

SECOND REPORT  
of the  
MICHIGAN STATE UNIVERSITY VIETNAM ADVISORY TEAM  
in Public Administration  
to the Government of Vietnam

submitted by

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## TABLE OF CONTENTS

	<u>Page</u>
Introduction	1
Police Project	2
Field Administration Project	6
Presidency Project	8
Participant Program	9
Institute Programs	10
Other Activities	14
Executive Office	16
Summary and Conclusions	19

Appendix 1 - Organization Chart; MSU Vietnam Advisory Team  
Appendix 2 - Organization Chart; MSUG Police Team  
Appendix 3 - Organization Chart; MSUG Field Administration Team  
Appendix 4 - Organization Chart; MSUG Executive Office  
Appendix 5 - Organization Chart, National Institute of Administration  
Appendix 6 - Reports of Michigan State University Vie tnam Advisory Team  
Appendix 7 - Personnel of MSU Vietnam Advisory Team  
Appendix 8 - Piastre Expenditures of MSU Vietnam Advisory Team

This is the second general report of the Michigan State University-Vietnam Advisory Team in Public Administration to the Government of Vietnam. The report covers the five-month period of operations from August 1 to December 31, 1955. Together with the period of operations covered in the First Report, approximately seven and a half months have passed since the first member of MSUG arrived in Vietnam. This report places the semi-annual reports on a calendar and fiscal year basis which, it is hoped, will prove more useful.

### Introduction

The five-month period from August 1 to December 31, 1955 witnessed a large growth in the Michigan State University Vietnam program. This growth is symbolized in several ways. During this period total personnel increased from 29 to 74, with 31 others being processed. American personnel numbered 18 in August and 27 at the end of the year with 3 others in process in East Lansing. Local personnel numbered 11 in August, 47 at the end of the year, with 28 of the 31 requests for additional help being processed (see Appendix 7).

Budget-wise, by the end of the year the equivalent of \$1,000,000 in local currency had been expended by MSUG in Saigon. By far the larger portion of this seems to represent expenditures in the last five months. Together with the dollar expenditures made from East Lansing and the cost of police equipment ordered through USOM, MSUG has expended nearly two million dollars of funds during its first seven and a half months (see Appendix 8).

Personnel and budget represent ways of measuring program. But it is the program together with the aid for Vietnam that it carries that is the main objectives. Some idea of the nature of our program can be gathered from the organization charts in Appendixes 1 through 3, and from the outline of this report. Four main programs are being carried out in Vietnam: the police project, field administration project, Presidency project, and the general public administration Institute programs. The latter include a day degree program, evening certificate program, in-service training, research, library, publication program, and the development of a professional society and journal in public administration. Details on the progress made in each of these areas by the Government are contained in the sections of this report that follow. In addition, the participant program, by which government officials are receiving further training, is being carried out in East Lansing.

At present, the details of an amendment to the contract are being worked out which will provide for an expanded police program. Under the general provisions of the amendment the police project will increase by 14 new staff members and additional equipment will be provided.

A major personnel change occurred late in December with the return to the United States of the first Chief Advisor, Dr. Edward W. Weidner. In his place, Dr. Ralph H. Smuckler, formerly Research Coordinator, has assumed the responsibilities and functions of Acting Chief Advisor until the arrival of a permanent successor. Dr. Weidner will take over the job of Project Coordinator in East Lansing as well as resuming his former duties as Head of the Department of Political Science at the University.

Police Project (Deputy Advisor - Howard Hoyt)

During the past five months, our eight police team specialist have been busy in research, training, reorganization and equipment activities. In each of these, our police team has worked closely with Vietnamese officials and has received warm cooperation. There has been progress and specific accomplishments within each area of activity which represent a blend of Vietnamese Government action and MSUG advice and assistance.

Research. While the collection of necessary information is a continuing aspect of the police project, much of the data on police in Vietnam was pulled together into a comprehensive research report submitted to USOM on December 1. Data on equipment, police personnel, organization, and training included in the report along with additional information are now being used to develop general plans for the civil police agencies.

Training. On November 8, the National Police Academy was formally opened in Saigon. During the preceding six weeks, we worked closely with Vietnamese officials in the planning of the curriculum, the selection of the school site, and the training of Vietnamese police instructors. One hundred and twenty-seven police officers of the police and security services from Saigon-Cholon prefecture and throughout South Vietnam were admitted to the first class. The first graduation from the six-week course will take place on January 12, 1956 and students have already been selected for the next class.

The National Police Academy is one of several training activities in which our police team has had a hand. A second major training effort has been going on during the past five months at Quan Trung for Civil Guard personnel. Five thousand men, or about 10% of the total Civil Guard, have now completed the six-week training course. Four weeks of the course have been devoted to para-military training with the final two weeks concerned with civil police work. In addition to this general training, one hundred officers and non-commissioned officers have received special leadership training with 120 more to be graduated from the same course on January 15.

Special courses in signal maintenance, first aid, and certain phases of social action were started in December for small groups within the Civil Guard. Other specialized police training has included a course in fingerprinting conducted by Mr. Corey Dymond for 21 police officers who will make up the nucleus for future training and identification bureau operations within the Vietnamese Bureau of Investigation. This course has been completed and actual fingerprinting operations are now underway. Two classes of Vietnamese police officers have been graduated from the special six-weeks training program put on by the Philippine Constabulary at Camp Crame, near Manila, P. I. These returning officers have been used to good advantage in developing new instructors for police training generally. Other specialist training is being conducted in connection with the new Clearing House established within the V. B. I. under General Nguyen Ngoc Lo, National Director of Police and Security.

The role of our police specialists has been, for the most part, one of rendering advice and assistance. In only a few instances have members of MSUG taught classes. These few exceptions, however include the fingerprint class and classes for instructors who in turn were able to use lessons gained as students for the benefit of larger numbers of police trainees. These instructor training courses were used for both the Police Academy and Quan Trung and they were highly successful in the eyes of our own staff and the Vietnamese officials. As an indication of this the second group of Civil Guard instructors began a ten-day training course during the week of December 12 at the National Police Academy. Not only does this show the faith the Civil Guard has in instructor training, but it also marks the first specialist training done by the new National Police Academy.

In addition to rendering general assistance on curriculum, physical layout, instructor training, and training organization, we have worked toward the development of adequate testing procedures in police courses. At the request of the Director of the Police Academy, Mr. Do Van Ro, Dr. Wickert developed an "intelligence test" in the Vietnamese language for the purpose of screening candidates for the Academy. Four professors were loaned by the Ministry of Education to prepare test items. The first preliminary form was tried out at a boys' lyceum in Saigon and the final revision was used to screen candidates for the first class of the Police Academy. Furthermore, the Academy instructors have adopted objective type tests and appear to be using them effectively.

Throughout all of this training activity which meets a definite need among the police forces of Vietnam, the government officials have not only been cooperative but enthusiastic. In several instances, for example, the case of the opening of the National Police Academy, last minute delays were just as disturbing and frustrating to the Vietnamese officials as they were to their MSUG counterparts. Furthermore, both have greeted the progress that has been made with enthusiasm.

Reorganization. Proposals for reorganization must be based on sound understanding of the needs, resources, and desires of the Vietnamese police agencies. Because these are not easily or quickly determined, we have not made hasty judgments and rendered sweeping advice. Where our suggestions have been sought we have not hesitated to advise, within the explicit limits of our experience in Vietnam. In some cases the issues have been clear cut, and our comments were correspondingly easy to put forth, but in matters of general reorganization we have preferred to move less quickly.

As a result of the survey of the police situation preceding the research report of December 1, as well as our continued observation of and contact with the police personnel and organizations of Vietnam, we are now developing organization proposals to submit as part of a long-range plan for the police forces of Vietnam. In the meantime, such long-range considerations have not been allowed to interfere with facing up to the emergency and short-run needs of an adequate police system.

The first semi-annual report discussed emergency recommendations which were made shortly after the arrival of our first police

team personnel. During the past five months we have been called upon to comment on various organizational developments, among them the transfer of the Civil Guard from the Ministry of Interior and the creation of a village or rural defense force. Both of these represent attempts to meet the emergency situation and as such they require evaluation based on political and security factors as well as ordinary police considerations. We have held to a longer range view that the three major civil police organizations in Vietnam should receive most of our attention and assistance. While we have not opposed the creation of a rural militia or auto-defense group in villages, we have maintained that an adequately trained and deployed Civil Guard must be the main reliance of the Government to meet its rural civil police needs. In regards to the transfer of the Civil Guard from the Ministry of Interior, we opposed its transfer to the Ministry of Defense because of our desire to see it develop civilian police functions and skills. Its transfer to the Presidency on November 18th, while decentralizing control over the police forces, does tend to maintain civilian direction. Since this is considered only a temporary move during the present emergency our work with the Civil Guard as a civil police unit has been able to continue without interruption.

Equipment. Orders have been placed for over \$150,000 worth of police equipment. These are only the first of a series of equipment orders and represent only a small part of the equipment needs of the civil police forces. Further orders will be placed in January and February as exact plans are developed and specifications become known.

Present orders include a limited supply of civil police small arms and ammunition not available from military surpluses, such as 38 calibre revolvers, tear gas weapons, projectiles and hand gas grenades. Eleven vehicles for municipal police use are on order. Special files, dividers and other office equipment necessary to get the National Identification Bureau in operation are on order, the first few to be delivered by air freight.

Police Units. One way of summarizing the activities of MSUG during the past five months is to view the three major police units with which we have worked. While Vietnamese police officials have been primarily responsible for the developments of the past five months, we have played a part in each of the forces.

In the municipal police of Saigon-Cholon, we have now completed a thorough survey of the police force and we are in the process of developing equipment and organization plans. The prefectural police have sent personnel to the Police Academy and to specialized training courses in the Philippines. Orders for equipment have been placed and more are to follow. In the Vietnamese Bureau of Investigation, or the Security Police, specialized training has been started and in the fingerprinting field actual operations have begun using a new and modern international system taught over the last two months. Some fingerprinting equipment has already been received. Officers of the V. B. I. have participated in the Academy and in other more specialized courses at the Clearing House. The Clearing House, itself, has come into operation over the past five months and should

provide a now and more effective means of clearing government employees as well as identifying questionable individuals. The Civil Guard is receiving training in large numbers at Quan Trung. Leadership training for Civil Guard officers and men has also been provided.

In each of the three police agencies, we have been met with enthusiastic cooperation and our assistance on many lesser details not included in this report has been solicited. Minister of Interior Bui Van Think has been particularly warm and cooperative. These relationships should continue to produce progress toward a more effective civil police force in free Vietnam.

During the month of October word of approval was received from Washington on the recommended contract amendment providing for expansion of the police project. This expansion includes additional funds for equipment purchase and fourteen new police staff positions. Recruitment to fill these positions is already underway in East Lansing, and equipment purchase plans are proceeding with the enlarged program in mind.

## Field Administration Project (Doputy Advisor - Walter Mode)

During the last six months, the Field Administration Project has been building its internal organization. The first member of the staff arrived in the middle of July and, since that time, the staff has grown to include five full-time American personnel, two half-time American personnel, ten full-time, local personnel, and two half-time local personnel. As can be seen in the organization chart in Appendix III, some local personnel have assumed very responsible positions within the organization and their talents are relied upon heavily in all phases of the project.

The Field Administration Project has operated on a three-fold pattern of work: research, analysis and reporting, and implementation. Under this system, some members of the project staff have been engaged in research on one agency while others have moved ahead with implementation or analysis of completed research on another. The project has completed research on the field operations of the Commission for Refugees and is now in the implementation stage, has just completed research on the Department of Interior, and is in the opening phases of research in the Departments of Agriculture, Agrarian Reform and Land Estate, Education and the Commission of Civic Action.

Within the overall objective of assisting the Government improve its administration outside of Saigon and get its policies to the people, specific recommendations have been made to both the Commissioner-General for Refugees and the Secretary of State for the Interior.

Refugee Commission. Two reports based on intensive research on Refugee Commission administration were made to the Commissioner-General for Refugees. The first, dated August 6, 1955, contained recommendations on the central organization of the Commission. Following several weeks of interviewing and observations throughout the country a second report was submitted on September 20, dealing with field organization of the Commission. During the course of this research fourteen provinces and over forty refugee camps in all three regions of the country were visited and systematic interviewing was conducted. Our field administration personnel inquired into all aspects of refugee affairs administration. Both of the reports were well received by Commissioner-General Luong and his associates in the Commission.

During all of our work with the Refugee Commission we have worked closely with the Resettlement Division, USOM, in addition to our Vietnamese counterparts. Our first contacts were established through the Chief of the Resettlement Division and our research and reports were submitted through the request of the Commissioner-General. Implementation has been progressing on this same firm foundation.

Implementation has consisted of a variety of activities by our staff and specific accomplishments can be noted. In line with our suggestions, the Commission reorganized itself into two large divisions, one for planning and the other for implementation, as well as a section combining the various administrative services. Personnel assignments have been made on the basis of this breakdown. In the

field the Commission has made progress toward establishing field offices within the refugee centers which, though not completely in agreement with our proposals, represents the same general type of decentralized administration that we have been urging. Of a more general nature, we are assisting in training activities conducted by the Commission in order to instruct new field personnel in their new responsibilities. We have participated in a conference of six province chiefs called by the Commissioner-General to discuss the new method of operation. Several of our staff went on an inspection tour to observe the operation of the survey teams sent out by the Commission. While much remains to be done, these activities in implementation of our proposals have been encouraging and should bear fruit in the form of more efficient operation of the refugee program.

Department of Interior. Perhaps the largest job that the Field Administration Project will have to face was begun as the second major operation of the project. During September, October, November and December, research was conducted on provincial and regional administration throughout Vietnam. In all, 119 interviews were conducted in all three regions and 21 provinces in an attempt to become thoroughly familiar with this very important aspect of field administration. The report that developed out of this extensive research was submitted orally to the Secretary of State for Interior and the President and is now being written in final form. It recommends broad changes in provincial and regional structure, some of which changes have been put into effect in the most recent decrees of the President dated December 24, 1955. Plans for implementing the report are included in the written statement which will be submitted to the Government early in January.

Other Departments. While the work with the Refugee Commission is in the implementation stage and the report on the Interior study is in the final writing stages, plans are progressing to begin research at the village level in connection with the Departments of Agrarian Reform and Land Estate, Agriculture, Education, and the Commission of Civic Action. During the month of December, background information was collected and studied on each and preliminary contacts were made. The research plan calls for interviewing at district and village level on the administrative aspects of all four of these substantive areas. Since all four Departments have a direct relation to administration at the grass roots level, this should be possible. Local personnel who have been trained on the previous projects will do most of the interviewing.

Contacts with officials at the provincial, regional and central departmental level have been encouraging. With few exceptions cooperation has been complete and some officials have volunteered information of great insight and assistance. The limits of the Field Administration Project do not lie in the field but rather in the shortage of personnel which has been a constant problem to overcome in a project of this scope. The anticipated recruitment of specialized consultants and additional permanent American personnel should help alleviate this problem in the near future.

Presidency Project (Deputy Advisor - John Dorsey)

Following the referendum of October 23 and the proclamation of the Republic, the President notified members of the Presidency Project of his desire to reorganize in the immediate future. While research had been progressing gradually, a report had not been planned for some time. The President's desires necessitated an immediate increase in activities.

Over 40 interviews and discussions were held within the Presidency and related agencies between October 27th and November 10th. The report and recommendations were submitted to the President on November 15, 1955. Since that date, project personnel have been engaged in conferences within the Presidency in attempts to implement suggestions.

The President's reaction has been generally favorable. He had already decided to move the budgeting, planning, and civil service agencies to the Presidency, and he has accepted in principle and has already taken action on certain key recommendations for integrating the budgeting and planning agencies into the Presidency. Mr. Chau, the Secretary of State for the Presidency, has been assigned the responsibility of coordination of Presidency functions. The proposal to integrate the budget function under the Secretary General, Mr. Cung, has been accepted; and the planning agency, as well as the Foreign Aid Committee, is being brought in on a coordinate basis. Also, a work schedule to systematize the President's working day and conserve his time has been established. The President has delegated the authority to Mr. Chau to sign a large number of documents which formerly required the President's signature. He has authorized the recruitment of several professional-level Chargés D'Etudes to assist in research and program analysis, and has given his approval to the proposal to initiate special training courses in cryptography, protocol and press relations. These changes have been made by verbal instructions, pending the later preparation of the necessary documents. The President has some reservations about the proposal to consolidate all the auxiliary and common services under a "Directeur des Services Généraux", and this recommendation may not be accepted without modification. However, this is the only major proposal concerning which such reservations have been expressed, and the modifications proposed by the President may produce a more balanced organization than the one we had proposed.

In a conference on December 2, the President approved the following next steps: (a) the preparation of plans for the development of the budget system, including, if suitable arrangements can be made, the bringing in of a consultant in budgeting, and the organization of a short in-service training course for budget officers; (b) the organization of special in-service training courses in cryptography, protocol, and press relations; and (c) the development of a decree which will embody the new organization. In addition to these, during the next few months, more detailed and intensive studies will be made of records management and the security system at the Presidency and steps are now being considered for a simpler procedure to coordinate, develop and make decisions on legislative proposals coming from the executive departments. The basic decree to establish the new organization of the Presidency is being drafted. 8

Participant Program (Coordinator - John Dorsey)

The first group of Vietnamese to study at Michigan State University under the participant program left Saigon during November. The number had begun to dwindle at an alarming rate in the final week or two before departure and a total of ten out of a planned fifteen government employees and other qualified students finally left for the United States. People withdrew from the list during the last days for various reasons such as health, reversal of their superiors' decision to grant them permission, and in one case, irregular draft status. The departure of the first group of ten for a special period of study and observation marked the end of a long period of screening by MSUG personnel and the Government.

Plans are now underway to send the first faculty members from the Instituto for study in the United States. Director Thong is planning a brief trip during February and Assistant Director Dang is going about the same time for a longer stay. In the United States special programs have been arranged for the participants including an orientation in East Lansing, tours, conferences, and in the case of persons staying for longer periods, regular academic coursework at the University.

A report is now being drafted based on this first experience with sending participants. The positions that went unfilled this year because of last minute withdrawals will be absorbed into next year's group and new methods of recruitment will be employed to assure maximum use of the training opportunities provided.

## Institute Programs (Doputy Advisor - Guy Fox)

The National Institute of Administration has developed rapidly during the past five months. The three-year degree program has started with the first semester completed during December. The night certificate program is getting underway. The Library is fully equipped and operating. The in-service training program has started with the first class completed during November. The research division is organized and its plans are being formed. In all of these activities cordial and cooperative relationships have prevailed between the American and Vietnamese faculty members.

Degree Program. The first semester of the now three-year degree program came to an end in December. Three American professors taught courses in public administration and economics, one lecturing in French and the other two working through interpreters in Vietnamese. The next semester is scheduled to begin in February.

The progress made in the regular degree program has been gratifying. New courses emphasizing the managerial aspects of administration have been added to the curriculum and more will be added with the beginning of the new term in February and August. Attention has been given to the improvement of teaching methods and the greater use of visual aids. Degree program enrollment which totalled 138 students during the past semester will increase to about 210 in the semester beginning in February. Each of those students has the baccalaureate degree and has passed a special entrance examination. While there has been no lowering of the standards of admission, the number of students applying for admission has increased, perhaps in part due to increased attention to public relations by the Institute as well as the expanded and revised course offerings.

This progress can be attributed in large measure to the fine working relationship which has developed at the NIA for the past five months. Many formal and informal conferences and conversations have taken place with Vietnamese faculty members and their MSU colleagues exchanging ideas. The result of this long series of conferences has been reflected not only in the degree program but in the overall progress at the Institute toward making it a center for public administration training and professional activities in Vietnam. This progress also reflects the fine cooperative spirit of Director Vu Quoc Thong and Assistant Director Nghion Dang, both of whom have worked steadily toward this end.

During December, the Director and Assistant Director began to develop plans for the future of the Institute, taking into account future enrollment, increased service role of the Institute, night school classroom needs, library, and research functions. We have been encouraging the development of such a plan and are advising in its preparation.

On December 8, the first faculty seminar was held with Dr. Edward Weidner, Chief Advisor, leading the discussion. Dr. Weidner presented a paper to the seminar on the behavioral approach to the study of public administration. Director Thong contributed

observations and the discussion that followed marked one of the first formal exchanges of views on an academic subject such as this by the assembled American and Vietnamese members of the Faculty. Future seminars are being planned since the discussion seemed highly worthwhile. The faculty seminars contribute to our preparations for the day in the next few years when MSU will no longer be formally related to the Instituto. In addition to the seminars, definite plans have now been made to send faculty members to the United States for observation and training. Furthermore, reading materials are being prepared by Professors Hunter, Dorsey and Fox in French or Vietnamese and these should be useful in the immediate future as well as the long run.

These various preparations should provide the continuity necessary as MSU becomes less active.

Evening Certificate Program. After many discussions and lengthy deliberation, plans for a night school were formulated by the faculty and announcement was made of the first evening classes to begin on January 9. Even the Vietnamese members of the faculty were surprised by the overwhelming response. Over 1500 applications for admission were received. This number was far beyond the capacity of the Institute, and it created space and manpower problems which were not anticipated. In spite of the desire to admit all of the applicants, only about 700 have been admitted because of those physical limitations.

Under the night school plan students will be able to receive a certificate in one year if they complete six courses. Students may enroll even if they do not intend to work for a certificate. An advanced certificate plan may be developed during the next year to accommodate those wishing to go beyond the first year's work.

Twelve courses will be offered in the night school, six in economics and six in public administration. All students must take two required courses, the introductory courses in economics and in public administration. Other courses include Statistics, Money and Banking, Political and Administrative Organization of Vietnam, Administrative Law, Government, Finance, Economic Development of Vietnam, Personnel Administration, Constitutional Law, Labor Administration, and Accounting. MSUG has offered to provide instruction in Introduction to Public Administration, Personnel Administration, Statistics and Money and Banking.

The opening ceremony for the night school was scheduled for January 5, with classes to begin on January 9. Since most of the applicants for night school are government employees by day, the effect of this mass education effort should be felt before long in government circles.

Library. September marked the arrival of the Librarian, Mrs. Alubowicz, and the first substantial shipment of books from the United States. Although books had started to arrive as early as July, they did not begin to measure up to expectations until the first large cases arrived from East Lansing. After numerous frustrations, the

Library opened its doors and it has been a well-used part of the Instituto ever since. During December the stool library equipment which had been ordered in Manila was delivered and installed. The quality of the furnishings and the variety of books in the still-small collection, about 1500 books, soon to predict a bright future.

A counterpart, Mrs. Nguyen thi Hieu, has been appointed for the MSUG librarian. The Dewey Decimal System of classification has been introduced and is being used. The open shelf system is being used in the Library. Books in French, Vietnamese, and English are being purchased as quickly as possible. Eleven American periodicals are being collected, including Foreign Affairs, American Political Science Review, Public Administration, and Federal Reserve Bulletin. The New York Times, the Washington Post, and several other newspapers in other languages are received.

The development of the former chapel into the beginning of a modern library has been both interesting and inspiring to watch during the past few months. The fact that it is frequently filled with students indicates that it will probably develop into one of the most important parts of the Instituto.

In-Service Training. With the assistance of In-Service Training Coordinator Dr. Frederic Wickort, the past five months have brought definite progress in the in-service training operations of the Instituto. A ten-week class offered by Dr. John Hunter in the Ministry of Finance dealing with economic theory was brought to a close during November. The ceremony at the close of the class, which had a regular enrollment of 20 top ranking officials of the ministry, was participated in by two cabinet-level Secretaries of State as an indication of the importance attached to this experiment. During the ceremony Dr. Wickort delivered a short speech in Vietnamese much to the amazement of the Vietnamese present and the whole event was prominently reported in the local press the next day.

Experience in the Ministry of Finance confirmed the view that in-service classes of this nature are desired and worthwhile. During the past two months the Instituto has been determining, by means of a questionnaire, the in-service training needs of the various government agencies and the best way to provide this service. The Government plans to support this type of training within the individual ministries and the Instituto is developing plans to fill the need.

During the past month a training aids center has been established within the MSU offices. Movie projector and screen, tape recorder, slide projector and screen and several other equipment items are now a part of the center. A local employee works with the Coordinator for In-Service Training in maintaining the equipment and operating it. Equipment is now available to the Instituto, the police project and any other parts of the MSU activity.

While not directly related to the Instituto, the instructor training and other classes being conducted in the police and field administration projects is in-service training in which the Coordinator has played an important role.

Research. Several developments in the research activities of the Instituto can be reported. Although most of the efforts of the MSU Research Coordinator, Dr. Ralph Smuckler, were devoted during the past five months to the other substantive programs of the Group, plans and activities of the Instituto Research Division were not ignored. During December a new chief of the Division of Research and Documentation was named, Mr. Ly binh Hue. Also during December, four conferences on research were held under the auspices of the Presidency and participated in by the Division. The Research Division at the Instituto will be one of the two major research arms of the Presidency and Government, the other being the Planning Agency. These four conferences, which included representatives of all ministries, were held for the purpose of discussing mutual research interests, research resources, coordination, and general planning. One of the desirable results of the conferences is that the Instituto Research Division is now receiving a clear picture of research personnel and activity throughout the government. This will be invaluable for the planning of a worthwhile research program.

The inter-ministerial conferences also decided to provide the Instituto with a complete file of government documents and records. These will be centrally available and invaluable in the documentation activity of the Division. MSUG will also turn over all records and other materials collected in the course of research in Vietnam to the Institute making it an important center of administrative information.

Following the four conferences were a series of informal meetings of the Division at the Instituto. In those meetings information and ideas were exchanged on research methodology and goals of the Division. Several of those conferences resulted in the submission of summary papers by the Research Coordinator to the members of the Division. In addition, preliminary decisions on a publications policy for the Research Division were made. It is generally agreed that a public administration professional journal will be put out by the Instituto perhaps in conjunction with a new professional administration association which in Institute is taking the leadership in forming.

### Other Activities

Several activities of our group do not as yet fit into any of the other programs and yet they are an integral part of the MSU group in Vietnam. They include the contacts with the Ministry of Education and the University of Vietnam, the new Economics project, the role of the two coordinators, and the general community participation of MSU families.

Education. During the past few months several conversations and meetings have taken place on the question of possible increased participation of Michigan State in the general education program-- presumably at the University level. These conversations with the Minister of Education, the Rector of the University and the Education Division of USOM have been broad in scope and very general, but they reflect a growing concern with the present University of Vietnam situation which might be improved by more formal contacts between Vietnamese faculty and MSU. The most recent development in this direction has been a request by the Faculty of Law for several MSUG professors to offer courses at the University during the semester beginning February, 1956. The possibility of arrangements of this nature developing will be fully discussed and explored during the coming visit of MSU Deans Milton Muelder (Science and Arts) and Clifford Erickson (Education) in early February.

Economics. In November, Dr. John Hunter was named Deputy Advisor for an Economics Project. At present the Economics Project is moving slowly until personnel become available and arrive from the United States. One in-service training course in the Ministry of Finance was well received, and the Work Plan being developed at present will include specific proposals for the economics personnel to continue training of this type, teaching at the Institute, and experimenting with economics conferences and lecture series. It will also include research proposals growing out of cooperation with the joint USOM-Vietnamese working party on economic resources and national income.

A significant contribution is expected to be in the development of teaching aids in Vietnamese. A problems book in economics is nearly ready for final editing and publication; a statistics problem manual is being started.

One member of our economics group is making a special study of the tax and fiscal system of Vietnam under the supervision of the Finance Division of USOM. This shift of one MSU team member to direct supervision by USOM came about after long negotiation with USOM on the question of the role of MSU in the economics field. Because of the research priorities and needs of USOM, Dr. Richard W. Lindholm was assigned to this particular study under USOM supervision, in exchange for what in effect will be a thirty-first position in MSUG.

In-Service Training and Research Coordinators. Our organization has evolved into a series of substantive programs, the Office of the Chief Advisor, the Executive Office and two coordinators office, one for in-service training, the other for research. During August and

September it became clear that while our program was developing along specific substantive lines, it needed coordination along horizontal lines in certain areas cutting across Institute, Police and Field Administration projects. Dr. Frederic Wickert in In-service training and Dr. Ralph Smuckler in research have followed each of the projects to assure proper attention to their respective functions throughout. Numerous references to both research and in-service training have been made throughout this report; and the coordinator's role has been an active one.

In the months ahead, plans call for a gradual shift of both of these positions to closer relationship to the Institute. The Institute is a natural focus for in-service training and research throughout all ministries of the government and as its role increases, the coordinator's role will center there. On the other hand the substantive programs do not need horizontal coordination as much now as at the outset, which is another reason for such a shift.

Community Activity. We have been particularly pleased with the way in which our families have been active in the Saigon community during the past five months. No report such as this would be complete without some reference to it.

Members of the MSU family have been active through the usual, important organizations such as the American Women's Association of Saigon, the Rotary Club and others. In addition, several of our members have moved in other directions during their occasional spare time. Several MSU people are teaching voluntarily at the Polytechnic Institute, a Vietnamese popular education school which has developed recently in Saigon, and operates on a non-tuition basis. Others have been teaching English on a voluntary basis and, in the case of some of the wives, for pay. Mr. Melville Sanderson of our group has organized a boy scout troop for American boys in Saigon, and he acts as scoutmaster during a large share of his free time. Some members have written letters to friends for Operation Brotherhood with amazing success in at least one case. We have received word from the Up John Company in Kalamazoo, Michigan that a large donation of drugs to Operation Brotherhood was a direct outgrowth of a letter from Howard Hoyt, MSUG police project leader and formerly Chief of Police in Kalamazoo. Many members of MSUG are studying Vietnamese and several have made rapid progress over the past few months.

Socially, it has been a fine experience for us to be so quickly accepted by our many new Vietnamese and American friends in Saigon. Our active role in the community is a reflection of this rapid acceptance.

Executive Office (Honor Higbee - Executive Officer)

While our administrative problems have been and continue to be difficult, most of these difficulties have been surmounted and the administrative operation increases its scope of services and efficiency of operation with each passing month. Miss Crand and Mr. Sanderson were placed in the Executive Office on June 11 and July 21 respectively and the work load has been dispersed so that a number of areas of office administration can be developed simultaneously. Program development has not been impeded by lack of administrative support.

MSU entered Vietnam on the heels of a Civil War which had its due effect on the economy of the city. The market was limited, the prices high and if our program was to retain its validity it was necessary to get established in short order. Our personnel were scheduled to arrive in a steady stream from mid-June to early December which meant we had to procure all the physical effects necessary to support our program people in a few months.

The little things which made this difficult are represented by such items as finding that office furniture ordered locally would have to be imported from France, Japan, the United States or elsewhere, with promised delivery three to six months after placing the order. In the meantime we were forced to "beg", borrow and "steal" enough office equipment to "seat" our personnel. Paper, pencils, ink, paper clips, etc., we borrowed with the cooperation of USOM until we could determine our requirements and place a longer term order. We found also that many local business people operate on small capital and require cash on delivery rather than accept purchase orders and wait three to four weeks for payment. This always presents problems for a governmental organization which observes rather rigid purchasing procedures. Added to these physical problems was the inherent problem, of psychological adjustment to local business practices and customs.

Until we could successfully enter the personnel market in Saigon all these problems had to be resolved by American personnel who faced a language barrier of varying degrees. Our present state of operation is ample proof that these problems have been resolved satisfactorily but does not fully describe the harassing moments of resolution.

Our monthly reports chronologically record the steps of administrative progress. However, a summary of these reports as well as some interpretation seems in order for this semi-annual report.

Housing for Staff Members: Housing, being the most personal area of administrative support, it has been the most difficult to administer to the satisfaction of all staff members. However, as of this date we have leased fifteen housing units and purchased nine units for a total of twenty-four. We have twenty-seven staff members in Saigon at present with one husband and wife team which reduces to twenty-six the number of units required. One unit, although

leased, has not been accepted for occupancy. Another unit is occupied by two single staff members. Three staff members are in the hotel pending housing shifts following which one staff member will be housed in the hotel.

Our average rental price per staff member for MSU's fifteen leased units is 24,437 VN\$ (piasters) per month for furnished quarters. The average monthly cost of the nine units purchased for MSU is 21,981 VN\$ (piasters). Those costs are amortized over the period of the two-year contract. If the contract is extended to three years, the cost of the nine purchased units would be reduced to 14,654 VN\$ per month. USOM current monthly rentals average 22,000 VN\$ per month.

Personnel. To date we have on the piaster payroll forty-seven persons. Our budget limitation on personnel is seventy-five. Request for additional personnel total thirty-one which will more than absorb our personnel budget. Any additional requests must be denied or met by intrabureau shifts. Non-American personnel have proved to be generally competent after receiving some training and experience in their positions.

House Furnishings. Locating household furnishings is no longer as time consuming as during our first four months of operation. Most of our major requirements have been fulfilled and present needs are for isolated items such as a set of silverware or other miscellaneous household furnishings. The market is still in short supply but we have resorted to requesting property owners from whom we rent to furnish all necessary items thus reducing the amount of time spent by members of the Executive Office on this activity.

Screening of MSU houses has commenced and as of this date four have been completed. The contractor is presently working on the nine apartments at 24 Duy Tan. All homes should be screened by the end of January.

Air conditioners have been purchased in sufficient quantity to install one unit in each home not already so equipped. Installation of these units is underway at the apartment house on Duy Tan. All units are expected to be completely installed by February 1, 1956. Screening and air conditioning will be an important contribution to the health of our staff.

Office Equipment and Supplies. Office furniture was purchased in Hongkong on June 6, 1955 at a very reasonable price. Delivery was expected in about one month but actual delivery was delayed until mid-September. Many difficulties developed in arranging temporary expedients for office furniture until ours arrived. USOM loaned us four desks and about a dozen chairs. The National Institute of Administration loaned us additional furniture to meet our most minimum requirements. The Instituto furniture, however, had to be returned in time for the opening of the school term which created a critical timing factor. Had our furniture been delayed longer we were prepared to borrow from the military whatever they could spare.

In addition to office machinery purchased in the United States we have procured locally an adding machine, a calculator and twenty-one typewriters. Most of these typewriters have French-Vietnamese keyboard

Bookshelves and other library equipment ordered in Manila has been received and is completely installed in the Institute Library.

General office supplies have been ordered locally. Although there are some items not available in Saigon we have been able to meet major needs. With no dollar funds available for out-of-country purchases we can rely only on the local market and must do without some very desirable items.

Office Space. With 27 American staff members in Saigon and 47 local employees present office space is being fully utilized. By the time 28 additional local employees are processed and a few more Americans arrive, we will have "outgrown" our space. Consideration is being given to several alternative solutions to this problem. As of November 1, 1955, MSU assumed the cost of its office space. Previously USOM had permitted us to use the space not occupied by their personnel.

USOM Support. Upon inauguration of our program in Vietnam, MSU was almost totally dependent on USOM for administrative support. This dependence has gradually decreased so that now USOM is supporting us essentially only as follows:

- (a) preparing payroll for non-American personnel and post allowance payroll for American personnel;
- (b) preparing payment vouchers and obligating funds.

The American Embassy disburses funds for us with USOM obligation funds and writing vouchers. MSU is preparing to reduce this dependence further by preparing payment vouchers.

Other Administrative Progress. Since our last semi-annual report, all MSU-purchased equipment has been inventoried and identified. A formal record of this equipment is being prepared for transmission to the Vietnamese National Institute of Administration.

Following a complete summary of all expenditures made since our program started we are establishing a system of budgetary control. The accounting section is well along in preparing the necessary accounts for such a system. This will bring about a desirable orderliness to spending as well as providing good experience data for preparation of future budgets.

A complete system for taking care of housing repairs and connection of utilities in homes has been established. In addition, the Executive Office has complete responsibility for the nine-vehicle car pool and the central typing pool. A new telephone system was installed in our offices, and a new receptionist plan introduced.

## Summary and Conclusions

During the past five months we have witnessed the growth of our group and of each of our major projects. In the police field training programs have been developing and turning out trained police officers at an increasing rate. Research has been completed which enables us to move ahead rapidly now on equipment orders and organizational suggestions. In Field Administration work with the Refugee Commission has progressed through intensive research and analysis phases into active implementation. And in the Department of Interior, regional and provincial administration research has been completed, analysis and proposals have been submitted and a written report and implementation will follow. We have begun work on field administration in other departments. The Presidency Report has been submitted and implementation is proceeding on that important project. The first group of participants are undergoing training in East Lansing and elsewhere in the United States as planned by MSU. At the Institute, the Degree program is considerably expanded in terms of facilities, curriculum and enrollment. Night classes are getting off to an encouraging start. The Library is a going concern with newly-installed steel equipment and shelving. The in-service training and research activities are now beginning to develop rapidly with inter-ministerial conferences suggesting a bright future to both. And plans are being implemented to prepare the Institute for an uninterrupted program after the withdrawal in several years of the MSU staff.

Several general conclusions relate to these many activities: First, we have found the various strands of our program to be interrelated. This close interrelationship is seen in the work of our two coordinators but it can be demonstrated also in specific examples. Field Administration was able to gather much general information for the police project. The police took a direct interest in the Interior study of the Field Administration project since recommendations on provincial organization are very important to the police organization of the country. In-service training developments at the Institute relate directly to implementation in all of the projects. These are but a few of many instances where close coordination was necessary.

A second general conclusion relates to the means of operation we have followed. We have found the detailed work plan with related time table to be a satisfactory way of developing a program quickly in a group such as ours. The work plan has been useful in that it assisted in clearly defining objectives that could be reviewed by the Government, the Director of USOM, and other interested parties; it facilitated coordination by outlining the proposed areas of work; and it provided a clear means of controlling and shaping programs from the standpoint of the group internally, particularly from the standpoint of the Chief Advisor.

A third general observation relates to the shift to implementation which we have been experiencing particularly in Field Administration during the past three months. The Institute and police projects have engaged in implementation almost from the outset. While research is not an easy operation, implementation of suggestions and proposals submitted after research and analysis is even more challenging. We have found that implementation steps must be a clear part of proposals and

the program of implementation must be clearly defined from the outset to have hopes of success. At present we have broken down implementation into a series of steps starting with, in the case of field administration, reorganization and personnel reassignment in the central offices followed by similar moves in the field offices, work on adapting procedures to the new situation, and eventually a follow-up series of observations and interviews. This procedure is now being followed in one phase of Field Administration and we are watching it closely with hopes it may have some general applicability.

The future plans of MSUG are easily stated. We intend to continue to develop the projects already established along present lines. One additional project, in Economics, should become active during the next few months.

The Institute should develop an even broader scope of activity with Research and In-Service training becoming much more active. Several of the immediate goals which the Institute has been working on, namely the formation of a professional public administration association and the initiation of an active publications program including a professional Journal, should be realized over the next few months. The overall plan for the future of the Institute will be ready soon. In all, we are generally optimistic about the next six months operations of our total program.

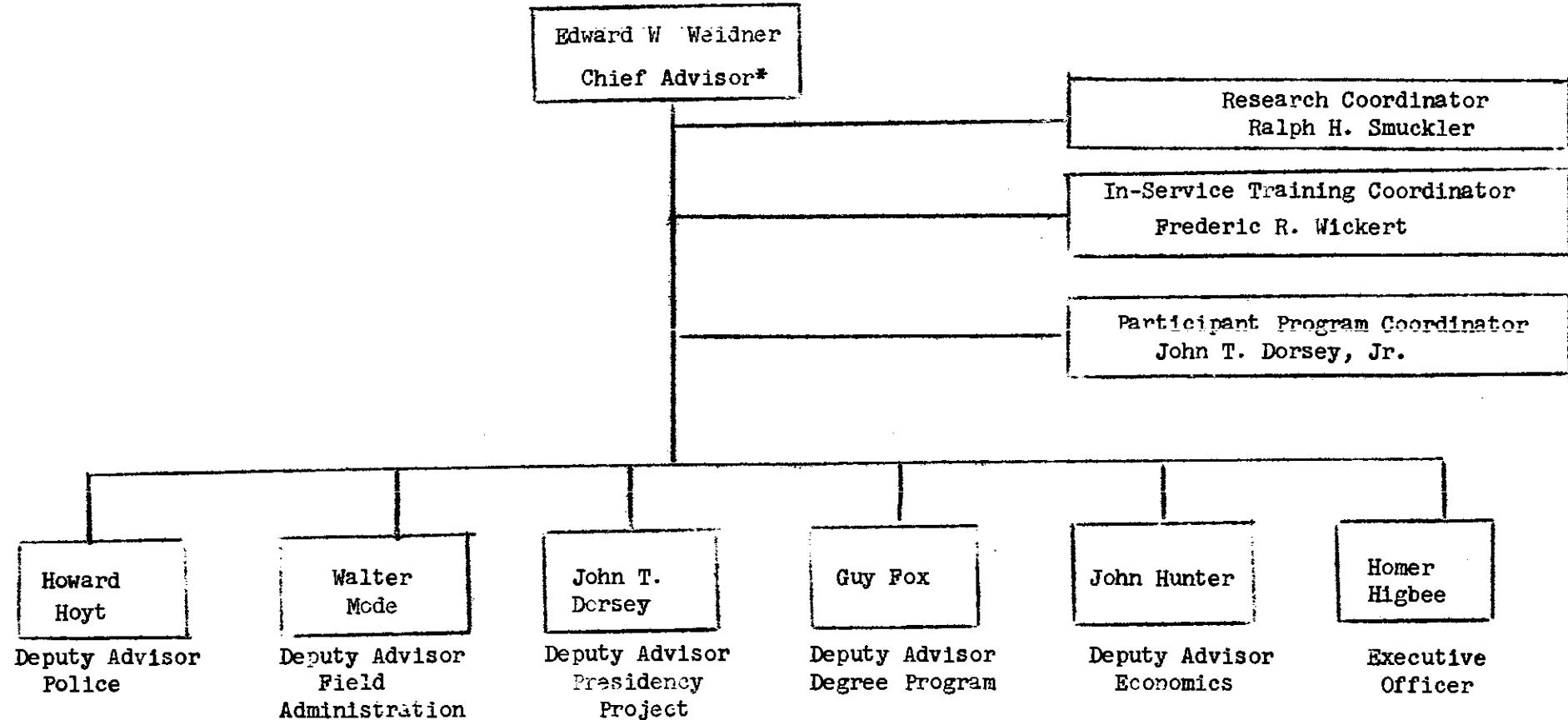
Our work has progressed with the full cooperation of the related divisions of USOM and other American agencies in Saigon as well as the spirited cooperation of our Vietnamese counterparts. Though we have had differences of opinion on occasion none of these has been continuing and none has hampered the rapid development of our program. Our present relationships with both the Americans and Vietnamese community are excellent and one of the reasons for optimism on our part.

During this period the situation in Vietnam while remaining extremely serious has now settled down to uninterrupted evenings and relative calm. During the first months of this period the bursting of bombs and grenades at night in Saigon were common occurrences and security in the countryside was dubious. These symptoms of instability have disappeared. We have witnessed a national referendum and the establishment of a new Republic. We have heard of the development of a new constitution for the Republic and we have been happy to hear about the plans for an elected national assembly. These are all indications of a brightening future for a free Vietnam. And we share with many others who have worked in Saigon during this period a feeling that real progress is being made.

APPENDIX 1

ORGANIZATION CHART  
MICHIGAN STATE UNIVERSITY  
VIETNAM ADVISORY TEAM  
SAIGON

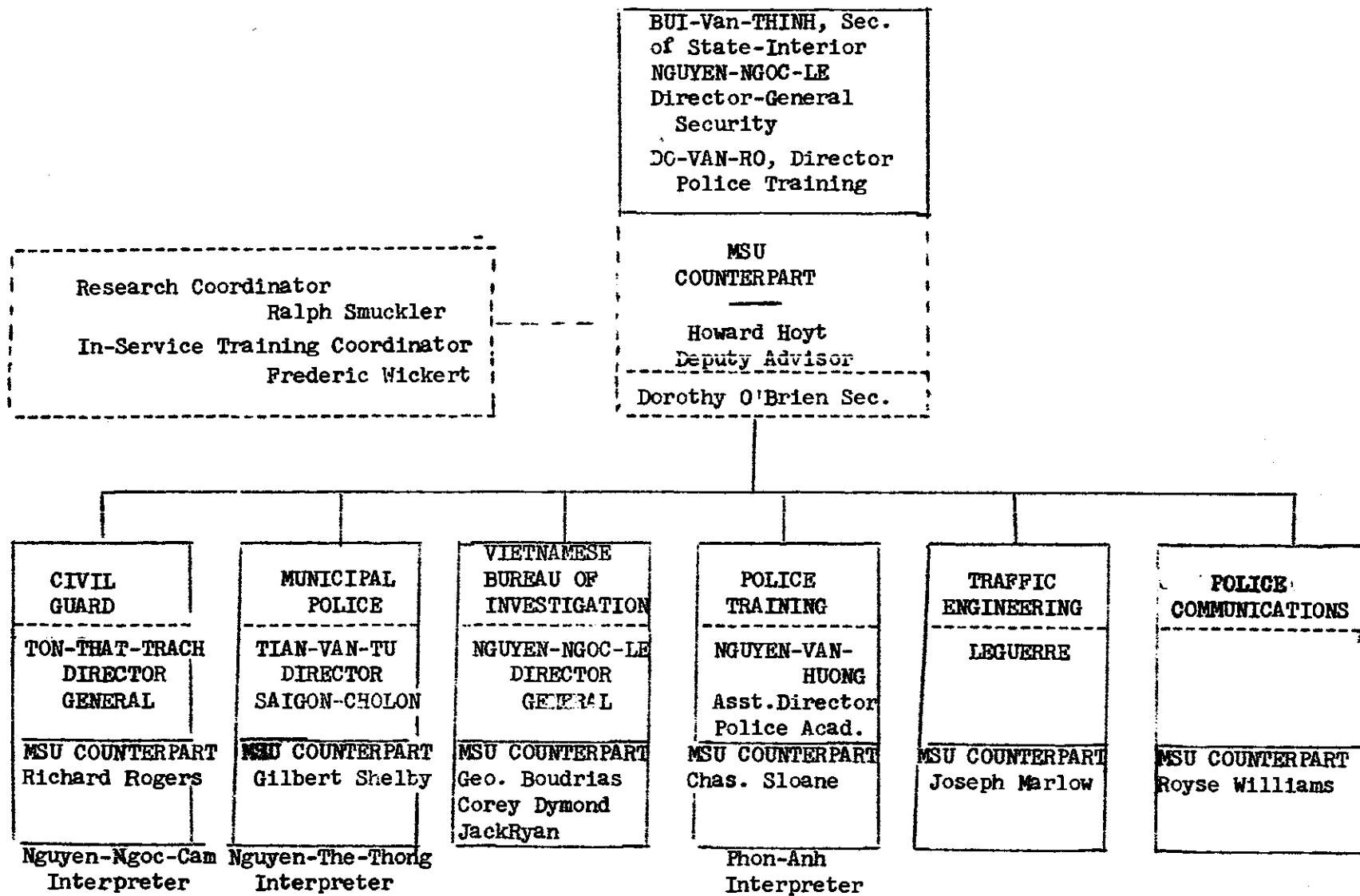
December 31, 1955



\*With the departure of Dr. Weidner for the United States on December 25, the Research Coordinator, Dr. Ralph Smuckler, took the position of Acting Chief Advisor.

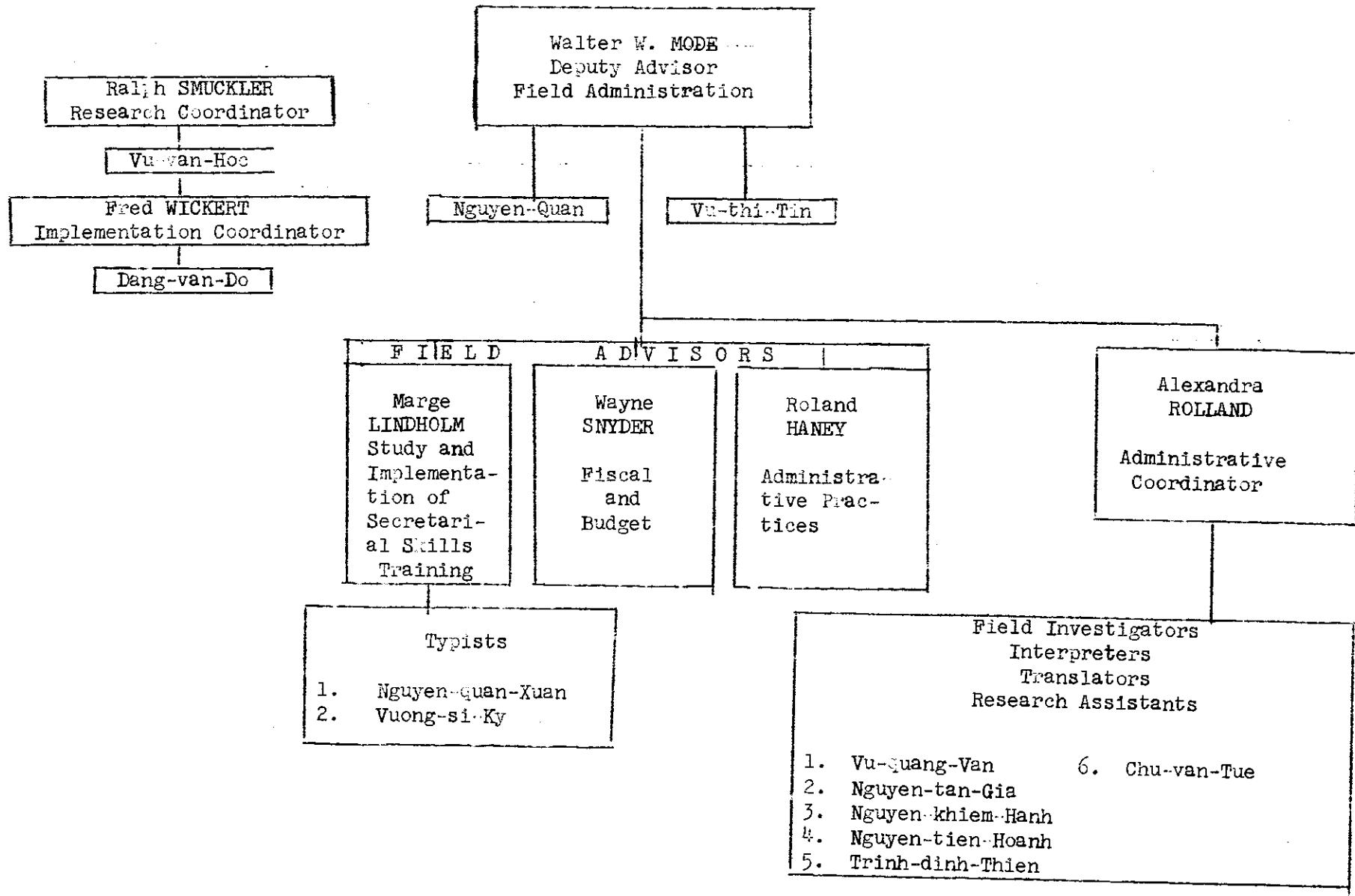
APPENDIX 2  
 ORGANIZATION CHART  
 MICHIGAN STATE UNIVERSITY  
 GROUP POLICE PROJECT

December 31, 1955

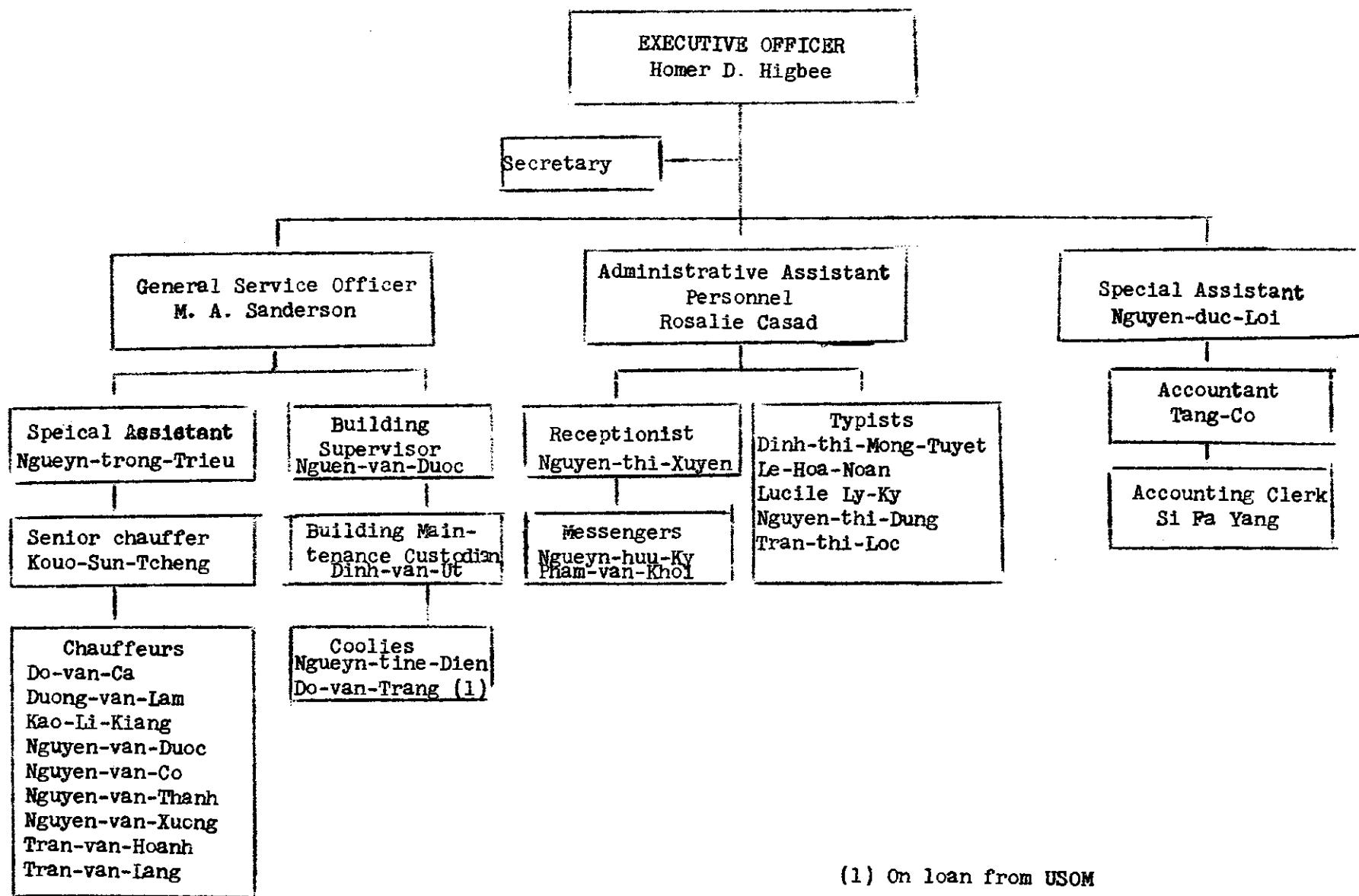


APPENDIX 3  
ORGANIZATION CHART  
MICHIGAN STATE UNIVERSITY  
FIELD ADMINISTRATION PROJECT

December 31, 1957



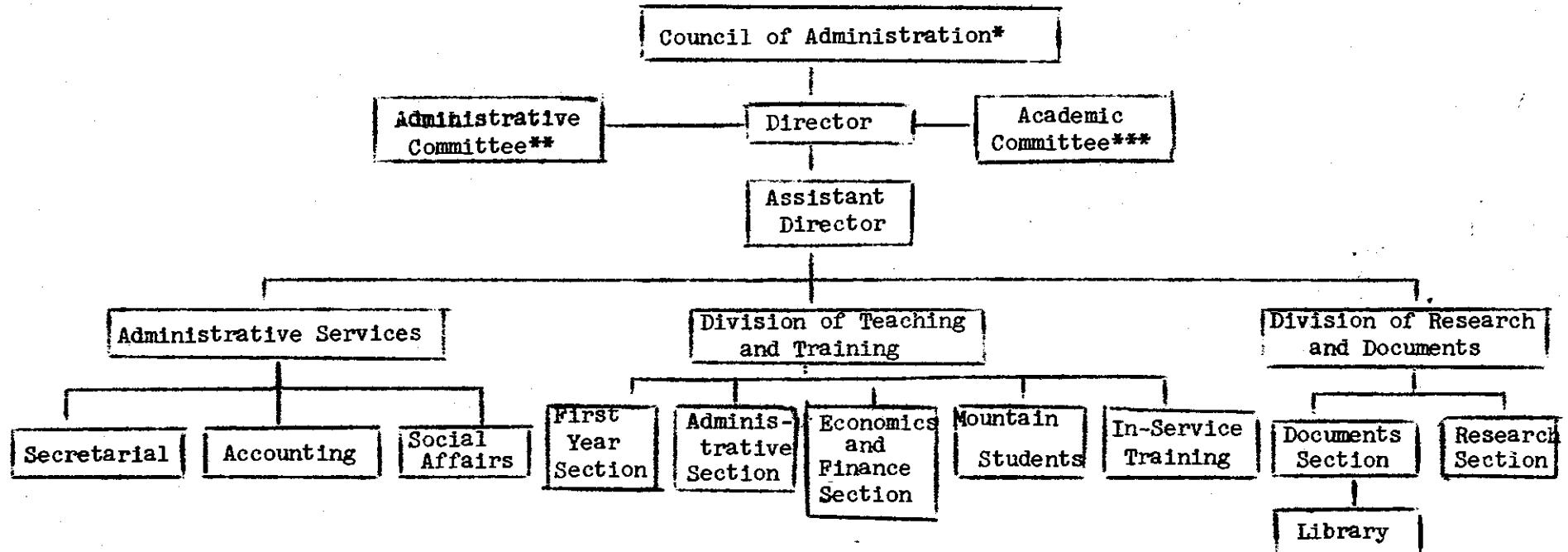
APPENDIX 4  
ORGANIZATION CHART  
MICHIGAN STATE UNIVERSITY GROUP  
EXECUTIVE OFFICE



APPENDIX 5

ORGANIZATION OF THE NATIONAL  
INSTITUTE OF ADMINISTRATION

December 31, 1956



\* Council of Administration consists of representatives of five ministries, the Dean of the Faculty of Law, the Director of the National Institute of Administration, important personalities from the Regions and P.M., the Delegate of the Pres. and a functionnaire from the Presidency (Secretary).

\*\* The Administrative Committee consists of the Director, Assistant Director, head of the Division of Teaching and Training, head of Administrative Services.

\*\*\* The Academic Committee consists of the Director, Assistant Director, head of the Division of Teaching and Training and all the section heads of that division, the head of the Research and Documentation Division and all the section heads and the librarian of that division.

## APPENDIX 6

### Reports of MICHIGAN STATE UNIVERSITY Vietnam Advisory Team

December 31, 1955

#### Reports by Chief Advisor

##### 1. General Reports (every six months)

- a. First Report of the Michigan State University Team in Public Administration to the Government of Vietnam and USOM, submitted by Edward W. Weidner, Chief Advisor, August 19, 1955.
- b. Second Report, December 31, 1955.

##### 2. Monthly Reports

- a. June 16, 1955 (typewritten)
- b. August 10, 1955
- c. September 8, 1955
- d. October 8, 1955
- e. November 8, 1955
- f. December 9, 1955

#### Police Project Reports

1. Work Plan, Police Administration, Howard W. Hoyt and Associates, fourth edition, August 29, 1955.
2. Work Schedule for Police Administration Project, Howard W. Hoyt September 15, 1955.
3. Recommendations for American and Vietnamese Action Re Civil Security, memorandum of Chief Advisor, October 11, 1955
4. Report on the Police of Viet Nam, Members of the Police Team and Ralph H. Smuckler, December 1, 1955.

#### Field Administration Project Reports

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

## 2. Refugee Commission Reports

- a. Recommendations Concerning Proposed Reorganization of the Commissariat for Refugees, Walter W. Mode, Ralph Smuckler, Frederic Wickert, August 6, 1955.
- b. Research Report, Field Study of Refugee Commission, Ralph H. Smuckler, Walter W. Mode, and Frederic R. Wickert.
- c. Recommendations Concerning Proposed Field Organization of the Commissariat for Refugees, Walter W. Mode, Frederic R. Wickert, and Ralph Smuckler, September 20, 1955. (Also text in French, same date.)

3. Recommendations Concerning the Department of Interior, the Regions and Provinces, Walter W. Mode and Field Administration Project. (In preparation for distribution in January, 1956.)

Presidency Project Reports

1. Work Plan of the Presidency Project, Edward W. Weidner, second edition, August 18, 1955.
2. Report and Recommendations on The Reorganization of the Presidency of Vietnam, John T. Dorsey, November 15, 1955.
3. Rapport Et Recommandations sur La Reorganisation de la Presidence du Vietnam, John T. Dorsey, 15 Novembre 1955.

Institute Project Reports

1. Work Plan, Degree or Certificate Program, Guy H. Fox and Associates, August 25, 1955.
2. Work Plan for Research Coordinator, Ralph H. Smuckler, Scptember 15, 1955.
3. Work Plan and Statement of Philosophy for In-Service Training, Frederic R. Wickert, October 3, 1955.

Field Trip Reports and Interview Schedules

A complete file of our interview schedules and field trip reports is available at our office. To date, most of these schedules and reports are in the following areas:

1. The Office of the President
2. Department of Interior

Appendix 6

-3-

- a. The Central Office
- b. The Police Forces (Surete, Garde Civile, Municipal Police).
- c. Regional, provincial, district, village government.
- 3. Refugee Commissariat
  - a. Central Office
  - b. Field Offices
- 4. Department of Agrarian Reform (in process)
- 5. Department of Agriculture (in process)
- 6. Department of Education (in process)
- 7. Civic Action Commissariat (in process)

Appendix 7  
 PERSONNEL OF  
 MICHIGAN STATE UNIVERSITY  
 VIETNAM ADVISORY TEAM

Office of Chief Advisor

December 31, 1955

	<u>Name</u>	<u>Position</u>	<u>Former MSU Position</u>	<u>Other Former Position</u>	<u>Arrival Date</u>
1.	Dr. Edward W. Weidner	Chief Advisor	Professor and Head Political Science		May 20, 1955
2.	Howard Hoyt	Deputy Advisor, Police	Lecturer, Police Administration	Chief of Police, Kalamazoo	May 27, 1955
3.	Richard Rogers	Police Specialist	Lecturer, Police Administration	Chief of Police, Midland	May 27, 1955
4.	George Boudrias	Police Specialist		PMGO, Civilian Branch Criminal Investiga- tion Division	May 27, 1955
5.	Homer Higbee	Executive Officer	Lecturer, Political Science	Executive Assistant, Michigan Office of Civil Defense	June 4, 1955
6.	Joyce Bell	Secretary to Chief Advisor	Secretary, Political Science		June 11, 1955
7.	Rosalie Casad	Secretary-Adminis- trative Assistant	Research Assistant, Political Science	Receptionist-Secretary Duff, Anderson and Clark, Chicago	June 11, 1955
8.	Dr. Richard Lindholm	Finance Specialist	Professor, Economics		June 11, 1955
9.	Marjorie Lindholm	Secretary-Training Specialist	Lecturer, Business Education and Sec- retarial Studies		June 11, 1955
10.	Dr. John Hunter	Deputy Advisor, Economics	Associate Professor, Economics		June 21, 1955
11.	Dr. John Dorsey	Participant Program Coordinator	Assistant Professor, Political Science		July 12, 1955
12.	Melville Sanderson	Administrative Off- icer		Administrative Services Office of the UN Com- mand, Economic Coor- dinator, Korea	July 12, 1955
13.	Dr. Ralph Smuckler	Research Coordinator	Assistant Professor Political Science		July 16, 1955

	<u>Name</u>	<u>Position</u>	<u>Former MSU Position</u>	<u>Other Former Position</u>	<u>Arrival Date</u>
14.	Dr. Frederic Wickert	In-Service Train- in Coordinator	Associate Professor, Psychology		July 16, 1955
15.	Walter Mode	Deputy Advisor, Field Administration		Deputy Regional Direc- tor, Department of Health, Education and Welfare, Boston	July 18, 1955
16.	Dr. Guy Fox	Deputy Advisor, Degree Program	Associate Professor, Political Science		July 19, 1955
17.	Wayne Snyder	Statistics Specialist		Market Analyst, AVCO Intern'l, New York, NY	July 20, 1955
18.	Gilbert Shelby	Police Specialist		Inspector of Police, Detroit	July 30, 1955
19.	Corey Dymond	Police Specialist		Detective Captain, Michigan State Police, East Lansing	August 6, 1955
20.	Alexandra Rolland	Public Adminis- tration Specialist	Research Assistant, Political Science		Sept. 3, 1955
21.	Roland Haney	Public Administra- tion Specialist		Visa and Shipping Of- ficer, Dept. of State, Amer. Consultate Gen- eral, Bremen, Germany	Sept. 3, 1955
22.	Charles Sloane	Police Specialist		Senior Personnel Tech- nician, Police Exam- inations, NY State Civil Service, Albany	Sept. 3, 1955
23.	Henrietta Alubowica	Librarian	Reference Librarian		
24.	Royse A. Williams	Police Specialist		Electronics Engineer FCDA, Battle Creek, Michigan	Sept. 24, 1955
25.	Joseph Marlow	Police Specialist		Highway Traffic En- gineer, Mich. State Highway Dept., Lansing	October 3, 1955
26.	Jack E. Ryan	Police Specialist	Assistant Professor, Police Administra- tion		October 31, 1955
27.	David Cole	Economics Specialist		Research Assistant, Economics, Univ. of Michigan, Ann Arbor	December 12, 1955

<u>Name</u>	<u>Position</u>	<u>Former MSU Position</u>	<u>Other Former Position</u>	<u>Arrival Date</u>
28. Robert C. McKeen	Public Administra- tion Specialist	Research Assistant, Political Science		ETA - January 12, 1956

American Local Personnel

1. Dorothy O'Brien, Secretary-Administrative Assistant
2. Blanche Stroup, English-Language Instructor, Institute

Non-American Local Personnel

Car Pool - 11  
 Executive Office - 16  
 Police Project - 2  
 Field Administration Project - 12  
 Institute - 7  
 Research Coordinator - 1  
 In-Service Training Coordinator - 1

APPENDIX 8  
 Piastre Expenditures of  
 Michigan State University  
 Vietnam Advisory Team

Piastre Expenditures for May thru December 1955

Object CODE	Description	Total V.N.\$	General Ex- penditures	Balance
1 012	<u>Personal Services</u>	3,000,000-	630,677,-	2,369,323,-
	Non-American		28,706,-	
	for July		26,050,-	
	for August		44,247,-	
	for Sept.		155,200,-	
	for Oct.		177,818,-	
	for Nov.		198,661,-	
	for Dec.		529,453,53	
014	American Post Allow- ances	1,100,000-		
	for June		18,015,-	570,546,47
	" July		32,338,-	
	" Aug.		57,436,-	
	" Sept.		64,536,-	
	" Oct.		75,816,30	
	" Nov.		121,805,23	
	" Dec.		159,507,-	
2 020	<u>Travel</u>	2,400,000,-		
	Local operations		90,120,-	2,309,880,-
	for July		5,380,-	
	" Aug.		1,440,-	
	" Sept.		6,513,-	
	" Oct.		7,669,10	
	" Nove.		3,599,-	
	" Dec.		65,518,90	
03	<u>Transportation of Things</u>	35,000,-		
	Personal effects etc.		63,436,60	Debit 28,436,60
	for July		1,500,-	
	" Aug.		1,560,-	
	" Sept.		39,145,-	
	" Oct.		13,234,90	
	" Nov.		1,435,-	
	" Dec.		6,561,70	
04	<u>Communications</u>	140,000,-		
	Telephone, Cable etc.		51,445,87	88,554,18
	for Aug.		3,496,-	
	" Sept.		7,638,50	
	" Oct.		12,285,87	
	" Nov.		1,081,-	
	" Dec.		26,944,50	

Piastre Expenditures for May thru December 1955  
(continued)

Object:	Description	Total	General Ex-	Balance
CODE :		V.N. \$.	penditures	
05	<u>Rents &amp; Utilities</u>	500,000-		
055	Utilities			
	for Aug.		190,409.40	
	" Sept.		1,356,-	
	" Oct.		23,276.70	
	" Nov.		8,826.40	
	" Dec.		35,102,-	
			121,348.30	
(1)056	Rents	11245,000-		
	for June		25105,861,-	
	" July		8120,000-	Debit
	" Aug.		11336,768,-	13860861-
	" Sept.		553,500,-	
	" Oct.		1831,431,-	
	" Nov.		20,805.50	
	" Dec.		3131,361.50	
			111,995,0	
06	<u>Printing &amp; Reproduc-</u>			
	<u>tions</u>	245,000-		
	Commercial printing			
	for Aug.		44,597,-	
	" Sept.		100,-	
	" Oct.		3,347,-	
	" Nov.		2,260,-	
	" Dec.		38,340,-	
			550,-	
07	<u>Contractual Services</u>	2217,000-		
	Contractual Services			
	for Aug.		549,473.70	
	" Sept.		36,757,-	
	" Oct.		21,950,-	
	" Nov.		105,587.90	
	" Dec.		175,242.30	
			209,936.50	
(2) 08	<u>Supplies &amp; Materials</u>	380,000-		
	Supplies & Materials			
	for July		5428,900.20	Debit
	" Aug.		3,914,-	5048900,
	" Sept.		134,746.10	
	" Oct.		5061,373.40	
	" Nov.		163,002.10	
	" Dec.		40,329.60	
			25,535,-	

Piastre Expenditures for May thru December 1955  
(continued)

Object	Description	Total	General Ex-	Balance
CODE		V.N. \$.	penditures	
09	<u>Equipment</u>	1,203.000,-		Debit
	for July		1737,653,70	
	" Aug.		199,635,80	534,653,70
	" Sept.		416,170,60	
	" Oct.		377,329,30	
	" Nov.		128,664,-	
	" Dec.		39,798,-	
			<u>576,050,-</u>	
	Grand Total		<u>34431,058,-</u>	dr: <u>11647,437,40</u> (3)

- (1) Charges for purchase of Institute Building and Duy-Tan Apartments are to be made against 1955 funds and Account Code 056 should be credited 16,240,000VN\$
- (2) 5,000,000.-VN\$ check was drawn to Dr. Weidner. This was taken from Account Code 080, Supplies and materials. The money is still available.
- (3) This debit figure should be adjusted by footnotes (1) and (2)