffic patterns for the city of Saigon. Much of this planning presently relates to the access roads to the Saigon-Bien Hoa highway, a twenty-mile main artery which will be completed in late 1960. The Directorate-General, with MSUG advice, has been conducting traffic counts in the highway-access sector of the city, as well as in other parts of Saigon.

Some additional one-way streets and one through-street were created in the downtown area of Saigon, necessitating the introduction of a number of stop-signs. As a means of educating the public on these changes, the Mayor declared a "Safety Week" and a booklet explaining various signs in use, prepared with MSUG and USOM assistance, was widely distributed to the motoring public by the Saigon police. Despite these attempts at education, considerable follow-through will be necessary if the driving habits of the local citizenry are to be significantly modified.

In order to improve public transportation service in Saigon, the Vietnamese Government is seeking assistance from the Development Loan Fund for one hundred buses, and, in addition, will send observers to Singapore in early January to study the bus system in that city. The MSUG Traffic Engineer, upon the Government's request, will participate in part of this study.

City authorities have not yet accepted an MSUG proposal for establishing a Safety Council for Saigon, and work on the motor vehicle code has been temporarily suspended.



ADMINISTRATIVE SERVICES DIVISION

Administrative support activities increased during the past six months, and will continue to increase during the period ahead. Several major maintenance operations were carried out, including repainting the interior and/or exterior of most of the residence units, remodeling a number of kitchens and bathrooms, and overhauling much of the motor fleet. Ten vehicles were repainted, two received major overhauls, and fourteen were re-tired. As the motor fleet ages, maintenance problems are certain to increase.

Travel arrangements for participants and staff members were heavier during the reporting period, and the next six months will see a further increase. In addition to participant travel, most of the present American staff will be leaving Vietnam before June 30, 1959, either on home leave or on termination of duty tours. Replacements for some departing members will be arriving, which will contribute to the heavy work load.

The MSUG semiannual budget period ended December 31 with expenditures at VN\$14,237,554, well within the budgetary limitation for this period. Expenditures for the first six months of 1958 had been slightly less, amounting to VN\$12,802,513. (See Appendix B.) Since practically all of the Group's housing leases will be renewed during the coming six months, and will usually involve one year's rental advance, expenditures for this period are expected to run considerably higher than for the period just ended. Additional expenditures will be required for local packing, transporting, and shipping services connected with the large turnover in American staff.

The shortage of qualified Vietnamese personnel has eased, due primarily to reductions-in-force being carried out by a number of American agencies in Saigon. As of December 31, 1958, the MSU American and Vietnamese staff was composed as follows:

47	American staff (and 87 dependents)
124	Local regular staff (4 of whom are part-time)
24	Local contract staff (19 of whom are part-time)

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### EAST LANSING SUPPORT

The Vietnam Project, located on the campus of Michigan State University in East Lansing, performs a support role for the Michigan State University Group. For substantive matters the Project is responsible to the Dean of the College of Business and Public Service, and for administrative matters to the Dean of International Programs.

During the past six months the Coordinator's office continued its well-established pattern of contacts with university academic departments and administrative personnel directly concerned with MSUG activity. Close contact is maintained with the other overseas programs of the University. As in the past, the Coordinator's office was concerned with accruing benefits to the campus from the Group's operation in Saigon as well as with supporting the Group itself. In addition, the Coordinator's office maintains liaison between the Group in Saigon, ICA, and other public and private agencies in the United States. This was involved attendance at professional meetings relating to Asian and Vietnamese affairs and relating to comparative public administration.

Recruitment and processing of overseas staff remained a continuing function of the Coordinator's office. Leaving for Saigon during the six-months period were Miss Julianne Heyman, Librarian; Dr. Richard Chapin, Consultant; Miss Olga Pierce, Administrative Assistant; Mr. Jerome Henmye, Police Communications Specialist; and Dr. Milton C. Taylor, Fiscal Administration Advisor. In early summer, an inflexibility in the ICA-MSU contract, which has been partially resolved, impeded scheduled staffing arrangements.

During the summer, meetings were held with United Nations officials to explore sources of interest and support for the Research, Documentation and Diffusion Center which was established in Saigon by the newly created Eastern Regional Organization for Public Administration. In the fall, initial discussions were held on campus with visiting Vietnamese officials and with University personnel concerning the feasibility of applying computer techniques to administrative and planning problems in Vietnam. These discussions continue.

A selected list of American university and other groups interested in Southeast Asian affairs was prepared and these groups were informed of MSU activities in Vietnam. The availability of reports and special studies prepared by the Project in Vietnam was indicated, and the Coordinator's office has begun to disseminate this material to important centers of study in the United States. In return, some of these groups have sent materials covering their activities. The Project, under the guidance of the MSU Library, will house these materials as part of its developing collection in comparative public administration.

Arrangements have been made with the Institute of Pacific Relations for international distribution of an expanded bibliography covering recent articles, books, special studies, and documents bearing upon Vietnam. The Project's Research Section in Saigon compiled the material published in Vietnam, and the Coordinator's staff compiled the material published in the United States.

Increasing attention is being given to the development of systematic studies in comparative politics and administration with a view toward fuller utilization of the resources of the overseas programs being conducted by the University. Exploratory discussions are underway between the Department of Political Science and on-campus representatives of the Vietnam and other overseas programs.

The participant program is an important part of the support function. Since June 30, sixteen regular participants and seven leader participants were received in East Lansing. Of the regular group, twelve were enrolled at Michigan State University in the fall quarter, six in police administration, four in public administration, and two in economics; two were enrolled in library science at Western Reserve University; and two were enrolled in doctoral programs at Columbia and Cornell universities, in economics and business administration, respectively. In addition, an ICA participant studying at Vanderbilt University has transferred to the MSUG participant program and is pursuing his Ph.D. in economics. All of the graduate degree candidates will, upon satisfactory completion of their studies, join the faculty of the National Institute of Administration.

Four of the seven leader participants came from the Police and Security Services of Vietnam. They were Mr. Tran-Ba-Thanh, Mr. Nguyen-Van-Hay, and Mr. Lo-Cang-Dam, who are, respectively, Inspector-General, Chief of Cabinet, and Chief of the Immigration Service at the Directorate-General; and Mr. Tran-Van-Huong, Chief of Police at the city of Hue. The three public administration leaders were Mr. Vu-quoc-Thong, Rector of the NIA; Mr. Ton-That-Trach, Director-General of the Civil Service Directorate; and Mr. Le-Van-Kim, technical expert at the Directorate-General of Budget and Foreign Aid. Also, Mr. Vu-Van-Thai, the Director-General of the Budget Directorate, visited East Lansing in his observation trip to the United States conducted under USOM auspices.

In June and July, a seminar on Vietnamese financial administration was conducted on campus under the leadership of Mr. David Cole, a former member of the overseas Group. Mr. Tran-Kim-Phuong, of the Vietnamese Embassy in Washington, presented a paper on the economic situation in Vietnam, and six Vietnamese MSUG and USOM participants gave reports on their work in the United States relative to their special fields of interest.

During this semiannual period, extensive field trips were arranged for campus participants, taking them to federal and state budget agencies and to other administrative organizations, both public and private. Some of the participants followed summer courses at MSU and the American University, and special economics and in-service training programs were arranged for the two visiting faculty members from the National Institute of Administration. The special arrangements required for the visits of the high-level visitors from Vietnam placed extra demands upon the Coordinator's Office.

#### Coordinator's Office

The MSU Board-appointed staff of the Coordinator's Office consisted of the following personnel, as of December 31:

Stanley Sheinbaum, Coordinator

Stanley Gabis, Asst. Coordinator (1/2 time)  
Wesley Fishel, Research Associate (1/2 time)  
Elsie Cunningham, Participant Director  
Lawrence Baril, Police Administration  
Specialist (1/2time)  
Doris DeKoning, Administrative Assistant  
Alice Green, Secretary

### A LOOK AHEAD

The Michigan State University Group plans, in the coming six months, to continue the emphasis which it has been giving to training programs undertaken by the Vietnamese Government. These include the National Police Academy, the development of mobile training units, and the production of training materials in Vietnamese, in activities carried on by the Police Administration Division; and increasing its public administration activities in support of the instructional, research, and in-service training efforts of the National Institute of Administration. It is hoped that a number of objectives will have been reached by June 30, 1959, and that the Group, operating with a reduced staff, will thereafter be able to narrow the scope of its activities.

MSUG activity will develop in one new area, tax administration, with the arrival of a taxation specialist from the MSU campus; and it may enter in an important way the area of civil service reform, depending upon the Government's response to a general outline presented to it. Activity in the police communications field will be accelerated with the establishment of special courses for technicians and with the arrival of a large quantity of American aid equipment.

Specific projections of MSUG activity in the police and public administration fields for the next six months are discussed in detail in the pages which follow.

### Public Administration

By the end of the next six month period about half of the present fifteen staff members of the Division will have completed their two year assignments in Vietnam. Although two or three of these may have their appointments extended, it is particularly important that six-month objectives be defined, so that projects being carried on by departing personnel can either be completed or turned over to replacements with a minimum of reduced pace.

In general, the Public Administration Division will further increase its concentration on the NIA, in order to strengthen it and improve its quality. Efforts will include improvement of curricula, provision of additional teaching materials, continued provision of opportunities for NIA staff development, encouragement of and assistance with research, increased assistance with in-service training, and beginning of construction of the new physical plant. Direct consultation with other government agencies will be continued in a few instances, but in some of these,

such as the civil service study, NIA staff will also be involved. In accordance with this narrowing focus, the size of the American staff will be somewhat reduced.

Over the next six months MSUG personnel will again teach several of the courses in the advanced program of NIA. The two courses now being taught at the statistics center will be completed. In addition, MSUG staff members have been asked to give special courses at the Faculty of Law and at the Directorate-General of Civil Service. Complete responsibility for the administration of the case development program will be transferred to the NIA. Recommendations for needed revisions in curricula will be prepared and submitted to the Rector, and MSUG will, through consultations with NIA officials, continue to seek ways to improve the quality and effectiveness of all NIA programs. The translation of an introductory text in public administration will be published, and translation will probably begin on texts in political science, economics, and sociology or social psychology. The first book of cases in Vietnamese administration will be published, as well as the printed version of the text in statistics.

Discussions with officials of the Directorate-General of Civil Service will define more explicitly the objectives of civil service reform, and analyses of personnel actions with the aim of improving procedures and methods will be carried out. Consultation with budget officials will continue concerning the improvement of recently adopted procedures of budget preparation and execution. MSUG staff members will assist the Health Department to implement organization and procedural recommendations. Consultation with Treasury officials to put decided-upon changes into effect will be undertaken if requested. Studies will be made and advice and assistance rendered to improve filing and records management. Both in budgetary administration and in records management, special training courses and seminars will be organized. At the Government's request, MSUG will bring to Saigon in January a specialist in tax administration, who will consult with its tax officials over the next two years.

Increased attention will be given to the development of a government-wide system of coordination and communication for training. A seminar for agency training officers is to be given. After the training center at Long-an Province is in operation, efforts will be made to establish two, and possibly three, other such regional facilities. Studies leading to a recommended standardized typewriter will be conducted, and the third typewriter trainer course will be completed. Assistance will be given to typing-training courses in various agencies. Lectures are being planned for an estimated 4,000 typists in central agencies to introduce and explain the standardized administrative letter, and the Manual, Standardized Administrative Letter will be distributed. Afterward, a start will be made in giving these lectures to typists in provinces.

Projects now underway will be continued, including the Newsletter, transition of training aids, and consultation with individual agencies.

Reports on research projects now underway will be completed, including the village study, the study of social effects of industry, and the joint study of wholesale trade. The NIA will be aided in completing the study of municipal government of Saigon. A broader study of municipal government in Vietnam will be undertaken in collaboration with the NIA, pending decisions in the Department of Interior. Also, a joint MSUG-NIA study of administrative factors affecting foreign investment in Vietnam is scheduled to begin early in 1959.

Articles based on research nearing completion will be written for the journal, Administrative Research, as well as reviews of current library acquisitions. Staff members will continue to develop collaborative relationships with NIA faculty, and the frequent meetings to discuss research methods, projects, and problems will continue.

A second edition of the mimeographed catalog of materials in the library will be published, and an index in Vietnamese for the English subject catalog is planned. Training for the library staff will continue, and efforts will be made to enlarge the documents collection. This will undoubtedly be stimulated by establishment of the EROPA research center, which is expected in the next few months.

#### Police Administration

The previous semiannual report discussed two broad areas of organizational reform which needed careful attention if the Vietnamese police services were to attain administrative structures permitting maximum efficiency of operation. These areas concerned the clear delimitation of authority among the various police services, and the clarification of the relationship which the police services in the provinces have with the province chiefs and with their central police directorates. These two problems remain, though an important change was made in the elimination of the VBI Southern Regional Directorate and the absorption of its personnel, operations, and equipment by VBI Central Headquarters in Saigon. This change, if it is to be effective, must be followed by further reorganization.

MSUG has reviewed the activities it intends to carry out during the next six months in the police field, and the objectives which it expects to attain by June 30, 1959, the end of the present contract period. This review is especially important in view of the planned reduction in the police advisory staff for the next contract period, and in view of the replacement of some of the present staff, upon termination of tours, with

new personnel. Many of the objectives established for the police program when the Division commenced operations in 1955 should be completed by next June, and the decreased staff which continues in Vietnam will thereafter concentrate in specialized fields, such as the development of the crime laboratory and communications program, and on broad organizational problems.

In the research and training area, the next six months should see the completion of the motor vehicle code, the police training manual, the survey of motor vehicle registration, and driver training activities. On-going projects will include the implementation of a new police records system in Saigon, and its gradual extension to other cities in Vietnam, the continuation of some teaching and progressively more advisory work in several training programs, and the further development of the National Police Academy library.

A major activity being carried out in the VBI area is the construction of several buildings related to MSUG advisory activities, such as structures for criminal records and the superior officers school. This construction is being assisted by USOM funds with MSUG technical aid. Also, the VBI should complete its personnel inventory program and MSUG its recommendations for a uniform crime reporting system. Operations which will continue beyond June 30 include surveys of maintenance records and report forms, a recommended manual of rules and regulations, and technical advice in the national identity card program, the crime laboratory, and the records division.

The Municipal Police program has two main objectives for the next semiannual period: the program for decentralizing photographing and fingerprinting of arrested persons to the precinct level in the Saigon Police Department, and the enlargement of the Saigon Police firearms range. Technical assistance of a longer duration will be offered on the assimilation into the Saigon Police Department of 500 VBI agents, on the training of traffic specialists, and on general questions of police reorganization.

Other plans may be briefly reviewed. Projected Civil Guard activities are necessarily indefinite, in view of the uncertainty of MSU's future relationship with this agency, but surveys of personnel and overall records systems are planned for commencement in February as long-term activities. The communications program has been discussed earlier in this report in terms of its long-range objectives, and in the next six months efforts will concentrate on the training of radio technicians and the installation of early-arriving equipment. Finally, in the traffic field, consultations with officials of the larger cities of Vietnam on traffic problems is planned for the period ahead, and longer range plans include continued cooperation on the development of one-way streets, stop signs, better public transportation facilities, and other traffic engineering improvements.



APPENDIX A

ORGANIZATION OF MICHIGAN STATE UNIVERSITY GROUP  
(MSU Board-Appointed American Staff)

RALPH H. SMUCKLER, CHIEF ADVISOR

Robert Scigliano, Asst. to Chief Advisor  
Howard Waltman, Participant Program Director  
Donna McKeen, Secretary

**PUBLIC ADMINISTRATION  
DIVISION**

John Dorsey, Chief

**ADMINISTRATIVE SERVICES  
DIVISION**

John Griffin, Chief

**POLICE ADMINISTRATION  
DIVISION**

Howard Hoyt, Chief

Jack Ryan, Deputy Chief<sup>2</sup>  
Charles Sloane, Adm. Asst.

Denzel Carmichael, Office  
Management & Training

Robert Swanson, Finance

AMERICAN AID CONTROL  
John Manopoli<sup>3</sup>

James Hendry, Economics

Robert McKeen, General  
Services

RESEARCH AND TRAINING SECTION

Juliane Heyman, Librarian

Herbert Roberts, Personnel

George Newman, Head

Gerald Hickey, Social Anthr.

Olga Pierce, Admin. Asst.

Felix Fabian  
Raymond Johnston  
Melvin Handville

Leonard Maynard, In-Service  
Training

MUNICIPAL POLICE SECTION  
Carl Rumpf, Head

John Montgomery, Academic  
Administration

VBI CRIMINAL SECTION  
Jack Ryan, Head

Marvin Murphy, Budgetary  
Administration

VBI INTERNAL SECURITY SECTION

Charles Myers, Organization  
and Methods

Raymond Babineau, Head  
Douglas Beed  
William Jones  
Daniel Smith  
Arthur Stein

Dale Rose, Personnel Admin.

CIVIL GUARD SECTION  
Everett Updike, Head  
Verne Dagen

Melville Sanderson, Organ-  
ization and Methods<sup>1</sup>

Wayne Snyder, Statistics

COMMUNICATIONS SECTION  
Lyman Rundlett, Head  
Jerome Hemmye

Lloyd Woodruff, Public Admin.

TRAFFIC ENGINEERING SECTION  
Jerome Franklin, Head

Mary Watzel, Secretary  
Marilyn Westermann, Secretary

Helen Riggs, Secretary  
Jean Gunderman, Secretary  
Claire Osborn, Secretary

<sup>1</sup> Also Supervisor, Clerical and Translation Sections.

<sup>2</sup> Also serves in Research and Training Section.

<sup>3</sup> Also serves in VBI Criminal Section.

APPENDIX B

A COMPARISON OF GENERAL EXPENDITURES  
FOR FIRST SIX MONTHS & SECOND SIX MONTHS  
OF 1958

<u>Description</u>	<u>General Expenditures</u> <u>First Six Months 1958</u>		<u>General Expenditures</u> <u>Second Six Months 1958</u>	
	<u>VN\$</u>	<u>US\$ @ 34.78</u>	<u>VN\$</u>	<u>US\$ @ 34.78</u>
<u>Personal Services</u>	<u>5,068,377.00</u>	<u>145,726.77</u>	<u>4,695,034.00</u>	<u>134,992.35</u>
Non-American	4,699,249.00	135,113.55	4,216,900.00	121,244.97
Overtime	341,300.00	9,813.11	432,360.00	12,431.28
Terminal Leave	27,828.00	800.11	45,774.00	1,316.10
<u>Travel</u>	<u>959,073.05</u>	<u>27,575.42</u>	<u>1,767,881.90</u>	<u>50,830.42</u>
Local Operational	310,786.00	8,935.77	181,722.00	5,224.90
Overseas Operational	648,287.05	18,639.65	1,586,159.90	45,605.52
<u>Transportation of Things</u>	<u>28,239.00</u>	<u>811.93</u>	<u>41,910.40</u>	<u>1,205.01</u>
Personal Property	11,569.70	332.65	41,881.40	1,204.18
Other	16,669.30	479.28	29.00	0.83
<u>Communications</u>	<u>101,032.31</u>	<u>2,904.89</u>	<u>115,790.85</u>	<u>3,329.24</u>
Local Telephone	58,091.75	1,670.26	63,748.50	1,832.91
Cable Charges	34,089.06	980.13	48,721.15	1,400.84
Other	8,851.50	254.50	3,321.20	95.49
<u>Rents and Utilities</u>	<u>4,403,934.88</u>	<u>126,622.62</u>	<u>4,740,579.14</u>	<u>136,301.87</u>
Office	750,000.00	21,564.12	750,000.00	21,564.12
Utilities	1,449,464.48	41,675.23	1,775,910.74	51,061.26
Rents Residential	2,204,470.40	63,383.24	2,214,668.40	63,676.49
<u>Printing &amp; Reproduction</u>	<u>513,866.16</u>	<u>14,774.76</u>	<u>342,599.10</u>	<u>9,850.46</u>
<u>Contractual Services</u>	<u>879,099.22</u>	<u>25,276.00</u>	<u>1,369,851.81</u>	<u>39,386.19</u>
Representation	85,262.00	2,451.47	46,533.40	1,337.93
Motor Repair & Main.	121,904.54	3,505.02	154,713.63	4,448.35
Residential Rep. & Remodel.	310,052.88	8,655.92	547,289.06	15,736.00
Off. Repairs & Remodeling	57,564.00	1,655.09	86,709.00	2,493.07
Transportation & Research	106,500.00	3,062.10	396,839.00	11,409.98
Other	206,815.80	5,946.40	137,758.72	3,960.86

	General Expenditures First Six Months 1958		General Expenditures Second Six Months 1958	
	VN\$	US\$ @ 34.78	VN\$	US\$ @ 34.78
(Continued)				
<u>Supplies &amp; Materials</u>	637,095.83	18,317.87	865,427.82	24,882.92
Office Supplies	238,100.20	6,845.89	451,206.73	12,973.17
Motor Fuels & Lubricants	69,193.48	1,989.41	79,446.77	2,284.27
Residential Sup. & Mat.	210,630.50	6,056.08	329,197.32	9,465.13
Other	119,171.65	3,426.44	5,577.00	160.35
<u>Equipment</u>	210,795.10	6,089.56	297,478.30	8,553.14
Office Furnishings	38,080.00	1,094.88	123,782.00	3,559.01
Office Machines	18,805.00	540.68	6,658.00	191.44
Residential Fur. & Fix.	83,892.00	2,412.08	124,643.00	3,670.00
Library Equipment	63,325.10	1,820.73	39,395.30	1,132.69
Other Equipment	7,693.00	221.39	--	--
Grand Total:	12,802,512.55	368,099.82	14,236,553.32	409,331.60

# APPENDIX C

## REPORTS AND DOCUMENTS

July 1 - December 31, 1958

Other MSUG and NIA publications included in previous semiannual reports.

Administrative Research. Four issues. Published by the NIA under auspices of Society for Administrative Studies. (Changed from a quarterly to a monthly publication in September.) (Vietnamese)

In-Service Training Newsletter. Six issues. Published by the NIA. (Vietnamese)

Myers, Charles B., and Than-Trong-Hue. A Study of Records Management in the Office of the Province Chief of Ba-Xuyen Province. December 15, 1958. Published by MSUG. (English and Vietnamese) (Mimeographed)

Rundlett, Lyman M. Police Communications Project. Published by MSUG. July, 1958. (English and Vietnamese) (Mimeographed)

Snyder, Wayne W. Statistical Methods. Published by MSUG and the NIA. Volume I: August, 1958; Volume 2: November, 1958. (English and Vietnamese) (Mimeographed)