

**ELEVENTH REPORT**

**of the**

**MICHIGAN STATE UNIVERSITY ADVISORY GROUP**

**in Public Administration**

**to the Government of Vietnam**

**Saigon, June 30, 1960**

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

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## INTRODUCTION

After five years of effort in Vietnam the activities of the Michigan State University Advisory Group fall into fairly well defined patterns. Such a period of time gives perspective to programs begun sometime ago and helps to equip advisors, within limits, to estimate probable future accomplishments. Government of Vietnam and the International Cooperation Administration, plans inevitably are phrased in terms of what can realistically be accomplished in that span of time with a steadily diminishing group of staff members. As the reader of this Eleventh Semiannual Report will quickly discover, however, future termination does not mean present inactivity.

Several long-range programs in the public administration area were brought to completion, other programs were substantially advanced, and still others encountered difficulties. Completed were reports on a standardized typewriter and on filing systems at the Presidency, although follow-up steps will be with the National Institute of Administration, the construction of a new campus, and an in-service training course in organization and methods are examples of programs that represent significant advances. Examples of programs that encountered difficulties during the reporting period are mainly to be found in the consulting field.

Although worsened security conditions brought about adaptations in portions of the police administration program, the pace of accomplishments was not seriously affected. Among the notable developments were the assignment of a full-time advisor to the National Identification Card program, the completion of several buildings that will facilitate the scientific crime detection laboratory project as well as other projects, and final agreement with USOM on the procurement of radio communications items.

A highlight of the report period was the visit of the new Coordinator of the Vietnam Project, Dr. Ruben Austin. His five-week visit was in the dual capacity of Coordinator and consultant for ICA and MSU on a business administration program for Vietnam. Two other consultant tours occurred. Mr. Arthur Brandstatter, Director, School of Police Administration and Public Safety, and the Director of the Department of Public Safety, MSU, spent three weeks interviewing returned police participants in connection with a report by MSU to ICA on participant training. Dr. David Cole of Vanderbilt University, a former staff member of MSUG, devoted three and one-half months to two projects in the field of economic development.

Aside from the visits of consultants, the past six months witnessed a relatively calm staffing pattern. There were six arrivals and four departures of regular staff members. In late January Dr. Guy Fox arrived to take over the position of Chief of the Public Administration Division from Mr. Leonard Maynard, who had acted in a temporary capacity for almost two months.

MSUG staff members participated actively in two important conferences held in Saigon. In February ICA sponsored a four-day conference of public

administration advisors in Southeast Asia. In March UNESCO staged a week-long conference on rural life in Southeast Asia. The Group was also privileged to hear a lecture by Mr. George Seymour on the work of the International Control Commission.

The names of an unusual number of distinguished visitors were recorded. At informal meetings various staff members were privileged to discuss technical assistance with perhaps a third of the persons on the following list:

Mr. Gustav Hertz	Public Administration Division, ICA/W	Jan. 25 and Feb. 15
Dr. Ralph Watkins	Brookings Institution	Jan. 25
Dr. Karl George von Stackelberg	EMMID (German Gallup poll organization)	Feb. 2
Dr. Paul Ma	University of Taiwan	Mar. 4
Mr. George Gant	Ford Foundation	Mar. 7
Dr. Richard Niehoff	Chief Advisor, MSU Project in Pakistan	Mar. 8-10
Dr. John K. Fairbank	Harvard University	Mar. 21
Dr. Lauriston Sharp	Cornell University	Mar. 22
Mr. Glen R. Winters	Executive Director, American Judicature Society	Mar. 25
Mr. Raymond Randall	Civil Service Commission	Mar. 31
Mr. John Thurston	Manpower Expert, ICA/W	Apr. 16
Mr. Tillman Durdin	New York Times	Apr. 27
Dr. York Willbern	Indiana University	June 7-9
Dr. Arthur Macmahon	Columbia University	June 13-16
Dr. Edna Macmahon	Vassar College	

#### Consulting Activities

Consultants in the budget, tax, and personnel areas have striven for the completion of current projects rather than the inauguration of new projects during the reporting period. The emphasis reflects a decision to close out consulting activities by the end of the current calendar year.

With so brief a time remaining for completing consulting activities, it becomes important to draw particular attention to obstacles that may stand in the way of important accomplishments. Without intending to "sell short" the very real progress in many areas and with a view only to facilitating further progress, this Report, in the ensuing paragraphs, reviews some of the problems deserving close attention.

As was described in the Tenth Semiannual Report, the major projects in the budget and accounting area had developed to the point where final implementation was to take place during the present six-month period. Unfortunately, putting recommendations into practice has been much slower than originally anticipated because of various factors beyond the control of the General Direction of Budget and Foreign Aid or the budget consultant. The status of the four leading projects can be briefly summarized.

First, all work preparatory to implementation has been accomplished on the project to establish program budgeting in the Department of Public Works. Implementation by the General Direction of Public Works has been delayed because of internal reorganization and the need of explaining the concepts of program budgeting to agency personnel and of training them in new duties. This process has met greater obstacles than expected, but the General Direction of Budget and Foreign Aid is continuing to work with this agency to install the new system. Secondly, the successful implementation of the program budgeting project, of which it is a logical consequence. Again, further progress awaits certain reorganization steps in the General Direction of Public Works. Thirdly, in the project to establish program budgeting in the General Direction of Budget and Foreign Aid, good progress toward implementation was made during the first half of this reporting period. For the last three months, however, progress has been delayed because of the transfer to another agency of the Vietnamese staff member of the Budget Direction who was responsible. A new man must be selected and trained before progress can continue. Finally, the draft of new finance laws and regulations was completed up to the point where the regulations pertain to Treasury operations. This draft has been submitted to the General Director of Budget and Foreign Aid for his review.

During the present reporting period, the budget consultant has written two articles dealing with first-hand experiences with technical assistance in Vietnam. The two articles, which are entitled "Budget Reform in the Republic of Vietnam" and "Effecting Administrative Changes in a Developing Country", are scheduled to appear in public administration journals in the near future.

The activities of the taxation advisor, which began in January 1959, will terminate with the departure of the advisor at the end of July 1960. From the beginning, at the express desire of the Vietnamese Government, consulting activities have mainly taken the form of research reports analyzing and making recommendations for the improvement of both tax policy and administration. This process has gone along steadily, and by this time four reports have been completed. These reports deal with

income, land, patente, and indirect taxes. Before the tax consultant departs, a fifth report, on excise taxes, will be finished. These reports are distributed in both English and Vietnamese.

If, instead of using a research yardstick, the effectiveness of this work is measured by the extent to which recommendations have been studied and have found acceptance in concrete governmental action, the efforts of the taxation consultant must be said to have fallen far short of success. At this stage in Vietnam's development, various governmental programs appear to have been given a higher priority than tax reform. Hopefully, the completed tax reports will have usefulness in Vietnam when the environment for tax reform has improved.

A short-term consultant originally brought to Vietnam to assist in the tax field was, because of difficulties in that field, actually utilized, with the consent of the Government of Vietnam, in two projects in the field of economic development. The first consisted of a study and written report on tax incentives for industrialization in Vietnam. The second was a six-week seminar on techniques of economic planning. The seminar, a notable success, was attended by representatives of eight agencies of the Government of Vietnam.

At the beginning of 1960 there was considerable optimism that the civil service project would gain momentum and show some long-awaited tangible results. Discussions were initiated on improvement of organization and methods in the Civil Service Agency itself and for expanding these activities throughout the other agencies of the government. Initial drafts of statutory legislation were prepared with the intention that they would be submitted to the National Assembly. Such proposed legislation would provide a basis for modernizing the civil service system.

In spite of the preliminary discussions on these matters, nothing concrete has been accomplished during the past six months. At the request of the Civil Service Agency, work on organization and methods was discontinued because it was believed that statutory changes would be forthcoming which would require substantial changes within the Agency. Unfortunately, an unresolved question of whether statutory changes should be made by legislative action or by ordinance has delayed action in this and other areas of the civil service system. The usefulness of the personnel consultant has also been impaired by the Civil Service Agency's habit of developing changes and "after the fact" asking for comment, rather than working out changes with him step by step.

During the present reporting period, further groundwork was laid for a survey of personnel employed by the Government of Vietnam. The initiative in the personnel census project came from the General Direction of Budget and Foreign Aid. Suggestions submitted by the Civil Service Agency well after the drafting of the original questionnaire necessitated a long series of conferences with Budget and Civil Service Agency personnel, together with USOM and MSUG technicians, for the purpose of reviewing and evaluating all phases of the project. A complete review and evaluation of the content and design of the questionnaire forms, the

data to be coded and tabulated, and the revision of the codes was made. At the close of the period, agreement had been reached on more concise data and a workable project. All important points were agreed upon but some revision of codes remains to be completed. Looking to the future, the personnel census should now get under way as soon as the materials can be printed, probably in August or early September. Advice and assistance will be continued on this project.

Advice and assistance will also be given on the development of the In-Service Training Seminar (see section on In-Service Training) to be held for personnel technicians of the various agencies in the government in July. A part of this Seminar will be devoted to the personnel census project in order to train the personnel technicians for conducting the census.

The departure of two participants from the Civil Service Agency for training in the U.S. was delayed--first, in order that they could better prepare themselves, and second, to permit them to participate in the ICA/W personnel administration training course which begins in September. Although these participants have now been transferred to the USOM program, MSUG is assisting in their orientation prior to departure.

The project involving Treasury reorganization continued inactive throughout the reporting period except for receipt of a copy of some comments submitted by the Treasury to the Secretary of State for Finance. Neither these comments nor contacts with the officials involved indicate any desire for further assistance in the foreseeable future. This project is therefore considered closed.



## POLICE ADMINISTRATION DIVISION

### General

Activities of the police administration advisory group during the first half of 1960 have become stabilized following the departure of several members during the second and third quarters of 1959. Numbers of personnel have remained constant during the first half of 1960, with one departure and one replacement. Projects inaugurated during 1959 continue to be implemented. There have been no changes in work assignments or table of organization following the reduction of staff which was discussed in the Tenth Semiannual Report.

Probably the most significant change which has occurred during the present six-month period is that related to general security conditions within the country. It is generally agreed that security conditions began to deteriorate approximately around November 1959. Significant Viet Cong activities were noted around the Tet holiday (late January 1960) and there has been a steady increase in acts of terrorism, raids and assassinations since that time. This change in security conditions has had some direct impact on the police advisory program, particularly with the national identification card project. This does not mean to say that various projects have been cancelled, but is mentioned merely to indicate that another factor has been added to working relations with the Vietnamese Government. Some programs had to be modified as a result of the present security conditions.

The FY-60 Project Agreement was completed during this period and will be implemented during the remaining months of 1960. The project agreement is similar to those prepared in the past; however, it does reflect a substantial reduction in US dollar aid for commodities. The counterpart Vietnamese plaster budget is substantially the same as that of previous years.

The Tenth Semiannual Report refers to the transfer of Civil Guard advisory duties from MSUG to USOM/PSD. This work has been completed; however, MSUG does provide any information required by USOM/PSD.

Work with the Police and Security Services is divided into several project areas, which are discussed as follows:

### Record and Identification Program

With the arrival of a new record and identification advisor, this program is receiving additional attention and impetus. Assistance in the field of fingerprint identification began in 1955 and continued through mid-1958. By this time Vietnamese technicians had established the new Henry fingerprint identification system and were able to continue on their own, after a fashion. Experience has indicated, however, that the Identification Bureau is still in need of additional supervision and guidance. Therefore, the services of a new advisor were secured

and he has begun his work. There are no major changes contemplated in the work which has been done previously. Nevertheless, due to the sudden increase in volume of work in the Identification Bureau, it will be necessary to expand the Bureau's system of classification and introduce some of the techniques presently used by the Federal Bureau of Investigation. This will require new training courses and the acquisition of more technicians. In addition to this work, the new advisor will conduct a thorough audit and survey of the present Identification Bureau in an effort to identify and correct any mistakes which may have developed during the past year and a half. The Identification Bureau currently has 280 employees, 250 of whom have been trained in the Henry system of fingerprint classification. Presently, a staff of 50 classify fingerprint cards and it is reported that each individual classifies approximately 90 fingerprint cards a day. An effort is being made to reduce the backlog of unclassified prints. It is estimated that with the present staff it would require one month's work to eliminate this accumulation.

As soon as the inventory and audit of the Record and Identification Bureaus is completed, plans will be made for further expansion of the Record and Identification Bureaus and an effort will be made to coordinate these bureaus with the Communications Bureau located in an adjoining building.

The renovation of a third identification building has been completed and files have been moved into the building. The record building, referred to in previous Reports, has been completed and fully occupied during the current reporting period. Recommendations made in 1957 relative to the consolidation of police records are being followed. In view of the close relationship between the Identification Bureau and the Record Bureau, the audit and survey referred to above is also being conducted in the Record Bureau so that recommendations for greater consolidation and efficiency can be made.

#### National Identification Card Program

The national identification card program, conceived in 1957, was initiated on a pilot basis in 1959, using four mobile teams which had been previously trained for this project. These teams, each consisting of one fingerprint technician, two photographers, and eight clerks, working in the provinces surrounding Saigon up to February 1960 when the program temporarily suspended because of security conditions, had processed 225,838 individuals and had issued an equal number of plastic-laminated, new identification cards. Because of new developments in security conditions, plans for the mobile teams had to be altered, with the result that the program was reactivated in Saigon-Cholon on June 6, 1960. As of June 16, 1960, 13,600 individuals had been processed in the Saigon-Cholon area. Equipment for use in the provinces, referred to in the Tenth Semiannual Report, has been ordered and delivery is anticipated during the second half of 1960. Plans have been formulated for the activation of the program on a provincial basis north of Saigon as soon as this equipment arrives. Some of the equipment will be used to bolster the work of the teams in Saigon-Cholon.

The MSUG advisor, in cooperation with USIS and representatives of the Government of Vietnam, has completed plans to begin work on a twenty-minute documentary film. The script has been written and several hundred feet of film have been shot. It is planned to show the completed film in the provincial areas prior to **launching the program.**

### Municipal Police

The Saigon Municipal Police Department has increased its training program to include police officers from other municipalities in South Vietnam. 240 trainees have gone through its in-service training school and **another class** of 120 currently in school is expected to complete its work in July. Preliminary plans are being prepared for the construction of a training building to be located on the municipal police headquarters grounds. This school is being designed to accommodate 200 students. **In addition**, plans have also been prepared for the renovation of the pistol range, which is an item included in the FY-60 Project Agreement. The original recommendation for the installation of call boxes has been re-studied a second survey made, and plans for a limited number of boxes to be used on a test basis in the 2nd and 5th precincts are currently being developed. MSUG continues to supervise rifle and revolver training and also has conducted a refresher training course in the use of the riot gun for the 240-man emergency squad of the Saigon Municipal Police Department. The **automatic traffic signals** referred to in the previous Semiannual Report have been assembled by members of the Department and are being installed jointly by the Department and the Saigon Municipal Department of Public Works. Fifteen radios were installed on municipal police motorcycles.

### Training

In addition to training activities carried on with the Saigon municipal police mentioned above, advisors continue liaison and active training roles with the Surete. A regular liaison is maintained with the instructional staff of the National Police Academy at Rach Dua and the Surete High Command Officers School at Camp des Mares. As mentioned in the previous report, these two schools continue to operate in a satisfactory manner with MSUG advisors giving a certain number of lectures. Following a graduation exercise in March 1960, there was a brief vacation at the Surete High Command Officers School before another class of 60 district Surete chiefs entered training.

MSUG advisors have been working with the training staff of the National Police Academy in the production of a series of slides to augment the Academy's supply of audio-visual training aids. This probably represents the first attempt on the part of this group to actually prepare its own visual training aids and not rely on material provided by the American aid program. Depending upon the success of this venture, plans have been developed to assist the training staffs at Rach Dua and Camp des Mares in the preparation of a modest training film. The FY-60 ProAg

includes provision for a renovation of the electrical system and improvement of the pistol and rifle range at the National Police Academy.

The training staffs of the National Police Academy and the Surete High Command Officers School have developed publications for their respective services. They are entitled Xay Dung and Ban Dan, respectively. Four issues of each have appeared as of this date. This project has been encouraged by MSUG in an effort to assist the training staffs in better distribution of information to members of the police services. MSUG advisors continue to work with the Military Police Field Command School in helping to establish a curriculum for their training program, loaning visual aids equipment, and providing law enforcement publications. Law enforcement films were shown to enlisted men and staff officers of the Military Police School, First Corps ARVN, at Danang.

#### SUMMARY OF POLICE TRAINING

June 1960

	<u>Now in Training</u>	<u>Trained in Past 6 mos.</u>	<u>Total Trained since 1955</u>
1. <u>Active MSUG Participation</u>			
Audio-Visual and Photog- raphy Training			135
Command Officers' School (VBI)	50	60	256
Command Officers' School (Municipal)		241	389
Driver Trainer School (VBI, Municipal, Civil Guard <sup>1</sup> )			317
English-language Participant Training (VBI, Municipal)	40		211
Firearms Training (VBI, Municipal, Presidential Guard, Civil Guard <sup>1</sup> )		60	8,121
Instructor Training (VBI, Civil Guard <sup>1</sup> )			65
2. <u>Advisory MSUG Participation</u>			
Fingerprint Training (VBI) <sup>2</sup>			924

National Police Academy <sup>3</sup>	<u>300</u>	<u>300</u>	<u>3,443</u>
TOTALS	390	661	13,861

1. Civil Guard trained by MSUG to July 1, 1959.
2. MSUG withdrew to advisory role in December 1955, after training nucleus of 20 instructors.
3. MSUG withdrew to advisory role in June 1956.

#### Communications

The Tenth Semiannual Report refers to the radioteletype connection between Hue-Dalat-Saigon. The regional office has been moved from Dalat to Banmethuot, necessitating moving and reinstalling the teletype equipment at Banmethuot. Teletype equipment formerly housed in temporary quarters at Camp des Mares, Saigon, has been moved to the communications headquarters building. Following these moves the equipment has been rechecked and is currently operating satisfactorily. Certain technical difficulties were encountered during the past several months, necessitating additional work. Experimental work will have to be continued for some time in order to acquaint the QVN technicians with different technical aspects of this equipment.

The communications headquarters building has been completed. Unfortunately, due to delays in procurement of the air conditioning equipment it is not ready for complete occupancy. A certain amount of equipment and supplies is gradually being transferred from temporary storage facilities to the new building. Construction is continuing on the Communications building located at Saigon Municipal Police headquarters.

A radio training school for technicians was started at Phu Tho Technical College on May 16, 1960. This program represents an attempt to provide local training using Vietnamese instructors, in contrast to participant training provided in the United States. Mr. Jack Ryan of the MSU School of Police Administration and Public Safety, East Lansing, conducted a survey of the radio training participant group currently receiving instruction at Fort Gordon and Fort Monmouth. His report and evaluation of the training program was turned over to USOM/PSD.

#### Scientific Crime Detection Laboratory

Renovation and transformation of the detention center at Camp des Mares into a crime detection laboratory is rapidly nearing completion. It is anticipated that equipment will be moved from the old laboratory to Camp des Mares during the month of July. Consultant and in-service training activities to be provided by a short-term staff member during July and August 1960 should represent one of the last steps necessary

to establish the scientific crime detection laboratory. Acquisition of this new building will provide the Surete technicians with improved working quarters, some new equipment and should result in greater efficiency and coordination of their work with other branches of the Surete. This will be particularly true in consolidation of efforts between the laboratory and the Record and Identification Bureaus.

#### Participant

In an effort to upgrade certain aspects of the participant program, new selection procedures were followed. As a result, three separate lists of nominees submitted by the Surete were reviewed and eighteen principals with eight alternates were recommended for English-language training. This number was selected from a total of 121 names submitted. Close liaison has been maintained with the English-language training program administered by the Vietnamese-American Association and the progress of the participants watched very carefully. They receive 35 hours a week of English-language training. Students making unsatisfactory progress have been dropped periodically from the class.

A "Review of the English-language Training Program" was completed and published in January 1960. This review included a resume of all prior activities and experiences insofar as English-language training was concerned and also contained certain recommendations for upgrading this program.

During May 1960, A. F. Brandstatter, Director, School of Police Administration and Public Safety, MSU, visited Saigon and conducted rather extensive interviews with returned police participants. The questionnaire developed by ICA/W for use in interviewing returned participants was used along with a questionnaire prepared by MSUG. The results of this work, in addition to recommendations for modifications in the participant training program, both overseas and in the United States will be published in the near future.

#### Miscellaneous Building Projects

Construction work on the new detention center at Camp des Mares referred to in previous reports has been completed and this jail facility is in use. Construction work on the interrogation center is proceeding according to schedule.

#### Auditors' Report

During the last quarter of 1959, arrangements were made with auditors of the USOM Controller's Office to begin an audit of the MSUG-Police and Security Services project. MSUG advisors worked with the auditors whenever requested and provided information and assistance necessary to complete the project. The auditors' report was published May 20, 1960 and replies

requested by USOM to certain recommendations included in the report were submitted to USOM on June 23, 1960.

#### A Look Ahead

As mentioned in the introduction, changing security conditions in Vietnam constitute probably the most significant factor which has been considered during the past six months. Undoubtedly, this factor will continue to have some impact on the police advisory program during the immediate future.

Major projects which will continue to receive attention are those concerned with communications, record and identification bureaus, and the national identification card program. Obviously, advisory work will continue in the area of training. The operation of the scientific crime detection laboratory will be followed very closely as the technicians begin work in new quarters and begin to implement recommendations made in previous years. Of these projects the communications, record and identification, and national identification card programs would appear to be programs which will require constant supervision and guidance through the termination of the MSUG contract in 1962.

As a result of work done in evaluating the English-language training program and the participant program, it is felt that serious study should be given to the direction which these programs will take in succeeding months and years. In part, decisions made in the field will be based on the impact and kind of reception which Mr. Brandstatter's report receives in Washington. As of this writing there appears to be no reason to change projected plans as outlined in the Tenth Semiannual Report.

## PUBLIC ADMINISTRATION DIVISION

### General

During the past six months the Public Administration Division, with its activities now centered almost entirely in the National Institute of Administration, has made steady satisfactory progress toward the accomplishment of program objectives. This progress would not have been possible without the cooperation and leadership of Rector Vu Quoc Thong and Vice Rector Nghiem Dang, who have striven constantly to make the Institute a vital factor in the improvement of governmental administration in Vietnam.

Construction on the new NIA campus site has progressed well, and for the first time the estimated date for completion has been advanced rather than postponed. By June 30, 1960, more than 300 pilings had been driven into the ground as foundation support for the administration building, the auditorium-library building, and the men's dormitory. Special equipment loaned to the contractor by the Directorate of Engineering has made possible the disintegration of the huge concrete pieces which heretofore hindered construction. The contractor has estimated that the new buildings will be completed and ready for occupancy in March, 1961.

Significant advances, to be discussed below in detail, have occurred in several program areas. A new NIA curriculum, embodying modern thinking on education for the public service, was accepted by the Presidency. Research activities, especially on the part of NIA faculty, have been accelerated considerably as evidenced by the completion of eight textbooks and other scholarly studies; for the first time the NIA faculty collaborated fully and equally with MSUG members on a study in depth of Vietnamese field administration. Moreover, several important volumes as well as shorter studies written by MSUG staff members have been published.

In the field of in-service training there has been encouraging, concrete action by the Government of Vietnam during the past six months. Largely because of the efforts of the NIA and MSUG, the concept of in-service training is now widely understood and its importance generally realized by Vietnamese officials. As a result, various functional agencies increasingly, are setting up training programs, and staff agencies with across-the-board surveillance of personnel are beginning to assume their logical training responsibilities. With such developments, the contemplated role of the NIA as a support agency in the training process is being gradually realized.

Although consultant activities were transferred from PAD shortly before this reporting period, MSUG's O&M specialist, who was retained in the Division because of his primary assignment to in-service training, completed his pending consulting project at the Office of the Presidency. Though the Division did not exercise any other direct, formal consulting duties, its members assisted the NIA in answering requests received from administrative agencies for advice or information.



The generally satisfactory progress of the first half of the year was accompanied by several minor setbacks. Some difficult problems were overcome but others are as yet unsolved. MSUG's reverses as well as its accomplishments will be recorded.

Both the NIA and MSUG are approaching a crucial period. The Institut is scheduled to move early next year to a new campus with enlarged and improved facilities. During 1961-1962 six Ph.D. participants are scheduled to return from the United States. The NIA will soon be assuming a number of functions now performed by MSUG. Moreover, the present MSUG contract with the Government of Vietnam and ICA is due to expire in June, 1962. The kind and extent of future American aid is unknown. Therefore, the NIA and MSUG have given considerable thought and attention to the devising of plans which will insure an orderly transition to future conditions insofar as they can be anticipated.

The NIA and MSUG, aside from the individual planning of each organization, agreed in the 1960 project agreement to study jointly the problems attendant upon an MSUG phase-out and to examine the extent to which it will be feasible and desirable for the NIA to absorb present MSU activities

The problem of transfer will be serious in certain areas, unimportant in others. The NIA already has complete responsibility for the teaching program and calls upon MSUG staff members only to a very limited extent (see Academic Instruction Activities below). Moreover, the NIA is an independent, operating concern with its own research programs, consulting activities, in-service training program, and its own budget. There are, however, certain MSUG activities which must eventually be eliminated unless they are transferred to the NIA; there are also significant areas of MSUG support of NIA activities which will suffer unless the NIA can acquire additional resources to carry them on in MSUG's absence. The most important problem areas in which MSUG has a major responsibility are: (1) the library (2) research; (3) consulting; (4) in-service training; and (5) certain administrative matters.

At the end of the reporting period, the NIA and MSUG agreed to establish a committee to determine the extent to which it will be feasible and desirable for the NIA to absorb MSUG functions and to suggest plans for implementing orderly transfer. The committee will study such specific questions as (1) staff requirements; (2) work assignments and organization; (3) integration into the NIA of present Vietnamese personnel employed by MSUG; (4) transfer of MSUG equipment; (5) budgetary implication of the transfer of activities; (6) MSUG's advisory role.

At the request of the NIA, MSUG advisors have begun certain staff work in preparation for the work of the committee. The committee will begin its deliberations in August after the current NIA vacation period.

Staff changes over the past six months included the departure, upon conclusion of their assignments, of Dr. Denzel L. Carmichael, and Charles B. Myers. George A. Melanson's resignation from the project became effective as of June 30. New arrivals were Drs. John D. Donoghue and

~~Mr.~~ H. Fox. Leonard Maynard served as Acting Division Chief until the arrival in late January of Dr. Fox, who assumed the Division responsibility. Mr. Maynard was appointed Deputy Division Chief.

### Academic Instruction Activities

In June, 1960, the Presidency gave final approval to the new curriculum for the three-year degree program. The new curriculum, originally proposed by an NIA-MSUG committee, combines the "practical" emphasis of the old program with an expanded social science perspective intended to give NIA graduates an essential background and understanding of the social, economic, and political context and implications of their work.

Under the new curriculum the NIA will initiate two courses in Sociology, one of which will be taught by an MSUG member. During the report period MSUG staff taught no courses at the Institute. However, two MSUG professors did conduct non-credit seminars, one on Economic Problems and one on Administrative Problems, for NIA students.

The effect of the new curriculum will be more fully felt when the Ph.D. participants return to relieve the shortage of full-time faculty in the social sciences. Currently, six participants are enrolled in various American universities in Ph.D. programs. They are all expected to return to Vietnam during 1961 and 1962. Two participants returned during the first half of this year to become members of the NIA faculty. Though neither of the returning participants received his Ph.D. as had been hoped, one of them completed all the doctoral requirements except his dissertation, on which he is making progress; the other received his M.A. from Michigan State University. In June, 1960, the NIA and MSUG recommended to the Government of Vietnam that a participant grant be awarded to a student now at Columbia University who has completed a year of graduate study beyond his Master's; his acceptance is expected momentarily. Moreover, plans have been undertaken to select three more participants for Ph.D. study in the United States. It is expected that these candidates will study in the fields of Public Administration, Business Administration, and Sociology. The departure of the NIA faculty member selected in late 1959 as a grantee for a six-month study period in the United States has been postponed until December, 1960.

The NIA is continuing its plan to increase enrollment in the degree program. More than 800 students with the Baccalaureat complet, almost three times the previous high number, have applied for admission during the coming semester, beginning in August, 1960. From this number the NIA expects, on the basis of competitive examinations, to select one hundred students constituting the largest freshman class in the Institute's history. The class which received degrees in June, 1960, consisted of 47 graduates, though of course their ranks had been substantially reduced by academic attrition during their three-year period of study. A total enrollment of almost 250 students is anticipated when classes are resumed.

The evening certificate program continues to operate successfully. All courses are taught by NIA faculty. Enrollment during the past six months has varied from 214 to 250 students. Now that many thousands of civil servants in the Saigon area have already taken the evening courses, it is expected that the foreseeable future enrollment, coming to a great extent from new civil servants or those transferred to this area, will remain constant at approximately 200 to 250 students.

The advanced evening program of the NIA has had only limited success. The University and NIA graduates and others admitted to the course are employed full time as civil servants. Students have found themselves overburdened with work and frequently have resorted to passive note-taking or they have often dropped the course. They have not had time to complete assignments of data-gathering research or field work. Attendance at classes has been poor. Because of the mixed quality of students and their varying academic backgrounds, subjects cannot actually be taught on a graduate level. An even more serious hindrance to a successful advanced program is the lack of incentives which would encourage civil servants to enroll and study assiduously. Thus far, the NIA's recommendations to the Government of Vietnam that awards or other inducements be provided for those completing the course have not been accepted. Recognizing the shortcomings of the advanced program, the NIA, with MSUG in an advisory role, will during the coming months make a study and reappraisal of the program.

Textbooks for academic programs were further augmented. During a period beginning in December, 1959, and extending through the present report period, NIA faculty completed eight textbooks for the evening school. The books, averaging about 200 printed pages each, were in the fields as follows: (1) public finance and fiscal administration; (2) Constitution of Vietnam; (3) personnel administration; (4) public relations; (5) general economics; (6) introduction to public administration; (7) Administrative organization of Vietnam; (8) administrative accounting. For the regular three-year degree program, volume one (455 pp.) of the Vice Rector's monumental work on budget and fiscal administration was published and volume two is near completion. In addition, NIA faculty members are in the process of writing three other textbooks, at least two of which should be available for the degree program during the year.

MSUG has continued to render advisory services to the MIA, USIS, and other organizations in their efforts to advance the book translation program under Public Law 480. USIS has signed a contract with a private translator for the translation of Economics by Paul A. Samuelson; this is one of ten book translations recommended by a joint NIA-MSUG committee for classroom use at the Institute. An NIA professor will serve as editor of the translations. As soon as procedural differences between USIS and various Vietnamese agencies are resolved, translations are expected to progress much more rapidly than at present.

The NIA lecture series has been established as a permanent adjunct to the Institute's academic activities. MSUG has been associated with

the lecture series during the first half of the year by providing occasional lecturers and by working with NIA staff in planning the entire series. Once the new semester is underway in August, the lectures, suspended during the present vacation period, will be resumed.

### Research Activities

Research activities during the report period were characterized by a gratifying increase in scholarly production by NIA faculty members. The publication by Institute staff of the nine textbooks mentioned above marks an outstanding contribution to the advancement of governmental administration in Vietnam. These volumes, 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 research was not confined to textbooks. A member of the Institute's Research Division wrote a long brochure on the Government of the Saigon-Cholon Area; as a by-product of the study, the author was invited to participate in a UNESCO regional conference on urbanization and is now preparing a paper for the meeting. In addition, NIA faculty members contributed several articles to Administrative Research, the professional journal of the Vietnamese Society for Public Administration, and to Que Huong, a Vietnamese review of social, economic, and political affairs. Que Huong, only one year old, has achieved a circulation of 12,000 copies per issue under the editorship of an NIA faculty member.

The NIA faculty has also initiated a study of the Saigon labor force (not to be confused with a previous MSUG study on the same subject). A questionnaire was prepared, a sample selected, and a number of interviews will be tabulated and analyzed. For the UNESCO conference held in Saigon during March on "Social Research and the Problems of Rural Life in Southeast Asia," three members of the NIA prepared and delivered papers. Another research project, on human relations in Vietnamese administration, is being undertaken by a faculty member, who at present is tabulating and analyzing the results of questionnaires received in late 1959. The projected studies of exchange control in Vietnam, mentioned in the last Semiannual Report, have been postponed because of the pressure of other business.

Having been selected last year as the Center of Research for the Eastern Regional Organization for Public Administration (EROPA), the NIA has been actively engaged in meeting its international commitment. An MSUG staff member has assisted the Institute in making the final draft of these questionnaires prepared by Korea, Nationalist China, and Indonesia and sent to the NIA for revision and distribution to the fifteen prospective EROPA members. The same staff member was consulted on the preparation of Vietnam's answer to Nationalist China's questionnaire on problems of local self-government.

An encouraging new development was the involvement of NIA and MSUG faculty in what was undoubtedly the most successful instance of NIA-MSUG

collaborative research so far undertaken. The research resulted from a decision of the joint NIA-MSUG Case Development Committee to initiate a series of cases designed to illustrate problems in Vietnamese provincial government. The research was conducted by a team of three NIA and three MSUG professors assisted by a visiting Smith-Mundt professor. They selected a single province, Vinh Long, in the Mekong Delta and made several extensive field trips to the province to observe the scope of responsibilities of the province chief, a district chief, and a village chief.

Throughout the planning and research phase of the project, the NIA, the Government of Vietnam, and provincial officials were highly cooperative and contributed significantly to the success of the research endeavor. NIA and MSUG faculty members worked in pairs as collaborators in formulating a research design, gathering data, making field analyses, and in every other activity in the research program. The same high level of cooperation has been carried over into the writing phase of the several case studies. When the research is written in final form, it is expected to constitute a series of valuable, publishable monographs on provincial administration.

A postponement for three or four months of the joint NIA-MSUG study project on water rates in Saigon was necessitated pending key decisions regarding the expansion of the water supply.

In addition to the research performed jointly with NIA faculty, MSUG members have completed, or have in process, individual studies. The English versions of three scholarly volumes, written by MSUG staff members before their departure in 1959, were mimeographed and bound during the report period. The volumes were: The Study of a Vietnamese Rural Community--Sociology; The Study of a Vietnamese Rural Community--Economic Activity; and The Work Force in Saigon. Demand for these studies was so great that the supply was soon exhausted; additional copies are now being prepared. A Vietnamese version of the book on The Work Force in Saigon was published; Vietnamese translations of the other two volumes have been completed by MSUG translators and checked by NIA faculty members in preparation for their publication in Vietnamese.

The manuscript of a third village study entitled The Study of a Vietnamese Rural Community--Administration Activities has been completed. As in the case of the two other village studies, the English version of the book will be mimeographed and bound, and the Vietnamese version will be printed.

MSUG members also prepared several short studies. At the request of the Research Service of the National Bank for Vietnam, the Division's economist wrote a paper entitled, "Growth Models for Vietnamese National Income." The academic instruction specialist wrote two articles for Que Huong on "The Role of Political Parties in a Democracy--the Western Experience" and "The American President and Foreign Affairs." An MSUG staff member also prepared an analytical paper describing the problems of case research in Vietnam. The paper was requested by Dr. Edwin Bock, Director of the Inter-University Case Program in the United States, and

will be used by him in an International Seminar to be held at the University of Michigan in July, 1960. Participants at the seminar will be foreign students, including several prospective faculty members of the NIA, who are studying for their Ph.D. in the United States. Two other books written by members of the Public Administration Division are reported below under "In-Service Training."

The foregoing progress in research was made in spite of several obstacles. The disincentives to research at the NIA, as indicated in the Tenth Semiannual Report, continue to exist. Insofar as promotions, salary increments, prestige, and additional outside income are concerned, there is but little advantage to those faculty members who do research. Even if proper incentives were present, the NIA is so understaffed for its multifarious duties that its faculty would find it difficult to devote much time for research. Another factor militating against research is that some class preparations--which must be made without benefit of books, articles, or secondary sources of any kind on the subjects--require full-time faculty attention.

MSUG members have also had research problems. Burdened with numerous commitments and special requests, they have often been hard-pressed to find time for research activities. The NIA student survey was not finished as planned because a higher priority was assigned to the Vinh Long province study. MSUG faculty has also continued occasionally to experience difficulty in obtaining materials from government agencies; a study on local administration has been delayed because village budget data, repeatedly requested by MSUG, were not forthcoming for six months.

The NIA library has expanded its services. Holdings now exceed 13,000 volumes; loans total more than 450 volumes per month; "in-library" use continues to rise.

Circulation problems have continued to plague the library. Roughly nine per cent of the library's holdings are out and overdue, a condition which jeopardizes the safety of the holdings and limits circulations. Efforts by the library staff to secure the return of these books were relatively unsuccessful. Following a series of meetings of the NIA library committee, new circulation regulations were adopted and promulgated in May, 1960, and another concerted effort was made to recall books. The new regulations have been only moderately successful.

During the month of June, the library closed temporarily for inventory. Upon completion of this inventory there will be a renewed study of the circulation problem by a special NIA-MSUG committee. In addition, this committee will undertake a longer-range study in order to recommend policies for future library growth. Specifically the committee will examine (1) the purposes and functions of the library; (2) the status of the librarian and her staff; (3) acquisitions policy.

There were some personnel changes during the period. Miss Tang Thi Ti, who recently completed her library training at the University of the Philippines under an MSUG participant grant, returned in June to

assume her duties as NIA librarian. Miss Tran Thi Kim Sa, who has been acting librarian, is tentatively scheduled to go to the United States in September to renew her librarianship studies which were interrupted a year ago. Mrs. Dorothy Robb, a trained American librarian, has been employed part-time to organize the documents collection and to provide general assistance to the library staff.

### In-Service Training Activities

As a result of the increased interest resulting from the training directors' conference mentioned in the previous Semiannual Report, a number of new projects were accomplished or initiated during this reporting period. In addition, continuing activities in the in-service training field were carried on.

Under the sponsorship of the NIA, MSUG personnel prepared and held two training seminars on organization and methods. Each seminar lasted for a period of two months, on a half-time basis. Thirty-seven government officials with the equivalent rank of Chief of Bureau or higher, attended regularly. Although the seminar was not intended primarily to train trainers, some of the participants expressed a desire to offer similar training programs in their respective agencies. Consequently a few hours of special training on instruction techniques were provided. To date, one participant has already begun an O&M training course in his agency.

Detailed planning was initiated for personnel officers' seminar, sponsored by the NIA, the Fonction Publique and the Budget Direction. An organizing committee met and selected study groups which will report on specific topics on the agenda. At the close of this reporting period the study groups had begun their work. The agenda for the personnel officers' conference will include:

- a. Review of current civil service regulations, procedures and problems.
- b. Concepts of position classification and comparative personnel systems.
- c. Introduction of a proposed civil service personnel data form.

The Project Agreement for 1960 was prepared and signed. Noteworthy among the planned projects which it contains is the offering of a basic training course for training officers during the latter part of 1960.

The In-Service Training Newsletter continued monthly publication at the rate of 6,000 copies. The editorial committee took steps to improve the quality of the Newsletter. For example, a regular feature was initiated on the adjudication of individual personnel problems by the Fonction Publique. In addition, the cautious implementation of a policy to render payment for articles contributed to the Newsletter was begun.



Additional training materials were prepared. The training aids used in the O&M seminar were reproduced in quantity and made available for distribution as needed. The design was completed for five of twelve projected film strips on various aspects of supervision. Reproduction in quantity has been delayed because of the inadequacy of facilities available to perform this work, but the problem should be resolved early in the next half year.

Reading materials were also provided for training purposes. A book entitled Scientific Management, previously prepared by an MSUG member in mimeographed form, was completely revised, embellished with illustrative cartoons, and published with facing pages in Vietnamese and English. The book has met a felt need and requests from government agencies for copies to be used in training programs has exceeded expectations. Since the eight books prepared by NIA faculty for the evening program on various administrative topics were found to be written at a level useful for in-service training purposes, the In-Service training project arranged to purchase fifty copies of each of these books for eventual distribution to key personnel in the training field. The essay entitled "Parkinson's Law" was translated and reproduced in quantity.

The participant program did not meet the expectations expressed in the previous Semiannual Report, primarily because the English language competency of the proposed participants has not been sufficient to permit their departure. Nevertheless, one participant was able to leave for Manila to begin the basic training officers' course offered by the Institute of Public Administration. Two participants completed an observation tour of two weeks in Australia. Their primary interest was the executive development program carried on by the Australian government. As of the close of this reporting period, thirteen potential participants were receiving English language training preliminary to departure for the basic training officers' course in Manila, and three key individuals in the training field are being processed for a two-week observation tour of in-service training in Japan and the Philippine Islands.

One minor example attesting to the efficacy of participant training is furnished by a former participant in the basic training officers' course at the Institute of Public Administration in Manila. This man is employed in the administration of a southern province and has prepared a guide for provincial employees covering basic programs and policies and working procedures. This guide, which has value as an organization and procedures manual, is also used as an aid in the provincial training program which this individual administers.

The construction of regional training centers did not proceed as anticipated in the previous report. The reason for this setback was inadequate coordination between the Department of Interior and the separate provincial administrations which exercise a considerable degree of autonomy. However, contact between the NIA and the Department of Interior was revitalized and the Department began a more vigorous effort to complete this project. Assurances have been received that all planned regional centers will be completed this year.



The question of typing training for provincial typists was taken up again with the Department of Interior. In the past six months the NIA has held two typing training courses in two provinces which requested this assistance. However, because this is a costly approach, the Department of Interior was again requested to assist in the organization of a training course for provincial typing trainers. This course was begun in Saigon just before the close of this reporting period.

Advice and assistance on typing courses throughout the government continued. As of the close of the reporting period, a total of 46 courses had been completed; two courses are under way and six courses are planned.

The English language version of the study, A Standard Vietnamese Typewriter, was completed and published, and translation into Vietnamese was begun. In addition, preparation of training material based on the standardized typewriter was begun. Over 400 typewriters based on specifications recommended by this study have already been ordered by the Government of Vietnam under the aid program.

#### Miscellaneous Activities

As indicated earlier, MSUG's consultant functions are no longer vested in PAD. However, before the conclusion of his tour in June, the Division's O&M specialist, in addition to this work in in-service training, completed a detailed plan for the implementation of a records management system proposed earlier for the Office of the Presidency; the plan was submitted to PAD/USOM which, presumably, will supervise its execution. The study of warehouse procedure in the Department of Health was continued for a short while during the report period, but activities were suspended when the Department was obliged to turn its attention to problems requiring greater, more immediate attention; PAD/USOM has expressed an interest in undertaking the project when the Department of Health is ready to resume it.

In the course of complying with requests for assistance from government agencies, the NIA and individual faculty members have called upon MSUG from time to time for technical advice. In response to a request of the National Bank of Vietnam for NIA-MSUG assistance, an MSUG economist will advise the Bank's reactivated National Income Section; in this connection, one staff member and one MSUG staff member are tentatively scheduled to attend a Hong Kong conference on "The Problems, Techniques, and Uses of National Income Accounting for Underdeveloped Countries," sponsored by the International Association for Research in Income and Wealth. Already mentioned are the income growth models prepared by the same economist for the Bank's Research Service. The Division's economist has also agreed to offer technical aid to a member of the NIA staff who is serving part-time as a consultant for the Direction of the Budget and Foreign Aid.

Two members of the MSUG staff continue to provide consulting service to the Center for Vietnamese Studies. The center is an organization engaged in public opinion surveys for USIS and which is tentatively scheduled

to conduct a survey for USOM. It is MSUG's belief that the Center holds promise of evolving into a full-fledged survey research institute.

In keeping with the land-grant university tradition of community service and participation in educational matters, MSUG has undertaken numerous miscellaneous activities which serve, broadly, to further program objectives. No attempt will be made to recite all such activities; but mention of a few representative ones will indicate their nature and scope. One staff member, for example, completed during May a course in Economic Theory for civil servants, offered at the Faculty of Law, University of Saigon; during the next academic year he will offer a limited number of lectures on the same subject at the Faculty of Law. For the ensuing academic year, also, MSUG staff members, cooperatively, will offer an introductory course in Public Administration at the Faculty of Law; and a staff member will teach a course in anthropological methods at the Faculty of Letters of the University.

In addition to teaching and lecturing at the University, MSUG has provided speakers and resource persons for diverse groups. On two occasions, for instance, MSUG has furnished seminar discussion leaders and lecturers for the Voluntary Youth Seminar, a private group of university students engaged in voluntary work projects as well as organized discussion of challenging international issues. At the initiation of the President of the University of Hue, a member of MSUG delivered a lecture on the "Problems of Youth and Education in Asia and America" to a combined audience of students from the Universities of Hue, Dalat and Saigon.

MSUG also had an active role in the UNESCO-sponsored seminar, already mentioned, which was held in Saigon to discuss social research on rural problems in South Asia. MSUG provided advisory services to the host agencies of the seminar and furnished secretarial assistance for the meetings. Additively, several members of MSUG participated in the week-long seminar, which attracted delegates from more than fifteen nations.

NIA faculty and MSUG members have made several study and observation trips and arrangements have been made for several others. One such tour, financed by the Asia Foundation, was a two-week trip to Thailand and India by one NIA faculty member and an MSUG member. In Thailand, study was made of the problems involved in the master plan for the city of Bangkok; also, a visit was made to the National Institute of Administration at Thammasat University. In India the main subject of interest and study was the recently established program of "democratic decentralization" as related to rural development; observation visits were made to various institutes and training centers as well as to governmental agencies at all levels of administration. The Asia Foundation has agreed also to finance a trip to Korea for an NIA faculty member (and possibly an MSUG member), to study village administration in that country and to observe the operations of the Institute of Public Administration in Seoul. Originally it was planned by the Asia Foundation, the NIA, and MSUG that an NIA faculty member would accompany an MSUG faculty member who is already committed to go to Korea in early August under the auspices of USIS-Korea in order to participate in a conference sponsored by the

United States Department of State and to study anthropological aspects of village life. Because of the unexpected political upheaval in Korea, the Asia Foundation decided that it was inadvisable to send the NIA faculty member before December. Finally, MSUG assisted the Cultural Affairs Section of USIS in recruiting a high level academician to attend a market research program at Harvard University under the auspices of the United States Department of State. The grantee selected for this four-month study and observation tour beginning in June was a member of the NIA faculty whom MSUG had recommended.

#### A Look Ahead

The Public Administration Division will continue during the last half of 1960 to direct its efforts toward strengthening the NIA. Considerable emphasis will be devoted to planning for the critical period ahead. The NIA and MSUG will, jointly, devise a plan for the transfer of MSUG functions to the NIA. Moreover, MSUG will serve in a purely advisory capacity to assist the NIA in a revision and refinement of the Institute's comprehensive plan for future development.

Construction work on the new NIA campus is expected to progress rapidly. By the end of the year three major buildings should be in an advanced stage toward completion.

The sending of additional participants to the United States should mark another step in advancing eventually the interests and aims of the NIA. It is anticipated that three participants, intended ultimately to become NIA faculty members, will be selected within the next two months for Ph.D. study at American universities. The present acting librarian of the Institute is tentatively scheduled to leave in September for the U.S. where she will study library science. Also, an NIA faculty member is at present being processed for a six-months' study period, primarily at MSU.

With the enlargement of the NIA's staff and physical facilities, it is befitting that enrollment at the NIA should increase. Applications for admission to the Institute are the largest in history, and the freshman class beginning in August should exceed any previous one in size.

As a consequence of the adoption of the new curriculum at the NIA, MSUG anticipates an increase in its consultations with NIA faculty members. Several of the courses in the new curriculum are new to Vietnamese education. This factor, combined with the cooperative, informal relationship between NIA and MSUG faculty members, should result in more frequent discussion of course content. With the exception of one Sociology course and occasional special lectures, MSUG members will not engage in classroom teaching at the NIA. Especially useful for the social science courses offered in the new curriculum will be the translations made under P.L. 480; at least one translation of a book appropriate for classroom purposes should be completed during the next six months and several

others should be well under way. One result of the changes in curriculum is the need for a new NIA catalog, which will be published in Vietnamese and English.

At least two other projected activities relative to the academic program are worthy of mention. MSUG will assist the NIA in planning the Lecture Series for the coming academic year, and MSUG members are expected to deliver several of the lectures. It is hoped that the reappraisal to be made of the advanced program by the NIA with MSUG's assistance will result in recommendations to the Government for improvement.

In the field of research there will be new developments and accomplishments. NIA faculty expect to complete three more textbooks for the degree program. Final drafts of the Vinh Long studies should be ready within four months and publication will follow shortly thereafter. As a result of the rich experience of the Vinh Long studies, the NIA has initiated plans to continue this type of field research, in collaboration with MSUG. Vietnamese-language versions of the village economic study and of the village sociological study, already completed in manuscript forms, will be published. The English-language version of the village administration study will be mimeographed and bound and the Vietnamese translation completed. Two technical reports on local budgeting and administration should also be forthcoming. From time to time a lecture or study believed by a joint NIA-MSUG committee to be of special interest and value within the framework of NIA programs will be published as an Occasional Paper. Also, work will be initiated on a new Vietnam Government Organization Manual.

MSUG will give advice to the NIA and cooperate with it in every feasible way to insure the successful fulfillment of the Institute's responsibilities as the center of research, documentation, and diffusion for the Eastern Regional Organization for Public Administration. One of the areas in which MSUG will continue to give advice will be in connection with NIA's preparations for the EROPA conference, tentatively scheduled to be held in August.

A series of meetings between NIA and MSUG representatives will be held to ascertain the feasibility of preparing a bi-lingual (or possibly tri-lingual) glossary of words and expressions used in governmental administration. Provided it is decided that the time is propitious and provided both the NIA and MSUG determine they are able to devote sufficient resources to the task, initial plans will be made and preliminary work begun.

A joint NIA-MSUG committee will make a comprehensive examination and evaluation of library policies and procedures. The main purpose of the committee will be to make recommendations for the long-range development of the library. The committee will also consider solutions to immediate circulation problems. Proposals of the committee will be transmitted to the Rector of the NIA for possible action.

The major concern in in-service training during the forthcoming half year will be the preparation and presentation of a basic course for training officers. A useful preliminary step to this project will be the forthcoming observation tour of key training officials from the NIA, the Fonction Publique and the Department of Interior, who will study the organization and administration of training in Japan and the Philippine Islands and consult with officials of the Institute of Public Administration in Manila on the training officers' course offered by that organization. Of considerable importance also will be the personnel officers' conference, on which preparatory work has already begun. The conference is scheduled to officially begin on July 15. It is also expected that the regional training center project will be completed. The translation of the study and recommendations on a standardized Vietnamese typewriter will be completed, and published copies will be distributed throughout the government. Information will also be developed on the cost of converting existing typewriters into the standard pattern, and a campaign of encouraging government agencies to convert their typewriters will be initiated. In addition, training material based on the standardized typewriter will be prepared and disseminated. Other conditions permitting cooperation with the Division of Education, USOM, and its counterpart agencies in the Government of Vietnam will be initiated to introduce touch typewriting training based on the standardized typewriter. If technical facilities with the GVN are discovered to be available and competent, preparation will begin for the production of a Vietnamese training film on human relations. Finally, the continuing regular activities in the training field including the publication of the In-Service Training Newsletter, advice and assistance to government agencies, and the preparation of training material will be continued.

In addition to the foregoing programs, MSUG will undertake other activities in furtherance of its broad objectives. As time and resources permit, MSUG members will aid the NIA in giving consultative services to administrative agencies which call upon the Institute for advice and information. Two courses, one in the Faculty of Law and one in the Faculty of Letters, will be taught by MSUG staff at the University of Saigon, at which special lectures will also be delivered. MSUG members will also deliver occasional lectures and speeches elsewhere on public administration and other social science topics. It is anticipated that study and observation tours, to be financed largely by outside sources, will be taken, jointly and individually, by NIA and MSUG faculty members to several Asian countries. MSUG's advisory services to the Center of Vietnamese Studies will be continued. In view of the limited resources of the NIA and MSUG as contrasted with the infinitely large number of valuable action programs available to them, MSUG will continue to exercise care both in allotting priorities for its own activities and in recommending activities for the Institute.

### ADMINISTRATIVE SERVICES DIVISION

During the period of this report, two staff changes were made within the Division. John Griffin, Chief, completed his tour and returned to the States. Donald Aschom was advanced from Finance Officer to Chief, and Robert Hanes arrived from MSU/EL to assume the responsibilities of Finance Officer.

Expenditures of counterpart funds during the period continued at a conservative rate. Total expenditures for the six-month period were VN\$11,710,002 (see Appendix B). This total includes approximately VN\$4,000,000 paid for residential rental in advance. Printing costs did not occur in the amount expected. However, they will undoubtedly be increased during the next six-month period.

Integration of administrative support with the NIA is still non-existent. As a result, substantial staff reductions in the Division have been impossible. Every effort will be made during the next reporting period to try to effect the beginning of this integration.

Staff changes that affected the over-all size of the group included the arrival of 8 staff members and 19 dependents, and the departure of 6 staff members and 11 dependents.

The total American and Vietnamese staff, as of June 30, 1960, is as follows:

- 28 American staff (and 59 dependents)
- 97 Locally hired regular staff
- 1 Locally hired contract staff (plus 2 part-time)

126 Total

### EAST LANSING SUPPORT

On January 1, 1960 the Vietnam Project office became more closely aligned as an operational part of the office of the Dean of the College of Business and Public Service. Assistant Dean Ruben V. Austin was given the responsibility of this Project. Thus, all international projects which are attached to the College of Business and Public Service will be part of the office of the Assistant Dean. This move is in accordance with the over-all policy of the University in which the activities of the International Programs office have been further delineated and expanded.

The Vietnam Project office continues its established role in maintaining contacts with University academic departments and administrative personnel concerned with Michigan State University Advisory Group activity. It is hoped that closer working relationships will be maintained between the Vietnam Project office and Michigan State University Group in Saigon, with other overseas programs of the University, with the International Cooperation Administration in Washington, and with other public and private agencies in the United States.

Already on campus this is being done through the various meetings held by the office of International Programs which include representatives of the various colleges who have foreign projects. This office has worked with various academic and administrative staff members in furthering relationships with such organizations as the Office of Education on a proposed Vietnamese Study Center in East Lansing, and in furthering some research activities particularly related to the development of the Vietnamese dictionary. The office of the Dean of the College of Business and Public Service is also represented in an over-all committee established by President John A. Hannah for the development of on-campus programs which will further extend some area of studies particularly related to the orientation and training of staff people for overseas assignments. Our relationships with International Cooperation Administration/Washington are on a high plane, our proposed 1960-1961 budget was approved with only minor modifications.

In February of 1960, as a result of the request of the National Institute of Administration and USOM/Saigon, Dr. Ruben V. Austin was asked to undertake a preliminary survey concerning the feasibility of a business administration program in Vietnam. This preliminary survey has been reported in a document dated March 9, 1960, copies of which have been furnished to USOM and the information conveyed to International Cooperation Administration/Washington. During this survey, which was conducted in Vietnam during February and March of 1960, Dr. Ruben V. Austin also had the opportunity of meeting with all of the staff members of Michigan State University Group and working closely with Dr. Lloyd Musolf, Chief Advisor, Dr. Guy Fox, Chief of Public Administration, and Professor Ralph Turner, Chief of the Police Administration Division. The period spent in Vietnam was thus devoted to dual task.



### Recruitment

Recruitment and processing of overseas staff has remained a continuing responsibility of this office. Those positions which needed replacements have been filled, providing they received the approval of USOM and ICA/W.

Sufficient briefing time has been allowed so that the staff members going to Vietnam have received some background information on the contractual conditions, objectives of the Michigan State University Advisory Group project, and a delineation of the individual tasks to be performed by the staff member going overseas. To be sure, much remains to be done in this area. We are conscious, however, of the fact that briefing is a task which cannot be performed on campus alone but must continue after the staff member arrives at the overseas post.

### Local Office

With the appointment of an administrative assistant in April of 1960, the Assistant Dean's office is attempting to overcome some of the detailed problems encountered in the administration of the overseas projects. Close coordination with the Contract Auditor in the University Business Office has been effected, and a uniform system of bookkeeping for the Vietnam Project and other foreign projects is now in progress. More complete personnel records are being compiled, including appointments and terminations, salaries, annual leave, sick leave, and insurance policies.

The establishment of these processes will enable the Assistant Dean's office to reduce the number of clerical positions in the Project office. Two of the secretaries that have terminated during this fiscal year have not been replaced. It is also felt that the continuity afforded by a permanent person in the Overseas Project Specialist position will be of great benefit to the administration of Project records in the future.

### Library

The Vietnam Project Library will be transferred to the main library on campus and a special area devoted for the handling of these documents will be established in the main library. This will also help the participants to become better acquainted with the usage of Michigan State University's central library.

### Participant Program

During the last six months 11 new participants have arrived in East Lansing. To campus in January came five police laboratory participants, three police administration participants and the first Vietnamese to be trained as a policewoman. In March two additional participants from the



Budget Direction arrived. At the end of winter quarter, Mr. Buu Vien received his Master's degree in Economics and Mr. Bui Quang Khanh received his Master's degree in Political Science. Following the completion of the fall semester at Vanderbilt University, Mr. Nguyen Duy Xuan returned to Vietnam to join the faculty of the National Institute of Administration and also do research on his doctoral dissertation. In addition, Mr. Hoang Quoc Cung, who has been attending the administrative Management seminar given at American University under the auspices of the International Cooperation Administration, returned to Vietnam. Mr. Nguyen Van Son, the last of the hotel administration participants, completed his course work at Michigan State University and returned to Vietnam. In June, Mr. Vu Quang Van received his Master's degree in Economics. Mr. Le Quang Huynh of Taxation also made a field trip between quarters to Tennessee Valley Authority and the Department of Revenue in Frankfort, Kentucky.

This office maintained a steady flow of correspondence with those Vietnamese students in the United States who were considered to be potential material for one of the scholarships being offered for study on the Ph.D. program. In February of 1960, a week-end meeting was held on campus for all the participants now studying for their Ph.D.'s under this program with members of the staff recently returned from Vietnam.

The programming for the police participants has included course work during the winter quarter; a field trip to Kentucky State Police, Tennessee Valley Authority, ICA and IACP in Washington between winter and spring quarters. Another quarter of academic work on campus was followed by field trips to Detroit Police and the Cook County Sheriff's Office.

#### Research Program

Research activities for 1959-60 by faculty and graduate assistants receiving part-time support from the Vietnam Project build largely on experience and data collected during assignments in Vietnam or begun earlier, and a number of publications based on this work were accepted or in print by the end of the academic year. Dr. Robert Scigliano completed an articles on "The Election Process in South Vietnam" which appeared in the May issue of The Mid-West Journal of Political Science, and "They Work for Americans" which will appear in the forthcoming October issue of the American Sociological Review. Another article, dealing with political parties in Vietnam, has been completed and is being circulated among Michigan State University Group staff and others in Vietnam for comments and suggestions. Dr. John T. Dorsey presented a paper on "Stresses and Strains in a Developing Administrative System" at the October meetings of the American Friends of Vietnam, held in New York, and is continuing to organize materials for a book-length study of the administrative process in Vietnam.

Dr. James B. Hendry completed an article on "Land Tenure in South Vietnam," to be published in the October issue of Economic Development and Cultural Change, and a chapter on "Social and Economic Characteristics

of the Work Force in Saigon" to appear in a volume on Vietnam being assembled under the editorship of Dr. Wesley R. Fishel to be published by the Free Press, Glencoe, Illinois. The latter is an extension of a paper presented earlier at the October meetings of the American Friends of Vietnam. Drs. Scigliano and Hendry have also published book reviews of works on Vietnam in the Journal of Asian Studies during the period. Graduate assistants Allen Spitz and Milan Reban revised an annotated bibliography, "What to Read on Vietnam," which has been published this year by the Institute of Pacific Relations. Since that time both have worked with Dr. Edward Weidner in compiling bibliographic materials for use in the seminar on Development Administration to be conducted during the summer session 1960. For the future, Dr. Scigliano will continue research on the political process in Vietnam in preparation for his return to Vietnam in 1961-62 as recipient of a Rockefeller Foundation grant. Dr. Hendry will be engaged in preparing an interdisciplinary study of village life in Vietnam for publication in conjunction with Dr. Gerald C. Hickey of Wayne State University, a former staff member of the Vietnam Project in Saigon.

#### Office Staff

The office of the Assistant Dean of the College of Business and Public Service has the following personnel:

Ruben V. Austin, **Assistant Dean**  
James B. Hendry, Research Associate and Student Advisor (1/2 time)  
\*Elsie Cunningham, Participant Director  
Lawrence Baril, Police Administration Specialist (1/2 time)  
Lawrence K. Fitzpartick, Overseas Specialist  
Judith Rathbun, Secretary to Assistant Dean (Brazil Project)  
Nancy Maddalozzo, Secretary to Assistant Dean (Vietnam Project)  
Veda Davis, Clerk II  
\*\* Alice Preville  
\*\* Norma Pettigrew  
\*\* Doris DeKoning

\* Due to the limited number of participants to arrive in the United States, the position of Participant Director will soon be dissolved. Elsie Cunningham plans to leave the Project on or about August 1, 1960.

\*\*Preville and Pettigrew left Project - June of 1960  
DeKoning left Project - March of 1960

APPENDIX A

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

Lloyd D. Musolf, Chief Advisor

Marvin Murphy, Budget Consultant

Dale Rose, Personnel Consultant

Milton Taylor, Tax Consultant

\*Donna McKeen, Secretary

Patricia Peach, Secretary

Doris Weaver, Secretary

PUBLIC ADMINISTRATION  
DIVISION

Guy Fox, Chief

Frank Child, Research  
Economist

John Donoghue, Academic  
Instruction Specialist

Jason Finkle, Academic  
Instruction Specialist

Leonard Maynard, In-Service  
Training Specialist

Lloyd Woodruff, Academic  
Instruction Specialist

Jane Ericson, Secretary

Kathleen Penn, Secretary

ADMINISTRATIVE SERVICES  
DIVISION

Donald Aschem, Chief

Evart Emery, General  
Services

Robert Hanes, Finance

\*Robert McKeen, General  
Services

Ruby Fox, Secretary

POLICE ADMINISTRATION  
DIVISION

Ralph Turner, Chief

Elmer Adkins,  
Identification

Melvin Handville,  
Training

Jerome Hemmye,  
Communications

Paul Shields,  
Training

Victor Strecher,  
Participants

Helen Riggs,  
Secretary

APPENDIX B

SUMMARY OF OPERATING EXPENDITURES (CONTINUED)  
FOR SIX-MONTH PERIOD, JANUARY 1-JUNE 30, 1960

<u>Accounts</u>	<u>Expenditures</u>	
	<u>Vietnamese Piasters</u>	<u>U. S. Dollars</u>
<u>Personnel Services</u>		
Non-American	4,054,017.00	116,561.72
Overtime	253,169.00	7,279.15
Terminal Leave	71,662.00	2,060.43
<u>Travel</u>		
Local Operational	178,414.00	5,129.79
Overseas	-	-
<u>Transportation of Things</u>		
Personal Property	31,054.57	892.89
<u>Communications</u>		
Local Telephone	61,733.00	1,774.96
Cable Charges	28,780.63	827.51
Other	6,859.50	197.23
<u>Rents and Utilities</u>		
Office Rents	621,301.84	17,863.77
Utilities	984,628.39	28,310.19
Rents Residential	4,195,767.56	120,637.36
<u>Printing and Reproduction</u>		
Public Administration	68,004.50	1,955.28
Police Administration	-	-
<u>Contractual Services</u>		
Representation	39,280.00	1,129.38
Motor Repairs & Maintenance	110,914.40	3,189.03
Residential Repairs	137,543.80	3,954.68
Office Repairs	45,112.00	1,297.07
Translation & Research	47,762.60	1,373.28
Others	167,853.80	4,826.16
<u>Supplies and Materials</u>		
Office Supplies	221,965.45	6,381.98
Motor Fuels & Lubricants	51,711.25	1,486.81
Residential Supplies & Materials	250,797.05	7,210.95
<u>Equipment</u>		
Office Furnishings	-	-
Office Machines	-	-
Residential Furniture & Fixtures	64,950.00	1,867.45
Library Equipment including Books	16,720.00	480.74
TOTAL	<u>11,710,002.34</u>	<u>336,687.81</u>

APPENDIX C

Reports and Documents  
January 1 - June 30, 1960

Other MSUG and NIA publications included in previous semiannual reports.

Carmichael, D. L. A Standard Vietnamese Typewriter. Published by MSUG and NIA. (English; mimeographed.)

Child, Frank C. Growth Models for Vietnamese National Income. Published by MSUG. (English; mimeographed.)

Finkle, Jason L. "The Role of Political Parties in a Democracy,"  
Published in Que Huong (scholarly Vietnamese magazine).  
(Vietnamese; printed.)

Finkle, Jason L. "The American President and Foreign Affairs,"  
Published in Que Huong (scholarly Vietnamese magazine).  
Vietnamese; printed.)

Hendry, James B. The Work Force in Saigon. Published by MSUG and NIA.  
(Vietnamese and English; mimeographed.)

Hickey, Gerald C. The Study of a Vietnamese Rural Community--Sociology.  
Published by MSUG and NIA. (English; mimeographed.)

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

Melanson, George. Scientific Management (revised edition). Published  
by MSUG and NIA. (Vietnamese and English; printed.)

Myers, Charles B. Filing Systems and Equipment at the Presidency.  
Prepared by MSUG. (English; typewritten.)

Strecher, Victor G., and Turner, Ralph F. Review of English Language  
Training Program for Police and Security Services and Civil Guard  
Participants. Published by MSUG. (English, mimeographed.)

Taylor, Milton C. The Patente (Business License Tax) in Vietnam.  
Published by MSUG. (Final Vietnamese and English versions;  
mimeographed.)