

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

submitted by  
Wesley R. Fishel, Chief Advisor

Saigon, December 31, 1957

TABLE OF CONTENTS

	<u>Page</u>
<b>INTRODUCTION</b>	1
<b>POLICE ADMINISTRATION DIVISION</b>	4
General	4
Research and Training	5
Civil Guard	7
Municipal Police	8
VBI Internal Security	8
VBI Criminal	9
Traffic	10
Communications	10
<b>PUBLIC ADMINISTRATION DIVISION</b>	
General	12
Academic Instruction	13
Consulting	14
In-Service Training	15
Research	17
<b>ADMINISTRATIVE SERVICES DIVISION</b>	
General	19
Financial	19
Housing	19
Motor Pool	20
Personnel	20
<b>EAST LANSING SUPPORT</b>	22
<b>A LOOK AHEAD</b>	24
<b>APPENDIX A</b>	
MSUG Organization, December 31, 1957	
<b>APPENDIX B</b>	
A Comparison of General Expenditures for the First Six Months of 1957 and the Second Six Months of 1957	
<b>APPENDIX C</b>	
MSUG Reports and Documents	

INTRODUCTION

Three themes characterized the activities of the Michigan State University Group during the reporting period just completed. These were the readjustment of the internal structure of MSUG; the expansion of some activities and the development of new ones; and the continuation of regular programs and activities directed towards obtaining Governmental action on certain basic policies. Underlying the first two themes, and influencing the third, was the great expansion in MSUG staff. Under the new contract with ICA, MSUG's complement was raised from 30 to 54. In July alone, 16 staff members, accompanied by 39 dependents, arrived in Saigon, and in the next five months 9 more (with 18 dependents). In the eight months beginning May, 1957, the Group was required to receive, orient, and place in harmonious and productive motion a total of 29 American staff members. In addition, four other MSUG specialists and their families returned to Saigon from home leave.

To absorb this influx, MSUG reorganized its operating programs in two divisions, Police and Public Administration, with an Administrative Services Division to provide logistical support. This reorganization included an integration within the Public Administration Division of formerly autonomous units, and the development of program sections within each division. The leadership positions in the operating divisions and sections were filled almost entirely with newly arrived personnel, presenting the following picture:

Police Administration Division

Chief	Mr. Howard W. Hoyt
Research and Training	Mr. Robert L. Collings
Civil Guard	Mr. Everett C. Updike
Municipal Police	Mr. George C. Kimball
VBI Criminal	Mr. Everett Chamberlin
VEI Internal Security	Mr. Raymond Babineau
Traffic	Mr. Jerome D. Franklin
Communications	Mr. Lyman Rundlett

Public Administration Division

Chief	Dr. John T. Dorsey, Jr.
Academic Instruction	Dr. John D. Montgomery
Consulting	Mr. Albert A. Rosenfeld
In-Service Training	Mr. Leonard Maynard
Research	Dr. James B. Hendry

The Chief Advisor of the Michigan State University Group was completing his last full semiannual period, being due to return to East Lansing in April, 1958. Dr. Robert G. Scigliano took the post of

Assistant to the Chief Advisor, a position reestablished early in this period.

The staff changes have had far-reaching implications for the operations of MSUG. First, there has been an expansion and development of programs, foremost among which should be noted the research program created within the Public Administration Division. A group of American and Vietnamese MSUG professional staff members, in collaboration with the staff of the National Institute of Administration, is planning a series of studies into the administrative, social, and economic life of Vietnam. Also, in the Police Administration Division, a greatly expanded Research and Training staff has been carrying out an ambitious program of teaching and research, which includes training programs at several police schools, the development and evaluation of survey forms, and the initiation of a long-range study to determine the effectiveness of MSUG's police advisory work in Vietnam. Finally, brief mention might be made of the new direction of in-service training in developing programs in the field; of the special emphasis given the participant program with the designation of a regular director; and of the extensive field trips by Municipal Police and Civil Guard advisors, made possible by the augmentation in staff strength.

In its third theme, concerning its regular programs, MSUG has been maintaining certain programs at their customary levels, such as the work with the VBI Criminal Identification Bureau; certain programs have been reoriented, like that in academic instruction, where MSUG has withdrawn from teaching in the undergraduate program and undertaken to assist in the new graduate course curriculum; and some programs have been phasing out - for example, the consulting work with the Departments of Agriculture and Agrarian Reform. In certain basic areas, programmatic development has been awaiting decisions on the part of the Vietnamese Government. This has been the case with the Civil Guard program, where MSUG's continued support depends upon the Government's determination of the future status of this agency. In in-service, MSUG has been hoping that the Government would establish a government-wide in-service training program. And the public administration research program received the approval of the NIA only towards the close of the reporting period, and is still awaiting approval from the Presidency.

In its various activities, past, current, and prospective, it has been the firm basis of Michigan State University Group policy to remember that its role is to advise, when requested, the Government of Vietnam in various aspects of police and public administration. Such a role requires tact, intelligence, and perseverance; and the ability to adapt - not adopt - practices and procedures found to be successful in the United States. Most important of all, perhaps, is the realization that the effectiveness of MSUG, or any other aid group, is largely to be measured by the extent to which its ideas and suggestions have found acceptance in concrete governmental actions.

MSUG hosted a large number of visitors during these six months, many of them stopping off briefly to exchange information or learn about the operations of the Group. Official visitors included: Dr. Floyd W. Reeves, special assistant to the President of Michigan State University; Dr. Lawrence Boger, Head of the MSU Department of Agricultural Economics; Dr. William Ross, executive officer of the University's project in Pakistan; and Mr. Arthur F. Brandstatter, Head of the MSU School of Police Administration and Public Safety.

Among the short-term consultants with MSUG during the period from July 1 to December 31, 1957, were: Mr. Milton Hagelberg, who worked in conference management; Professor Ralph F. Turner, advising in the VBI crime laboratory and central records bureau; Mr. John Q. Adamson, an accounting specialist; Dr. Arthur F. Naftalin, who provided assistance in administrative reform; and Mr. Stanley K. Sheinbaum, the East Lansing Coordinator of MSUG, who was orienting himself to the Project's operations in the field. Messrs. Hagelberg, Turner, and Sheinbaum were from the Michigan State University staff; Mr. Adamson came from the State Government of Michigan; and Dr. Naftalin is the Commissioner of Administration for the State of Minnesota.

POLICE ADMINISTRATION DIVISION

General

The great expansion in police staff under the new contracts has occurred since July 1, 1957, with the arrival of 14 new staff members. The results of the increase have been manifest. Activity has heightened, especially in research and training and with the Civil Guard, and the Division has been reorganized to permit more efficient administrative control and operation.

At year's end, the Division was at its full authorized strength of 26 American staff. Not included in this figure are two consultants who were with MSUG during this period, Mr. Arthur F. Brandstatter, Director of the Michigan State University School of Police Administration and Public Safety, who visited Saigon briefly last September on an inspection trip, and Professor Ralph F. Turner, also of MSU, who offered expert services in criminal laboratory techniques, central records, and identification records work.

The remainder of American Aid Equipment under Fiscal Year 1956 agreements - a total of US\$1,191,000 - was received and distributed to Vietnamese police services according to prearranged plans, except for some minor traffic and auto repair items which should be received in the near future. The material received included quantities of revolvers, shotguns, ammunition, handcuffs, personnel-carrier trucks, and Land Rovers, as well as tear gas, fingerprint, office, photographic, audio-visual, traffic, and spare automotive equipment. The distribution of some equipment is being withheld until construction of suitable facilities has been completed.

The subproject agreement for Fiscal Year 1957 covering the Vietnamese Bureau of Investigation and the Municipal Police Division has been approved by the Director General of the VBI, and American Aid equipment orders for these two services have been prepared. While approval by the Vietnamese Government is also expected for the Fiscal Year 1957 subproject agreement for the Civil Guard, the execution of relevant equipment orders is awaiting agreement between Vietnamese and American authorities with respect to the future status - civil or military - of the Civil Guard. Finally, Proposed Project Agreements for Fiscal Year 1958 have been prepared and submitted, along with an outline of Fiscal Year 1958 objectives.

Through meetings with Vietnamese and USOM officials, the procurement and use of counterpart piasters have been clarified. These funds have been employed during this reporting period for building and equipping a Central Identification and Records building and an Arms and Ammunition depot for the VBI, and for obtaining fingerprint supplies and

small tools for arms repairs. Approved and almost ready for construction are additional buildings for the Central Identification and Records Bureau, a VBI superior officers' school, and two repair and maintenance garages for the VBI and Civil Guard.

The recent staff increase has made possible an expanded field survey program. MSUG police advisors made thirty-eight trips to 27 of the 35 provinces of Free Vietnam to gain first-hand knowledge of police problems throughout the country. Every trip has been made the occasion for demonstrations in the use of American Aid equipment. Information secured through the use of special questionnaires has been of vital interest to Vietnamese police officials and to all sections of the Police Administration Division. These field surveys, together with regular conferences with Vietnamese police officials, have generated better understanding of their problems and of their accomplishments. Consequently they have resulted in closer cooperation in pursuing the common goal of efficient police service for the Republic of Vietnam.

In addition to the field trips noted above, police staff undertook eleven special surveys at the request of the American Ambassador and the Director of USOM, to ascertain the effectiveness of the Self-Defense Corps. Also, a number of conferences were held between MSUG representatives and the Secretary of State for Interior, and one conference was held with the President of the Republic, in which various police problems and the organization and responsibilities of the principal police services were discussed.

#### Research and Training

These have been six months of considerable and varied training activity, with emphasis shifting from direct instruction of operating personnel to the training of trainers. The Section has developed a master training plan for all the Vietnamese police services, and a quantity of audio-visual, pamphlet, instruction-sheet, chart, and other materials has been translated into the local language for use by Vietnamese instructors. Also in line with this objective have been a proposed in-service training curriculum, submitted to the Director of the Saigon Police Department, and the training of police instructors in the use of the Henry Fingerprint Classification System. Vietnamese instructors trained by MSUG in 1955 and 1956 have themselves already trained 110 fingerprint technicians and are now training an additional 60. MSUG involvement in this program is limited to general guidance by one staff member. Classes have included personnel from all the police services, as well as from the Central Administration of the Department of Interior and the Immigration Bureau. The Civil Guard and the Vietnamese Army will join the program in January, 1958. VBI provincial agents who have graduated from this course, have,

in addition to assuming duties as fingerprint technicians, established fingerprint classes in their areas.

For the past few months, police advisors have been spending three days a week at the Civil Guard Officers School, Cap St. Jacques, giving firearms instruction to Civil Guard officers and lecturing on a variety of police subjects, in addition to providing technical advice on the organization and teaching of courses. Lecture materials have been translated into Vietnamese, with a view to their use as teaching texts when Vietnamese instructors assume full responsibility for all courses at the School. In order to determine the effectiveness of the teaching at Cap St. Jacques, Civil Guard students are being asked, through questionnaires, to evaluate course content and presentation of material by MSUG instructors and interpreters.

<u>Schools</u>	<u>Hours of Instruction By Staff</u>	<u>Students Now In Attendance</u>	<u>Students Graduated</u>	<u>Total Graduates To date</u>
National Police Academy (Advisory)	0	165	197	1537
VBI Fingerprint School (Advisory)	0	60	110	110
VBI Command School	36	45	0	0
Civil Guard Officers School	150	50	20	20
Civil Guard Non-Comm. School (Advisory)	0	400	448	448
Participant Class NIA	144	0	12	12
Audio-Visual School	120	0	6	6
Advance Firearms Training for Instructors (Mun. & VBI)	25	0	11	11
Municipal Police Firearms (Advisory)	0	0	400	400
VBI Revolver Training (Advisory)	0	20	38	122
Palace Guard Revolver Training	96	0	56	56
<b>TOTAL</b>	<b>571</b>	<b>740</b>	<b>1298</b>	<b>2721</b>
	Man hours	Students	Students	Students

In other areas of instructional activity, English language classes were established in December for participants preparing for training in the United States, and lectures and demonstrations in the use and care of ordnance equipment were given to large numbers of VBI, municipal police, and Civil Guard personnel in the course of field trips by MSUG police advisors.

In cooperation with members of the MSUG Public Administration Division, police research staff has been advising the Department of Interior on a new national identification card, a similar card for use in border crossings, and questionnaires for a forthcoming national census.

Police personnel also journeyed to Bangkok, Singapor, Kuala Lumpur, and Phnom Penh, for the purpose of surveying police training and scientific laboratory facilities in those areas.

In the field of broad-range research, two studies are underway. One is to examine the accomplishments of the Police Administration Division, and the second, of a more sweeping nature, is to evaluate the effectiveness of the Division's program of advice and assistance to law enforcement agencies of the Republic of Vietnam.

#### Civil Guard

Civil Guard Section operations have been marked by increased conference and field trip activity. Eighteen trips were made to Civil Guard installations in various provinces for the purpose of consulting with local Civil Guard officials and checking equipment and facilities. The Civil Guard now has responsibility for internal security in all but five provinces.

A steady pace of conferences between Civil Guard Section personnel and Civil Guard, USOM, and MAAG officials has resulted in a number of concrete accomplishments. The Civil Guard has implemented suggested changes in its internal organization and in its training schools, including course curricula and techniques of instruction. The Vietnamese police organization needs an accelerated training program, since only twelve Civil Guardsmen a month are presently being graduated from the training schools operated by the Vietnamese Army. A master plan dealing with tables of organization, transportation, and communications has been prepared for the consideration of high Civil Guard officials.

A survey has been conducted by MSUG of water needs at the two Civil Guard training schools in the Cap St. Jacques area. Recommendations that water main and water pump facilities be reclaimed at these sites to assure ample supplies of fresh water, are being put into effect and a 750-gallon water tank, obtained by MSUG from Lisbon Program equipment, has been delivered to one of the Civil Guard camps.

Municipal Police

Eleven field trips were made to 16 cities in various parts of the southern and central regions of the country. Not only municipal, but VBI, and sometimes other officials were visited, and a systematic survey was made of the use of American Aid equipment provided to the police services thus far. The Saigon Police Department was found to be maintaining its Aid equipment in excellent condition, but police departments in the provinces have not, generally speaking, been exercising sufficient care in the use and preservation of material assigned to them. The police staff has been instructing these departments in the care, use, and maintenance of such items as revolvers, shotguns, handcuffs, and tear gas equipment.

In Saigon, there have been protracted negotiations between MSUG personnel and local police officials in attempts to locate suitable city property for a firearms training range and to select police precincts and posts for the installation of 15 power generators. Also in the conference stage is the reorganization of the Saigon Police Department's Traffic Division and an assessment of this agency's equipment and communication needs. Again, Saigon city officials are planning to incorporate the police departments of Gia-Dinh and Tan-Dinh into the Saigon Police Department and to divide and reorganize the precinct organization within the city in order to improve administrative efficiency.

An interdepartmental pistol match, the first of its kind, was held in December by the Saigon police, with the assistance of MSUG police advisors. The success of this venture in stimulating interest in good marksmanship has resulted in plans for a second pistol tournament to be held in March, 1958, for which MSUG has offered trophies to be presented to outstanding teams and individual marksmen.

VBI Internal Security

Over the past six months, the MSU VBI Internal Security staff has been giving on-the-job training in methods and techniques of counter-subversion to selected members of the VBI Special Division. Considerable improvement has been made in this field, and plans have been completed for a formal course of instruction to start in mid-February. The course will run three weeks and will be attended by about 20 students drawn from the three administrative regions of Vietnam.

The VBI Special Division has asked for and is receiving guidance in reorganizing its files and records on subversive activities. The Division has undertaken a screening program in order to eliminate undesirable and suspect individuals from its ranks as a means of tightening its own internal security.

VBI Criminal

The security of any state, of its institutions and its citizens, depends upon its ability to control criminal and other illegal activity. Basic to such control is a modern, organized system of records by means of which individuals can be readily identified and illegal behavior, in its many manifestations, can be located and studied. In line with these needs, a major goal of the VBI Criminal Section has been to assist the Vietnamese Government in reorganizing and bringing under one roof the Central Identification and Records Bureau of the VBI.

Through presidential arrêtés, the Vietnamese Government has implemented MSUG proposals for nationwide use of the Henry Fingerprint Classification System and for centralizing the criminal records system under the Director General of the VBI. A third arrêté transferred the scientific laboratory from regional control to that of the Director General. However, an analysis by MSUG of the organizational structure of VBI central headquarters, recommending changes in the respective duties and responsibilities of the Director General and province chiefs with respect to VBI operations, is still under study by the Government.

The organization of the Central Identification and Records Bureau, which contrasts sharply with the former dispersion of antiquated filing systems among four separate centers, has permitted considerable progress in processing data. The outmoded alphabetical dossier system has been abandoned and a more efficient system installed, which relates criminal dossiers to identification records. Fingerprint supplies and Henry System fingerprint cards have now been distributed to police agencies throughout the country. With the reorganization of fingerprint files and criminal records at central headquarters, and with the training of personnel, the speed of card processing has more than doubled. To ensure the physical security of these records, special measures are being incorporated in the Criminal Identification and Records Bureau building now under construction.

In another area of activity, the VBI scientific laboratory, MSUG has furnished a comparison microscope, a bullet-recovery box, a bullet collection, and latent fingerprint equipment. The furnishing of additional supplies awaits modernization of the crime laboratory building and an inventory by the Vietnamese of present equipment.

Some miscellaneous activities may be noted. The Director General of the VBI has been presented with a suggested table of organization, including a classification system, for personnel engaged in identification and records work. The identification and records indexes will be integrated as soon as both kinds of documents have been consolidated at VBI headquarters at Camp Cong Hoa. MSUG has submitted for VBI consideration a new crime report form, which combines narrative and statistical information. In addition, a preliminary survey of immigration files, looking

toward more effective cooperation with the Central Records Bureau, has been made. All VBI arms and ammunition have been shifted to a new building at Camp Cong Hoa, and VBI trainees were supervised in the finger-printing of 400 felons in a Saigon-area prison. Finally, staff members of the Section made six field trips during this reporting period, including a visit to Hue to inspect fingerprint and criminal files being prepared for transfer to Saigon.

#### Traffic

The principal sphere of activity of the Traffic advisor, Mr. Jerome Franklin, has been within the City of Saigon, where he has assisted the Mayor and police officials in their efforts to improve traffic conditions. One major change in the traffic pattern of the city has been the acceptance and implementation of the first "through streets" in the history of Saigon. Also, MSUG furnished three portable traffic signals, which were put to immediate use in regulating traffic flow in congested areas, and white paint, which has been used to mark streets and establish "zebra" crosswalks. Twenty intersections have also been selected for signal installation and the necessary equipment ordered by MSUG.

A directory of all traffic signs used in Saigon has been issued in English for the use of American drivers, and 50,000 safe-driving pamphlets, printed in Vietnamese at American expense, have been distributed to the general public through the Saigon police. As the year ended, a number of matters were in the discussion stage with various Vietnamese and American officials: the instructing of Vietnamese civil servants in the use of traffic training films; the widening of the main roads leading from Gia-Dinh, just outside Saigon, into the city; the use of "no passing zones" on the present Saigon-Dien Bon highway; and future bus operations in the City of Saigon.

#### Communications

Mr. Lyman Rundlett has been engaged in a comprehensive evaluation of communications requirements for the police services of the Republic of Vietnam, in connection with which he has made trips to several southern and central cities. The study of municipal police requirements has been completed and a report distributed to the appropriate agencies, and studies of VBI and Civil Guard needs are underway. For demonstration and training purposes, high frequency radio equipment has been installed at MSUG, and informal governmental approval has been obtained for engaging in amateur and experimental communications.

Consulting services were rendered to the Vietnamese Government on various communications matters related to the Colombo Plan Conference, including assistance in designing and purchasing a multi-lingual simultaneous

translation system, and in expediting the procurement of police radio equipment in the United States. The latter, which aided the Government in maintaining communications and internal security during the Conference, was installed by the PTT with assistance from the Communications advisor.

PUBLIC ADMINISTRATION DIVISION

General

The six months just passed witnessed several significant developments in MSUG's technical cooperation program in public administration. To improve operational effectiveness, the four non-police advisory programs of MSUG were grouped into a single Public Administration Division. At the same time, most of the personnel who had been associated with these activities returned to the United States and were succeeded by a new and larger staff. The bulk of these changes occurred at the end of the previous reporting period, but during the past six months two additional American staff members returned to the United States upon the termination of their contracts and eight new staff members arrived and assumed assignments within the Division. In addition, there were three consultants assisting with public administration projects during this period.

The reorganization and personnel changes produced an entirely new leadership for the Public Administration Division. Dr. John T. Dorsey was designated head of the Division; named as Section Heads were Albert A. Rosenfeld, Consulting Section; Dr. John D. Montgomery, Academic Instruction Section; Dr. James B. Hendry, Research Section; and Mr. Leonard Maynard, In-Service Training Section.

Overall, notice should be taken of the inauguration of a separate and integrated program in governmental research and a shift of emphasis in teaching activities from undergraduate to graduate instruction. Also, there has been a reorientation of the consulting program, to accommodate new needs of the Vietnamese Government for reorganization and procedural improvement, and the In-Service Training Section has gained momentum through an increasing desire within governmental agencies for the establishment and improvement of training opportunities.

As the above account might suggest, there has been an intensive effort within the Public Administration Division to clarify program objectives, to redefine roles, and to develop new organizational relationships within MSUG and with the Government of Vietnam. These activities were complicated by the fact that they occurred during a period of contract renegotiation with the Vietnamese Government and reexamination by the Government of its relations with foreign advisory groups. This phase of MSUG's existence has been successfully concluded, and both the Division's staff and the Government officials with whom they work are moving into what already holds promise of being a period of steady and substantial accomplishment.

Academic Instruction

During the past half year, the Academic Instruction program has taken a significant turn. Aided by the gradual enlargement of the NIA faculty, MSUG personnel progressively have withdrawn from direct participation in undergraduate courses at the National Institute of Administration, and the Section is shifting its focus to long-range programs of academic development. In the last six months only two substantive courses on the undergraduate level were given by MSUG personnel, if one excludes the English language program.

With NIA approval, two new activities have been started. The first of these is a case study program in Vietnamese administration, developed by Dr. Montgomery. Under the guidance of a joint NIA-MSUG committee, research personnel have been allocated for the development, experimental use, and publication of cases in administrative decision-making. These cases will be employed in both undergraduate and graduate study at the NIA, where they should contribute measurably to the introduction of modern concepts of academic instruction in the preparation of Vietnamese civil servants.

The second project is a book of English language readings in the social sciences for Vietnamese civil servants. These readings, which will supplement existing materials in the undergraduate English courses at the NIA, will comprise short essays written in clear English and arranged to proceed from the simple to the complex and from the familiar to the unfamiliar. Not only will these essays focus on concepts and terminology pertinent to the professional activities of public administrators, but also will assist them in handling more complex English-language materials in the administrative sciences.

A major ongoing activity of the Academic Instruction Section has been the participant program. In June, the second group of participants to the United States, 18 in all, returned to Vietnam, after having spent six of their nine months of study and training in the United States at Michigan State University. These civil servants have been absorbed into governmental positions, and the participant director is systematically following up their resumed careers in order to evaluate the usefulness and the advantage which the Government has taken of their American experience.

A recent modification in the participant program has permitted greater flexibility in the selection and training of Vietnamese participants. For example, three persons, two of them NIA graduates, have been designated for an extended stay in the United States, conditional upon satisfactory academic performance, in order to prepare for the doctoral degree. Upon their return, these men will become members of the faculty of the NIA. In addition, three high-level budget and finance officials left Saigon for the United States on a special program of study and observation, and two more groups are scheduled for departure in February and March.

On the Vietnamese side of the NIA teaching program, there have been a number of report-worthy developments. In addition to assuming complete responsibility for undergraduate instruction, the Instituto has been planning its new graduate program, which will commence in February, 1958. (MSUG specialists will teach a total of eight courses in this curriculum.) The NIA has established a series of faculty seminars in Vietnamese administration, and the newly organized Association for Studies in Public Administration has published the first issue of its quarterly journal, Administrative Research. With minor changes, the Rector of the Institute has approved revised plans for the proposed NIA building. Lastly, the NIA Alumni Association, with the cooperation of MSUG, is undertaking to distribute MSU publications and other professional materials to NIA graduates and to civil servants generally.

#### Consulting

If the interest which the Government increasingly is showing in organization and methods work can be channeled into a systematic program, MSUG will be able to withdraw shortly from this phase of its activity. There have been a number of discrete developments in this area. The Presidency recently revived an MSUG proposal to revise its organization and procedures, and the Section is lending its assistance to the project. The NIA is planning to issue a series of management circulars as a means of disseminating "how-to" materials, and it also instituted a course in Management Planning, taught this fall by a member of the Section. In addition, the Civil Service Directorate, the agency responsible for organizational work in the Government, is sending two employees to the United States for O & M training, and the head of the Directorate recently studied O & M methods in trips to the Philippines and India. Finally, the NIA has distributed to interested government agencies copies of the lectures on Organization and Methods presented last fall at the Institute by Mr. Albert A. Rosenfeld.

Consulting work has progressed with a number of Vietnamese agencies. Preliminary fact-finding and analysis of Treasury operations in Saigon have been completed. In collaboration with the staff of the Police Administration Division, procedures and forms are being developed in connection with a Government-planned special census. The Section is also collaborating with the USCM Public Health Division on the organizational plan of a Special Commissariat which the Government intends to establish for carrying out a malaria control project.

In budget administration, significant advances have been registered as a result of the efforts of Mr. Marvin Murphy. The budget classification and account code system projects, comprising functional, economic, administrative organization and object classifications, were completed. The new system was used in the 1958 budget presented in October to the National Assembly, and represents a major improvement over previous

documents in size, shape, format, paper, and printing. It includes summary revenue and expenditure tables, a narrative of each agency's program, and charts and graphs demonstrating salient budgetary features. The Directorate General of the Budget has also submitted a reorganization proposal to the President for his approval, which follows closely a plan prepared by MSUG in 1956.

Personnel of the Consulting Section have assisted in preparing course materials and instructing at the NIA, including the training of participants in budget and accounting methods. In addition, a special class in budget and accounting was conducted for members of the Directorate General of Budget.

Mr. John Q. Adamson, who worked closely with the Directorate General of Budget as a short-term accounting consultant, prepared a proposed budgetary accounting procedures manual for the use of government officials. In accordance with MSUG recommendations in a report on the Department of Information and Youth and Sports, that agency is establishing a separate Youth and Sports Service in each province, in order to give greater autonomy and emphasis to these activities.

#### In-Service Training

No program, no matter how well conceived, can be considered well planned unless it prepares for the unexpected. The MSUG in-service training program had been geared to the expected designation by the Vietnamese Government of training directors for all agencies, which would have meant the initiation of training programs throughout the Government. When it became apparent that the Government was reluctant to approve such a system, the Section's ability to readjust its program was put to the test. The readjustment has been a successful one, and this reporting period has seen the development of a number of discrete programs with receptive government agencies. Furthermore, it is quite possible that a system of training directors will eventually emerge from the present policy of individual agency training programs.

First perhaps among the agency programs undertaken by MSUG is the work with Vietnam Press (the official Government news agency), where a comprehensive scheme of reorganization, expansion of activities and physical plant, purchase of new equipment, and revision of work and pay methods is being initiated. In addition, MSUG has assisted the Press in sponsoring a series of lectures for staff members on aspects of journalism. At the close of the year, plans were being drawn for a training program for provincial correspondents, as well as for further training activities for staff members of the central office.

Mention might also be made of the 80-hour training program established by the Directorate General of Civil Service for non-supervisory personnel, in the planning of which the advice of the In-Service Training

Section was solicited. In addition, assistance has been given to other agencies on such different matters as the editing of English language publications and the showing of training films.

With the objective of doubling or tripling the efficiency of government typists, trainer courses are being established on a government-wide basis, the graduates of which are beginning to conduct similar courses within their own agencies. A full set of instructional materials for this program has been developed by the In-Service Training Section.

Apart from its direct contacts with offices of the Vietnamese Government, the MSUG In-Service Training Section has continued to work closely with the NIA's In-Service Training Division. The two training groups have jointly assisted officials of Ba-Xuyen Province in setting up a training program for non-supervisory employees. Since this is the first province to establish such a program, it is being followed closely by officials of other provinces. At the NIA itself, a standardized letter suggested by an MSUG staff member has been put into use, and it is hoped that other government agencies will thereby be encouraged to adopt it. This letter is intended to be more economical and efficient than the present diversity of letter forms now in use in Vietnamese Government offices.

A number of training materials has been prepared by American and Vietnamese members of the Section during the past six months. An English-Vietnamese In-Service Training Glossary has been completed and given a select distribution. The Glossary contains about 400 definitions and listings of terms used in in-service training, typing, and audio-visual activity. A second publication, designed to stimulate official interest in the subject, explains in Vietnamese the meaning of in-service training. Also, the ICA manual on Conference Leadership has been translated, and 5000 copies have been produced for distribution to different governmental agencies. Finally, two American training films have been given Vietnamese soundtracks, bringing the total of such films on hand to five. Two classes on the use and maintenance of audio-visual equipment were conducted for personnel of the Vietnamese police services, and numerous film showings were made as part of the training of government personnel.

The material given in the 42 courses thus far offered by American staff at the NIA has been systematically collected, classified, and filed in the NIA Library, where it will be available to MSUG staff, as well as to professors and students at the NIA.

Just prior to the Colombo Plan Conference, for which the Vietnamese Government played host, Mr. Milton Hagelborg, an MSUG consultant in conference management, presented a series of lectures at the National Institute of Administration. The lectures, attended by persons with administrative responsibilities for the Conference, were very well received.

### Research

The establishment of a section devoted to research within the new Public Administration Division represents an attempt to meet several needs. It is intended to better equip MSUG staff members, through research activity, for instruction in various NIA programs; to demonstrate modern research methods and values by bringing NIA faculty members and other government professional people into close-working relationship with MSUG staff; and to achieve the production of that scholarly research which should form the basis for intelligent government programming. By fulfilling the last two objectives, MSUG hopes to stimulate the development by the Government of Vietnam of a regular and lasting governmental research program.

Basic research, as applied to the program of the Research Section, refers to studies which provide careful, objective descriptions and analyses of economic, governmental, and cultural phenomena, or which explore the application of generalizations concerning economic or governmental activity to specific situations in Vietnam. The existing lack of systematic knowledge of many areas of Vietnamese society dictates that much of the research conducted by MSUG in the months to follow will necessarily be descriptive, rather than theoretical, in character.

Major emphasis in the period under review has been given to the development of a research program for the coming year and to obtaining governmental approval and cooperation in its implementation. The most important single project is a study of the economic, governmental, and cultural organization of a Vietnamese rural community. An interdisciplinary enterprise, this effort is similar to village studies being conducted by various universities in all parts of Southeast Asia.

Companion studies will focus upon municipal governmental processes, and the administrative law of electric power concessions in Vietnam. This program has been approved in principle by the NIA, and work has begun on the accumulation of background and bibliographical data for the various projects. The projects will be incorporated into the NIA research program, and most will be carried out cooperatively by NIA and MSUG research teams.

Two supplemental projects have emerged from this preparatory work. One is an evaluation of interviewing techniques, in order to select those most appropriate to Vietnamese conditions; the other is an annotated bibliography of contemporary materials on Vietnam.

The Section has also been completing the publication and distribution of a number of studies begun prior to the period of this report. (See Appendix C)

Book holdings at the NIA Library increased greatly during the past six months, due to administrative changes enabling speedier receipt of books ordered. Accessions exceeded 1500 volumes, and additional book orders totaled more than 1600. As of December 31, the library contained more than 6000 books, with more than 1000 additional volumes expected to arrive within the first two months of the new year. Library patronage has continued to increase, and a monthly bulletin of acquisitions, a supplement to the classified catalog published several months ago, is now being issued to stimulate greater use of the services. The Library has started a program to train Vietnamese library staff in cataloguing, classifying, and handling reference materials in preparation for the eventual operation of the library exclusively by Vietnamese personnel.

ADMINISTRATIVE SERVICES DIVISION

General

Providing administrative support to the program divisions of MSUG during the period just ended gave the Division its heaviest workload since the initial weeks of the Group's existence. Twenty-five new American staff members and their families joined MSUG during these six months, four others returned from home leave, and six consultants were brought to Saigon for varying periods of service. In addition, 11 Americans were processed for return to the United States upon completion of their contracts, one American departed on home leave, and 24 Vietnamese were added to the rolls, while 16 Vietnamese left the Group. Houses and apartments had to be acquired, in many cases furnished, and in all instances renovated; new arrivals had to be processed and integrated into the community; and transportation, orientation, and multi-fold other services had to be furnished if the advisory activities of the Group were to continue uninterrupted. With the active cooperation of all members of the Michigan State University Group, this major internal expansion was carried out with marked success.

Financial

The large increase in the size of MSUG has been accompanied, paradoxically, by a sharply reduced operating budget. The original estimate of program expenditures for Fiscal Year 1958 amounted to VN\$45,392,600. MSUG was subsequently requested by USOM to extend its estimate an additional six months. The revised budget totals VN\$36,790,000 for the 18 months period ending December 31, 1958, a reduction of 17% in the original budget. This reduction has necessitated considerable financial re-planning in order to keep within the new limitation and at the same time to ensure that program objectives will not be unduly curtailed. The problem is particularly acute since a large proportion of all project expenditures are fixed. Approximately 50% of all outlays are earmarked for office and residential rents, for utilities, and for repairs and furnishings; and an additional 25% are for payment of salaries and wages to the Vietnamese staff. Neither group of expenses can be reduced without adversely affecting the basic advisory objectives of MSUG.

The post allowance for all American government and contract personnel in Vietnam was terminated effective October 5, 1957. The final checks for MSUG personnel, for the period August 11-October 5, which had been held up through technical complications, were finally issued on November 20.

Housing

The housing situation has been a constant concern, and only toward the end of the six months' period have the pressures eased, as the need

for repairs and adjustments receded towards normal operating levels. Six new houses were leased between July and September and most of these required considerable refurbishing. As might be expected in a city where public utility services are overstrained and outdated, water and electricity presented major continuing problems. The water problem has been reduced considerably with the installation of electric pumps in most MSUG houses, but the great fluctuation in voltage has been an expensive nuisance, being responsible for the burning out of several air conditioners and refrigerator motors.

In order to reduce Project expenses, the Division in October initiated a policy of charging staff members for minor repairs and installations deemed to be for personal convenience and not part of the normal maintenance obligations of MSUG. This policy has met with general acceptance and has diminished outlays for housing services.

#### Motor Pool

The operation of the motor pool has reflected the increase in American staff. First of all, the number of MSUG vehicles has risen from 14 to 20. With the acquisition of six new vehicles -- three sedans, two Jeep station wagons, and a Volkswagen bus -- two vehicles borrowed from the Vietnamese Government have been returned and four others still being used by MSUG will be remanded in the near future.

The cost of maintaining this motor fleet has steadily advanced, reaching a peak expenditure of VN\$62,000 during the month of October. Climbing expenses have been due to greatly expanded use of the transportation facilities of the Project, particularly by the Police Administration advisors, to the aging of the original nine cars in the pool, and to the purchase of 25 new tires and the recapping of 30 others. Staff travel increased at a rate of about 5000 miles a month over the six months.

For more efficient record keeping, new maintenance and field trip forms have been devised by the Motor Pool officer.

#### Personnel

One Personnel Office task was the preparation of a 77-page illustrated briefing booklet for new staff members. The booklet, which contains up-to-date information on conditions in Saigon, as well as material relating to pre-travel arrangements, shipment of belongings, and travel en route, was written by a committee composed of several staff members, dependents, and the Personnel Officer.

Other activities of the Personnel Office have ranged from converting the checks of the American staff into dollars and piasters, to interviewing an average of 10 to 12 applicants each week for Vietnamese staff

positions created by the Group's expansion and personnel turnover. Due to the strong interest exhibited by new MSUG American staff and their dependents in learning French and Vietnamese, special classes were set up in these two languages and were coordinated by this Office. Instruction was first provided free of charge and later on a shared-expense basis. At its maximum, attendance totaled 45 persons for the French classes and 5 persons studying Vietnamese.

Finally, mention should be made of the new American personnel evaluation form, developed with the aid of other staff members and of the inter-agency agreement which provides that all non-skilled positions in American organizations will be filled from the American Embassy personnel pool.

MSUG staff strength, as of December 31, 1957, was as follows:

50 Americans (96 dependents)
121 Vietnamese
3 Piaster Contract
1 Consultant
<u>175</u> Total Staff

EAST LANSING SUPPORT

During the last half of 1957, the East Lansing office continued home-base support for the Vietnam Project through the recruitment and briefing of new staff, maintenance of contact with ICA, Washington, provision of logistical support, and supervision of the participant program.

Mr. Stanloy K. Sheinbaum, Acting Coordinator of the Project, was designated Coordinator in the month of September, and went to Asia for three months in order to acquaint himself at first-hand with the MSUG program. Dr. Frank B. Cliffe, Jr., joined the Project as Assistant Coordinator in September, and acted for Mr. Sheinbaum during the latter's absence from East Lansing.

The first part of 1957 had witnessed a major recruiting campaign. Thirty American staff members were processed through orientation and sent on their journeys under renewed and expanded contracts with the Republic of Vietnam and the International Cooperation Administration. During the second half of 1957, nine others, including consultants, were processed through East Lansing.

Not to be overlooked in the field of recruitment was the intensive effort undertaken to find a new Chief Advisor for the Michigan State University Group, a position demanding special abilities and experience. The selection finally settled upon Dr. Ralph H. Smuckler, Assistant Dean of International Programs at MSU, who had already served a year and a half in Saigon as Assistant Chief Advisor of MSUG. Dr. Smuckler will assume his new responsibilities in April, 1958.

The participant program has been temporarily dormant since the return of the 1956-1957 participant group in June. The lone, recent visitor to the United States has been Mr. Tran Van Dinh, of the MSA faculty, who has been participating in academic activities on several American campuses and has been making visits to various public administration enterprises, with a view to gaining a thorough acquaintance with American methods of instruction, research, and academic administration.

The University's long-standing commitment to community service, explicit in its century of work with agricultural and urban interests of Michigan, has made support for the Vietnam Project an extension of its traditional activities. The University's support of overseas operations is reflected in the establishment, during the preceding reporting period, of the position of Dean of International Programs, under Dr. Glen L. Taggart, who, with the assistance of Dr. Smuckler, has been supervising the six MSU overseas projects. An important contribution to these activities has been the Ford Foundation's recent three-year grant to the Office of International Programs, which will permit an expansion of research activity and the initiation of a series of seminars on overseas programs.

Aside from the Ford Foundation grant, there are plans underway in the MSU College of Business and Public Service to produce research on Vietnam. Under the auspices of the MSU Governmental Research Bureau, Bureau, Project, and former MSUG staff members have been meeting to discuss the publication of a series of monographs by the Bureau on various aspects of Vietnamese political, social, and economic institutions and behavior. Research proposals are now being solicited and work has been started in East Lansing on an annotated bibliography of recent publications on Vietnam. In addition, Professor Richard W. Lindholm, who recently turned from the Project in Vietnam, is independently editing a book of essays on the Vietnam Experiment for publication by the Michigan State University Press.

A LOOK AHEAD

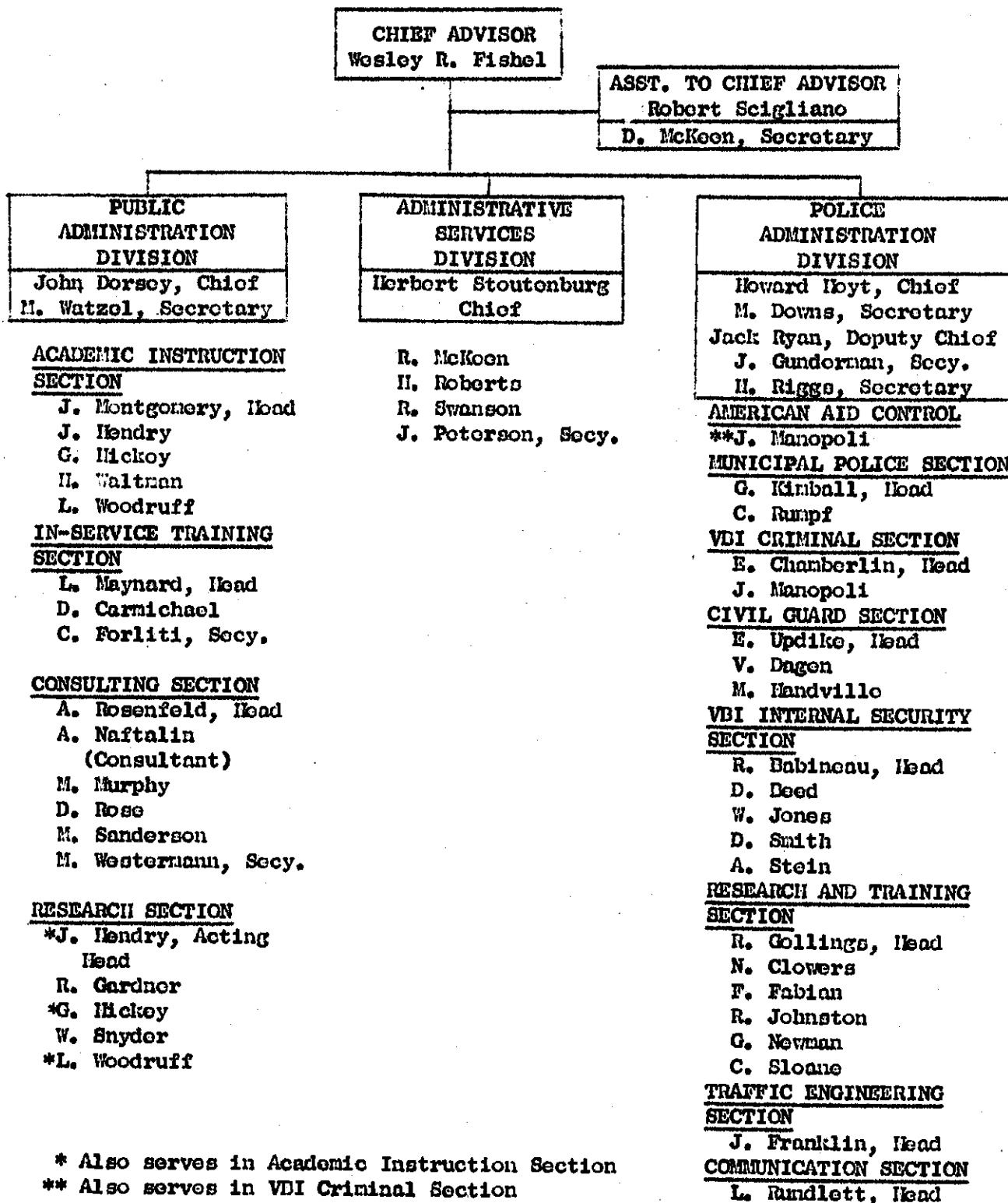
MSUG does not anticipate any substantial program changes during the coming months, with the important exception of the consulting program. For the most part, existing activities will be continued and some recently instituted projects will be developed and expanded.

Police Administration advisors will continue their heavy load of teaching and training at the National Police Academy and at the two Civil Guard schools in the Cap St. Jacques area. They will also continue their widespread field trips to police organizations in the provinces, but the emphasis will change from instructing and demonstrating in the use of American Aid equipment to cooperating on a wider range of police matters in visits of several days to each locality. The Civil Guard program will necessarily proceed at a reduced rate, pending decision by the Vietnamese Government as to the future development of that agency.

The Public Administration research program should develop at a fast pace, with approaching agreement by the Government, the NIA, and MSUG on studies to be undertaken. All research projects will be cooperative ventures under the direction of joint NIA-MSUG committees. The two major studies, of a rural village and of the social effects of industrialization, will consume a major portion of the Research Section's time during the next six months. Mention also should be made of the graduate program at the NIA, which the NIA will inaugurate in February, 1958, with the participation of the MSUG teaching staff.

As the reporting period ended, MSUG received a request from the Vietnamese Government to assist it in a major program of administrative re-organization and reform. The Government's proposals will be studied and an agreed-upon program will be developed which will involve the MSUG consulting operation in a significant new round of activity.

**ORGANIZATION OF  
MICHIGAN STATE UNIVERSITY GROUP  
(MSU Board-Appointed American Staff)**  
December 31, 1957



\* Also serves in Academic Instruction Section

\*\* Also serves in VDI Criminal Section

APPENDIX B

**A COMPARISON OF GENERAL EXPENDITURES  
FOR THE FIRST SIX MONTHS OF 1957  
AND THE SECOND SIX MONTHS OF 1957**

<u>Description</u>	<u>General Expenditures</u> <u>First Six Months 1957</u>		<u>General Expenditures</u> <u>Second Six Months 1957</u>	
	<u>VNS</u>	<u>US\$</u>	<u>VNS</u>	<u>US\$</u>
<u>Personal Services</u>	<u>3,717,671.00</u>	<u>106,091.06</u>	<u>4,498,118.00</u>	<u>129,330.79</u>
Non-American	3,305,420.00	95,037.95	4,075,346.00	117,175.16
Overtime	412,251.00	11,853.11	422,772.00	12,155.63
<u>Travel</u>	<u>429,904.55</u>	<u>12,360.10</u>	<u>497,652.10</u>	<u>14,300.79</u>
Local Operational	187,140.70	5,300.92	284,600.00	8,183.13
Overseas	242,735.85	6,979.18	213,050.10	6,125.66
<u>Transportation of Things</u>	<u>20,156.90</u>	<u>809.57</u>	<u>87,760.22</u>	<u>2,523.30</u>
<u>Communications</u>	<u>132,657.89</u>	<u>3,814.20</u>	<u>111,672.14</u>	<u>3,210.02</u>
<u>Rents and Utilities</u>	<u>8,910,286.75</u>	<u>256,440.10</u>	<u>10,020,512.09</u>	<u>283,114.64</u>
Rent - Office	2,071,472.79	59,559.31	750,000.00	21,564.15
Rental of Equipment	25,900.00	744.68	-0-	-0-
Utilities	1,033,745.96	29,722.43	877,970.69	25,243.02
Rents - Residential	5,787,860.00	166,413.68	8,392,633.40	241,306.67
<u>Printing and Reproduction</u>	<u>370,103.40</u>	<u>10,873.88</u>	<u>253,740.51</u>	<u>7,295.60</u>
<u>Contractual Services</u>	<u>2,360,447.70</u>	<u>67,067.96</u>	<u>1,164,512.05</u>	<u>33,482.31</u>
Representation Allowance	20,456.00	530.15	29,072.00	835.88
Contractual Services	2,339,991.70	67,279.81	1,135,440.85	32,646.43
<u>Materials and Supplies</u>	<u>669,969.15</u>	<u>19,263.06</u>	<u>945,077.13</u>	<u>27,173.05</u>
<u>Equipment</u>	<u>970,267.00</u>	<u>28,127.20</u>	<u>1,319,191.25</u>	<u>52,305.75</u>
Office Furnishings	101,750.00	2,925.53	179,932.00	5,173.44
Office Machines	81,337.00	2,330.61	115,789.90	3,327.78
Other Equipment	795,180.00	22,063.14	1,523,519.35	43,804.53
<u>Grand Total</u>	<u>17,614,234.34</u>	<u>506,447.21</u>	<u>19,398,343.34</u>	<u>557,745.05</u>

## Appendix C

### REPORTS AND DOCUMENTS

Prepared by

Michigan State University Advisory Group \*

#### A. Activity Reports

1. Monthly Report. Issued monthly since July 1, 1955, except months in which Semiannual Report is published. (E)
2. Semiannual Report. Issued for each semiannual period ending June 30 and December 31 since mid-1955.

First Report. August 19, 1955. (E)

Second Report. December 31, 1955. (E)

Third Report. June 30, 1956. (E,F)

Fourth Report. December 31, 1956. (E,F)

Fifth Report. June 30, 1957. (E,F)

Sixth Report. December 31, 1957. (E,F)

#### B. Consulting and Research Reports.

1. Police Administration.

A Preliminary Report on the Proposed Reorganization of the Vietnamese Bureau of Investigation. July 1956. (E)

A Report on the Establishment of a Modern Fingerprint Identification Section for the Republic of Vietnam. Corey K. Dymond. April 1, 1957. (E)

Brief History of the Surete in Indochina. Jack E. Ryan. January 10, 1956. (E)

---

\* Nearly all MSUG publications are issued in English and in French or Vietnamese. The languages in which a particular document is published are indicated by the use of the appropriate symbols after each citation: E--English; F--French; V--Vietnamese. If the different language versions are issued within the same covers, the symbols are joined by a hyphen (ex: E-F); if they appear within separate covers, the symbols are joined by a comma (ex: E,F).

Civil Guard Report. January 16, 1956. (E,F)

Civil Guard Report for December 1955. February 24, 1956.  
(E)

Civil Police Administration Program. May 1957. (E)

General Information Regarding the V.B.I. and Its General Headquarters. Jack E. Ryan. April 17, 1956. (E)

Khoa Can Cuoc Chuyen Mon. /Scientific Identification. /  
Corey K. Dymond and Nguyen-ba-Minh. February 15, 1957 (V)

Preliminary Report on the Establishment of a Central Record Bureau Service. Ralph F. Turner. August 1957. (E)

Preliminary Report on the Establishment of a Scientific Crime Detection Laboratory. Ralph F. Turner. August 31, 1957. (E,F)

Recommendations for American and Vietnamese Action Re Civil Security. A Memorandum. October 11, 1955. (E)

Recommendations for the Establishment of a Temporary Firearms Identification Unit at the V.B.I. Filipini Street Laboratory. Ralph F. Turner. July 8, 1957. (E,F)

Report on the Police of Vietnam. Members of the Police Team and Ralph H. Snuckler. December 1, 1955. (E)

Report on the Proposed Organization of the Law Enforcement Agencies of the Republic of Vietnam. L. George Boudrias and others. April 1956. (E,F)

Work Plan: Police Administration. Howard W. Hoyt and Associates. Revised August 29, 1955. (E)

2. Public Administration.

A Budgetary and Fiscal System for the Proposed Field Administration Program. Marvin H. Murphy. August 24, 1956. (E,F)

A Plan for a Government Training Directors Course as a Part of a Professional Development Program. Alfred H. Hausrath. January 1957. (E)

A Proposed Budgetary Accounting Procedures Manual for the Republic of Vietnam. John Q. Adamson. September 1957. (E)

Administrative Organization in the Province of My-Tho. February 28, 1957. (E)

An Analysis of Government Payments in Vietnam During 1955. Wayne W. Snyder and Nguyen Van Hoang. October 8, 1956. (E, F)

Analysis of Revenues and Expenditures of Vietnamese Governmental Agencies Having Budget Autonomy, Fiscal Year 1956. Wayne W. Snyder and Marvin Murphy. October 1957. (E)

Analysis of Vietnam's Tax System with Recommendations. Richard W. Lindholm. June 1956. (Prepared for USOM.) (E)

Autonomous State Organizations: Government Enterprises and Public Corporations of Vietnam. Wayne W. Snyder. Spring 1957. (E, F)

Budgetary Administration in Vietnam. Marvin H. Murphy and others. Spring 1956. (E, F)

Budgetary Problems and Field Administration. A Memorandum. James W. Fesler. August 3, 1956. (E, F)

Comparison of Vietnamese Government Revenues and Expenditures for Fiscal Years 1954, 1955, 1956. Wayne W. Snyder. Spring 1957. (E)

Field Administration in Vietnam. A Memorandum to the President. August 21, 1956. (E)

Field Administration Work Program. Walter W. Modo, Frederic R. Wickert, and Ralph H. Smuckler. August 16, 1955; revised September 27, 1955. (E)

Financial Activities of the Provinces, Prefecture and Municipalities of Vietnam in 1956. Uong Ngoc Thach and David C. Cole. October 1957. (E)

Organizations with Budget Autonomy in Vietnam. Wayne W. Snyder. August 1957. (E)

Preliminary Research Report on the PMS. Gerald Mickey. June 1957. (E, F)

Recommendations Concerning Proposed Field Organization of the Commissariat for Refugees. Walter W. Mode, Frederic R. Wickert, and Ralph H. Smuckler. September 20, 1955. (E,F)

Recommendations Concerning Proposed Reorganization of the Commissariat for Refugees. Walter W. Mode, Ralph H. Smuckler, Frederic R. Wickert. August 6, 1955. (E,F)

Recommendations Concerning the Department of Interior, the Regions, and Provinces. January 14, 1956. (E,F)

Report and Recommendations on the Reorganization of the Presidency of Vietnam. John T. Dorsey, November 15, 1955. (E,F)

Report of Comparative Study of Agricultural Administration in Japan, Taiwan, and Vietnam. May 22 - June 4, 1956. (E,F)

Report of Study Mission to Thailand. Albert A. Rosenfeld, Roland F. Kinney, Nguyen Quan, and Than Trong Hie. November 30, 1956. (E)

Report on Taxation in the Provinces of South Vietnam. David C. Cole. November 1956. (E,V)

Report on the Organization of the Department of Agriculture. June 30, 1956. (E,F)

Report on the Organization of the Department of Education. June 30, 1956. (E,F)

Report on the Organization of the Department of Information and Youth and Sports. January 15, 1957. (E,F)

Report on the Organization of the Department of Land Registration and Agrarian Reform. June 30, 1956. (E,F)

Report on the Organization of the Department of National Economy. January 31, 1957. (E,F)

Report on the Organization of the Special Commissariat for Civic Action. June 1957 (E,F)

Research Report: Department of Education, 2 Vols. March 1957. (E,V)

Research Report: Field Study of Refugee Commission. Ralph H. Smuckler, Walter W. Mode, and Frederic R. Wickert. September 1955. (E)

Review of Recommendations Concerning Proposed Field Organization of the Commissariat for Refugees of September 20, 1955. June 29, 1956. (E)

Review of Recommendations Concerning Proposed Reorganization of the Commissariat for Refugees. March 24, 1956. (E, V)

Review of Recommendations on the Reorganization of the Department of Agriculture. September 1957. (E, F)

Review of Recommendations on the Reorganization of the Department of Land Registration and Agrarian Reform. June 1957. (E, V)

Special Report to the President on Administrative Organization. October 13, 1956. (E)

Summary of Village Finances in the South Region of Vietnam. David C. Cole and Bui Quang Da. October 1957. (E-V)

Work Plan: Degree or Certificate Program. Guy H. Fox, John T. Dorsey, and John M. Hunter. August 25, 1955. (E)

Work Plan of the Presidency Project. Edward W. Weidner. Second edition, August 18, 1955. (E, V)

C. Lectures and Training Materials

Public Administration.

Aspects of Modern Public Administration. Spring 1957. (E-V)

Budgetary Administration. Marvin H. Murphy. June 1957. (E-V)

Lectures in the Economics of Finance. Richard W. Lindholm. Fall 1956; Spring 1957. (E-V)

Lectures in Money and Banking. Richard W. Lindholm. Fall 1956. (E-V)

Money, Banking and Economic Development in Free Vietnam. Richard W. Lindholm. July 1957. (E-V)

Organization and Methods. Albert A. Rosenfeld. August 1957. (E-V)

Provincial and Local Revenues in Vietnam. David C. Cole and Nguyen Dich Mac. Volume I: General and Theoretical Considerations; Volume II: Studies of Important Taxes and Proposals for Improvement. July 20, 1957. (E-V)

Statistical Methods. Wayne W. Snyder. February 1957. 2 Vols. (V)

Training Course for Government Typists; with Instructor's Manual. Denzel L. Carmichael. September 1957. (E-V)

Work Plan and Statement of Philosophy for In-Service Training. Frederic R. Wickert. October 3, 1955. (E)

D. Translated Materials.

Community Development. Translation of Vietnam, Directorate General of Planning, Phat-Trien Cong-Dong 1957. (E)

Phuong-Phap Dieu-Khien va Luong Dan Phien Hop. February 1956. Translation of United States, Air Force, Conference Leadership, Manual 50-8, June 1953. 1957 (V)

Readings on Economic Development. Translations of Materials from English-language sources. Richard W. Lindholm, editor. 1957. (V)

Readings in Public Administration. Translation of Felix A. Nigro, Public Administration Readings and Documents (New York: Rinehart, 1951). (V)

APPENDIX 3

A COMPARISON OF GENERAL EXPENDITURES  
FOR THE FIRST SIX MONTHS AND  
THE SECOND SIX MONTHS OF 1956

Object Code	Description	General Expenditures First six months 1956		General Expenditures Second six months 1956	
		VN\$	US\$	VN\$	US\$
01	<u>Personal Services</u>	<u>2,215,815.50</u>	<u>63,708.03</u>	<u>2,692,101.00</u>	<u>77,403.70</u>
012	Non-American	1,656,336.00	47,622.95	2,365,993.00	68,027.39
013	Overtime	165,461.00	4,756.20	326,108.00	9,376.31
014	American Post Allow- ance	394,018.50	11,328.88	-	-
02	<u>Travel</u>	<u>626,343.50</u>	<u>20,020.08</u>	<u>2,251,090.43</u>	<u>64,723.70</u>
020	Local Operational	236,275.00	6,793.41	336,370.20	9,671.36
021	Overseas Operational	460,073.50	13,226.67	1,914,720.23	55,052.34
03	<u>Transportation of Things</u>	<u>57,500.50</u>	<u>1,653.25</u>	<u>24,052.27</u>	<u>691.54</u>
030	Personal Effects	57,500.50	1,653.25	24,052.27	691.54
04	<u>Communications</u>	<u>61,867.10</u>	<u>1,778.80</u>	<u>87,276.47</u>	<u>2,509.38</u>
040	Postage, Cable, Tele- phone, etc.	61,867.10	1,778.80	87,276.47	2,509.38
05	<u>Rents</u>	<u>1,739,430.90</u>	<u>50,011.75</u>	<u>1,967,087.80</u>	<u>56,553.00</u>
050	Rent, Office	251,903.60	7,242.77	217,231.30	6,245.86
051	Rental of Equipment	12,230.00	351.63	53,600.00	1,541.11
055	Utilities	565,664.80	16,264.02	822,234.00	23,641.00
056	Rents, Residential	909,632.50	26,153.33	874,022.50	25,130.03
06	<u>Printing &amp; Reproduction</u>	<u>50,286.00</u>	<u>1,445.85</u>	<u>116,500.00</u>	<u>3,349.62</u>
062	Commercial	50,286.00	1,445.85	116,500.00	3,349.62
07	<u>Contractual Services</u>	<u>1,733,189.90</u>	<u>49,832.93</u>	<u>2,322,635.70</u>	<u>66,780.77</u>
072	Representation Allow- ance	5,686.00	163.48	60,929.00	1,751.84
079	Contractual Services	1,727,503.90	49,669.45	2,261,706.70	65,028.93
08	<u>Materials &amp; Supplies</u>	<u>498,460.90</u>	<u>14,331.82</u>	<u>486,159.38</u>	<u>13,978.14</u>
080	Materials & Supplies	498,460.90	14,331.82	486,159.38	13,978.14
09	<u>Equipment</u>	<u>672,060.00</u>	<u>24,786.06</u>	<u>1,615,333.00</u>	<u>46,444.32</u>
090	Office Furnishings	209,685.00	6,028.88	281,410.00	8,091.16
091	Office Machines	114,310.00	4,129.23	39,500.00	1,135.71
092	Automobile	61,500.00	1,768.25	-	-
099	Other Equipment	456,565.00	12,839.70	1,294,423.00	37,217.45
	<b>Grand Total</b>	<b>7,924,959.30</b>	<b>227,568.57</b>	<b>11,562,236.05</b>	<b>332,439.17</b>