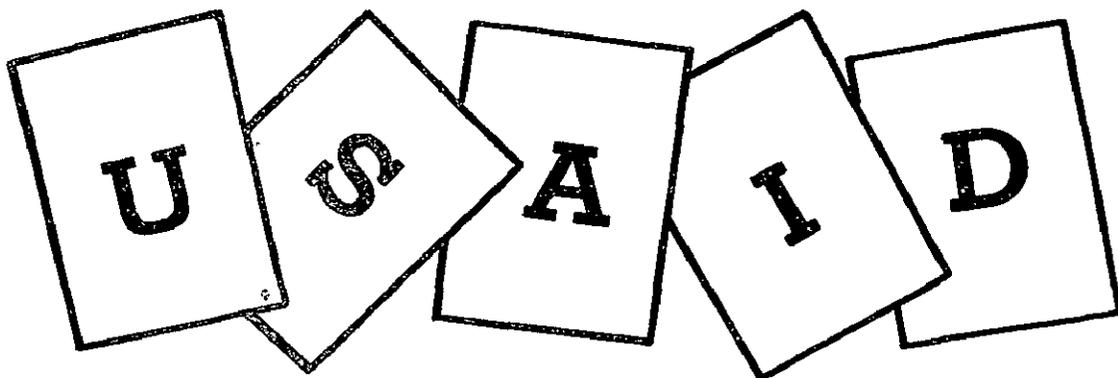


**Public  
Administration  
Bulletin  
Vietnam**



**February 1, 1969**

**No. 47**

## P R E F A C E

The Public Administration Bulletin for Vietnam, published by the Public Administration Division, Agency for International Development, Saigon, Vietnam, attempts to report latest developments in the legislative, judicial, executive and autonomous branches of the Government of Vietnam, as well as other items of interest in the broad field of public administration. The Bulletin is published periodically with frequency of issues dependent upon the importance, urgency and volume of materials available. Readers are invited to comment, or to suggest timely materials which will contribute to the strengthening of Vietnamese administration and management at all levels of government.

To receive copies, or to submit contributions, write to the Editor, USAID/ADLD/PAD, APO San Francisco 96243. Locally, copies of the Bulletin are available in Room 602, Lien Hoa Building, 275 Pham ngu Lao Street, Saigon, or by telephoning 93083 to 93090, Extension 5092.

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## GENERAL INSPECTORATE LEGISLATION

### Introductory Note

In compliance with the 1967 Constitution of the Republic of Vietnam, Law No. 009/68 was promulgated on October 23, 1968, establishing a General Directorate of 18 members. According to provisions of Article 3, members were designated in equal number by the Chief Executive, the National Assembly and the Supreme Court and took the oath of office at a joint session of the National Assembly on October 30, 1968. The General Inspectorate met on November 12, 1968 and elected a chairman and other officers in accordance with Article 12.

### INSPECTORATE INSTITUTE

#### Members Sworn in Wednesday, October 30, 1968

#### Chosen by the Executive:

- Dr. Tran dinh Nam, from Central Vietnam, Doctor of Medicine, Ex-Minister of Interior in the Tran trong Kim Government (1945).
- Mr. Ly xuan Lam, from North Vietnam, Revolutionist.
- Mr. Ngo xuan Tich, from Central Vietnam, Ex-Province Chief of Ninh Thuan, Inspector of the Former Inspectorate.
- Judge Tran dai Kham, from Central Vietnam, former Presiding Judge of Binh Duong.

- Mr. Tran van Thoi, from South Vietnam, Inspector of the Former Inspectorate.
- Col. Nguyen quang Sanh, from South Vietnam, former Commander ARVN.

Chosen by the Supreme Court of Justice:

- Judge Pham dinh Hung, from North Vietnam, Chief of Cabinet, Ministry of Interior 1965-1967. Judge Court of 1st Instance. Saigon 1967-1968.
- Judge Tran tac Lam, from North Vietnam, Ex-Minister of Justice, Former President, Disputed Claims Office, Saigon.
- Judge Nguyen van Luong, from North Vietnam, Judge, Cassation Court, Saigon.
- Colonel Nguyen van Manh, ARVN, from North Vietnam.
- Judge Phan huy Thach, from Central Vietnam, Deputy Attorney General Supreme Court of Appeal, Hue.
- Judge Diep van Ty, from North Vietnam, former Presiding Judge of Vinh Binh.

Chosen by the National Assembly:

- Mr. Tran van Pho, from South Vietnam, former Director General of Treasury.
- Mr. Dao thanh Que, from North Vietnam, Ex-Assistant Professor, National Institute of Administration, Inspector of the former Inspectorate.

- Judge Le van Tuan, from North Vietnam, Ex-Minister of Information 1964-1965, Deputy Attorney General, Supreme Court of Appeal, Saigon.
- Major Vo van Ba, Representative of the Lower House, Appointed temporarily. Will be replaced by the end of Dec. by an elected representative.
- Major Ho van Thom, Representative of the Lower House, Appointed temporarily. Will be replaced by the end of Dec. by an elected representative.
- Major Khong trung Luu, Representative of the Lower House, Appointed temporarily. Will be replaced by the end of Dec. by an elected representative.

Officers elected on November 21, 1968:

- Mr. Ngo xuan Tich, Chairman
- Mr. Tran tac-Lam, Deputy Chairman
- Mr. Tran dai Kham, Chief, Section of Investigation Census
- Mr. Tran van Pho, Chief, Section of Audit and Property Census
- Mr. Pham dinh Hung, Secretary General.

Republic of Vietnam  
The Presidency Palace

Law No. 009/68 dated October 23, 1968 governing the organization and operations of the General Inspectorate.

- Considering the Constitution of the Republic of Vietnam promulgated on April 1, 1967;

After debate and vote by the National Assembly,

THE PRESIDENT OF THE REPUBLIC OF VIETNAM,

promulgates law No. 009/68 dated October 23, 1968 governing the organization and operations of the General Inspectorate, the full text of which is as follows:

CHAPTER I

Authority - Duties

Art. 1 - The General Inspectorate has the authority and duties:

1. To inspect, control and investigate personnel of public agencies and private individuals who are joint authors or accomplices in acts of corruption, hoarding, influence peddling or in acts prejudicial to the interests of the Nation.
2. To audit the accounts of public agencies, National ownership and mixed ownership companies.

3. To conduct the census of properties of personnel of public agencies including the President, Vice-President, Prime Minister, Senators, Representatives and the Chairman of the Supreme Court.

The census must be completed within the first 6 months of the term of office of the General Inspectorate.

4. To recommend measures of disciplinary sanctions against public officials who commit offences or to request to arraign them before the competent court.
5. To recommend measures of improving methods of work in public agencies, national ownership and mixed ownership companies, with a view to curbing corruption, hoarding, influence peddling or acts prejudicial to the interests of the Nation.

## CHAPTER II

### Organization of General Inspectorate

Art. 2 - The General Inspectorate has a separate budget and the authority to set up statutes with respect to internal organization and management of the inspection branch.

Art. 3 - The General Inspectorate consists of 18 Inspectors, one-third of whom (1/3) are designated by the President and one third designated by the Supreme Court.

Citizens who meet the following qualifications may be designated inspectors:

1. having Vietnamese nationality at birth or having recovered Vietnamese citizenship for at least 10 years as of 31st of December of the year of designation.
2. at least 30 years old as of 31st of December of the year of designation.
3. those who have not been sentenced by a criminal court or a court of summary jurisdiction with the exception of cases resulting from negligence or carelessness.
4. must have regularly resided in Vietnam for at least 5 years prior to the date of designation. Time spent abroad on official business or in political exile will be considered as time spent in Vietnam.
5. must have complied with military draft regulations.

Inspectors designated by the President are appointed by decree of the latter. Inspectors designated by the National Assembly and the Supreme Court are confirmed by decree of the President within 15 days as of the date of receipt of the letter of designation.

Beyond this deadline, the letters of designation from the National Assembly or the Supreme Court become valid as a Presidential Decree.

Art. 4 -

1. The Upper House, the Lower House, designate respectively 3 Inspectors in a plenary meeting session held at each House.

2. The Supreme Court designates 6 Inspectors in its general meeting session.

Art. 5 - The term of office of the General Inspectorate is 4 years. Inspectors may be re-appointed and they may resign.

Art. 6 - The term of office of the Inspectors terminates under the following circumstances:

1. death, missing
2. resignation
3. deprivation of civic rights because of treason and other crimes as prescribed in Art. 87 of the Constitution.
4. physical or moral incapacitation confirmed by the Board of Inspectors with the majority of three-fourths of the total Inspectors, basing on the report of the Medical Examining Board composed of 5 specialized physicians who are designated by the body of medical doctors.
5. dismissal by one of the three designating bodies concerned because of incompetence on the job, or direct or indirect involvement in corruption activities under any form whatsoever.

Art. 7 - If for any reason a vacancy occurs in the General Inspectorate, the Chairman will notify it to the President, the National Assembly or the Supreme Court. According to the case, the President, National Assembly or the Supreme Court will designate a replacement who will serve until the completion of the term of his predecessor.

Art. 8 - The General Inspectorate is composed of:

1. the Board of the General Inspectorate
2. office of the General Inspectorate and dependent agencies
3. specialized sections at the central level and inspection areas at the local level.

Art. 9 - The Board of the General Inspectorate composed of all Inspectors, is empowered

1. to administer the inspection branch
2. to draft statute and internal organization of the Inspectorate
3. to work out plans and program of action
4. to vote autonomous budget of the Inspectorate
5. to decide on cases of physical or moral incapacity of inspectors as defined in Art. 6.
6. to examine and decide on the recommendation of measures of sanctions against officials who committed offences or to request to arraign them before the competent court.
7. to decide on the announcement of result of investigation. However, the Inspectorate must publicize the result if there is a request from the investigated person.

Art. 10 - The General Inspectorate holds a plenary meeting session at least once a month under chairmanship and upon convocation of the Chairman of the Inspectorate.

When necessary or in case one third of the total inspectors request, the Chairman of the Inspectorate will convene extraordinary meeting sessions.

Art. 11 - The meeting sessions of Board of the Inspectorate become regular when there is the presence of more than half of the total number of inspectors.

The Board's decisions are taken by a majority of more than half of the total number of inspectors.

However, the Board's decisions become valid if a one-third quorum of inspector is formed.

Art. 12 - The Office of the General Inspectorate is elected through a secret ballot vote. It is composed of:

- A Chairman
- A Deputy Chairman
- Chiefs, Specialized Sections
- A Secretary General who has the rank of a Chief of a specialized section.

Art. 13 - The Office of the General Inspectorate is empowered to:

- Implement all decisions taken by the Board
- Administer the Inspectorate
- Gather people's suggestions, organize offices of people's suggestions at the central and local levels.
- The Chairman of the Inspectorate is the Expenditures Authorizing officer of the autonomous budget and is commissioned to exercise the authority of establishing the status of the Inspectorate.

Art. 14 - The Central Specialized Sections of the Inspectorate include:

1. The Section of Investigation, census
2. The Section of Audit and Property Census

Art. 15 - The Section of Investigation, Census is composed of a Chief Section and a number of commissioners designated by the Board of the Inspectorate according to requirements of service. This section is empowered:

- to conduct investigations on acts of corruption, hoarding, influence peddling or acts prejudicial to the interests of the Nation by public officials and private individuals who are joint authors or accomplices.
- to conduct investigations to find out the truth about the regular complaints sent in by the people.
- to recommend prosecution or application of disciplinary measures against public officials who committed offences.
- to recommend measures of improving methods of work of public agencies and mixed ownership agencies.

Art. 16 - The Section of Property Census and Audit briefly called Section of Audit is composed of a Chief Section and a number of commissioners who are designated by the Board of the Inspectorate according to requirements of service. This Section is empowered:

- to conduct census of property of public officials from the President down and popularly elected representatives.
- to regularly post audit dossiers concerning receipts

and expenditures of public agencies, national ownership and mixed ownership enterprises.

- to pre audit unexpectedly and on the scene all financial transactions and accounts of public agencies, national ownership and mixed ownership enterprises.
- to consider pleas relative to the implementation of budget.
- to control state general accounts and balance sheets of local communities in each fiscal year and to recommend the Board of the Inspectorate to regularize the budget or to debit the amount to responsible officials.

Art. 17 - In the localities, the General Inspectorate may set up many inspection areas. Each area comprises a number of provinces and cities placed under the supervision of an Inspector named Special Commissioner for Inspection.

Special Commissioners for Inspection are designated by the Board.

Art. 18 - The term of office of the Inspectorate Chairman, personnel of the Inspectorate Office, Special Commissioners for Inspection, is one year and may be renewed.

Art. 19 - An Inspection Team under the management of the Inspectorate will be established with the task of assisting Inspectors in the exercise of their duties.

The statute of the Inspection Team will be fixed by the Board of the Inspectorate.

## CHAPTER III

### Operations

Art. 20 - The Inspectorate is empowered to conduct unexpectedly and voluntarily inspections, investigations or audits.

Art. 21 - Any inspection and investigation or audit must be conducted by at least two Inspectors of different composition.

Art. 22 - In the exercise of their duties, Inspectors are empowered:

- to inspect public agencies, national ownership and mixed ownership enterprises,
- to control appropriations, accounts,
- to request presentation of books and records, ordinary and classified materials relative to the object of inspection or investigation,
- to request experts, specialists, and personnel of police force to render assistance,
- to summon individuals involved, co-authors, accomplices and witnesses to obtain their statements.

Art. 23 - The managers of the agencies being inspected, investigated or audited, have the duty of assisting the inspectors in their works if the latter so request.

The parties involved or witnesses who do not report themselves after receipt of letter of convocation, may

be conducted by order of the Prosecutor of the locality at the request of the Inspectors. In this case, the Prosecutor is required to issue an order to offenders to appear.

Art. 24 - In the exercise of their duties, the Inspectors conducting the investigation may not have the right to suspend the operations of a public agency or a national ownership and mixed ownership enterprise.

However, if deemed necessary, the investigating inspectors may temporarily suspend public officials or personnel at any level in the national ownership and mixed ownership enterprise being investigated in order to easily search for the truth. The decision as to suspension of these officials must be made by the majority of more than half of the investigating inspectors.

In case of flagrante delicto or positive proofs, the investigating inspectors may ask the local Prosecutor to detain the offenders temporarily pending their prosecution before the Competent Court. The decision as to temporary detainment of offenders must be approved by all investigating inspectors.

The order of temporary suspension by the Inspectors or the order of temporary detainment by the local prosecutor must be notified to the managers of the agency interested.

Art. 25 - Within twenty four hours after the issuance of the above-mentioned orders, the Investigating Inspectors must submit a pertinent report to the Office of the Inspectorate.

The Board of the Inspectorate passes judgment on the order of temporary suspension or the order of temporary detainment within the period of 7 days as of the date these orders are carried out.

Art. 26 - After completing the investigation, inspection or audit, the Inspectors must present a recapitulatory pertinent report within 3 full days. Seven days at the latest after receipt of the above report, the Chairman of the Inspectorate must convene a meeting to hear a briefing on the outcome of the investigation, inspection or audit and to discuss and decide on the measures to be applied.

Art. 27 - In carrying out the decision of the Board, the Chairman of the Inspectorate will either shelve the pertinent dossier as the case may be or transmit it to the competent agency along with recommendation to apply measures of summary punishment against guilty officials or suggestion to improve the behavioral attitude of personnel and methods of work of the agency investigated or inspected.

In case summary punishment is applied, the Agency concerned will not have to convene the Council of discipline.

Art. 28 - The agency investigated, inspected or audited must keep the Inspectorate informed of the application of measures within the period of 15 days as of the date of receipt of recommendations from the Inspectorate.

If there is a disagreement on the degree of summary punishment, the Central level of the Agency concerned may propose to the Inspectorate another measure of sanction. The Board of the Inspectorate will approve or turn down this proposal within the period of seven full days. The decision as to approval or rejection of the Board of the Inspectorate are enforceable.

Art. 29 - In case the Board decides to apply penal sanctions against the culprits, the Chairman will transmit

the dossier to the Office of the Prosecutor of the Competent Court requesting the latter to prosecute the party concerned. The Office of the Prosecutor is required to prosecute the culprits within the period of 15 full days as of the date of receipt of the request of the inspectorate Chairman.

Art. 30 - The person investigated is allowed to plead under whatever circumstances, even before the Board of the Inspectorate as specified in Art. 9.

Art. 31 - In the course of inspection or mixed investigation, the Inspectorate may coordinate and decide on the works of various branches of inspection, administration, finance and technique of public agencies.

Art. 32 - All decisions relative to the results of investigation or control of the Board of the Inspectorate must be communicated to the President, the Upper House, the Lower House and the Supreme Court.

#### CHAPTER IV

##### Statute of The General Inspectorate

Art. 33 - When assuming their office, Inspectors must solemnly take the oath in a plenary session of both houses in the presence of the President and the Chairman of the Supreme Court. The oath-taking formula is as follows:

"I shall pledge to the best of my efforts and energies to carry out the duties of an Inspector - in the respect for the Constitution, Law and National interests - with justness, clairvoyance, integrity and independent spirit."

After the oath-taking, Inspectors have the capacity as judicial police officers in the exercise of the authority of inspection.

Art. 34 - Inspectors cannot be prosecuted, pursued, arrested or judged for any statement or vote in the Board of the Inspectorate without the approval of two-thirds of the total number of Representatives and Senators.

In cases of flagrant violation of the law, prosecution, detention or judgment of inspectors will cease if there is a request of more than half of the total number of Representatives, Senators.

Art. 35 - In case of treason or other serious crimes, Inspectors may be removed from office by the Special Court of Justice as stipulated in Article 87 of the Constitution.

Art. 36 - Inspectors have the right to keep secret the origin of documents presented to the Board of the Inspectorate. However, Inspectors have the duty to present evidence in writing before competent agencies with a view to clearing up the relevant problems.

Art. 37 - Only the Board of the Inspectorate has the power of hierarchy over the Inspectors.

Art. 38 - Inspectors are not compatible with any other public position or elected position, whether it is a remunerated one or not except that they may serve as instructors at universities and advanced technical schools.

Inspectors and their spouse may not participate in a bid or sign a contract with a government agency and mixed ownership agency.

Art. 39 - After completion of their term, Inspectors who are ex-public servants will revert automatically to their former civil service grade if they so request; and the length of assignment at the General Inspectorate is computed as service seniority within grade.

#### CHAPTER V

##### Transitional And General Provisions

Art. 40 - The National Assembly, the President and the Supreme Court will designate the first inspectors before the 31st of October 1968.

Art. 41 - After the oath-taking ceremony of the Inspectors of term I, the General Office of Inspection established by decree No. 34-SL/HP/VP on March 8, 1966 is automatically dissolved.

The Head Office, expenditures, personnel, files, archives and materials from the current General Office of Inspection will be placed at the disposal of the General Inspectorate.

Art. 42 - Any provisions contrary to this law are repealed.

This law is promulgated according to emergency procedure.

23 October 1968

s/ Nguyen van Thieu

Prime Minister's Office

No. 111-SL/Th.T/PC2

THE PRIME MINISTER OF THE GOVERNMENT

Considering the Constitution of April 1, 1967,

DECREES:

Art. 1 - Now is hereby established at the Prime Minister's Office a Central Committee, at each Ministry, Directorate General, Autonomous Agency, Prefecture, City, Province, a Committee, called Anti-Corruption Committee.

Art. 2 - The composition of each Committee is fixed as follows:

Central Committee

The Minister at the Prime Minister's Office....	Chairman
A Representative of the General Inspectorate...	Member
A Representative of the Ministry of Justice....	Member
A Representative of the Ministry of Defense and War Veterans.....	Member
A Representative of the Ministry of Interior...	Member
A Representative of the Ministry of Finance....	Member
A Representative of the Ministry of Economy....	Member

A Representative of the Ministry of Information..	Member
The Director General of Civil Service.....	Member
The Director General of Planning.....	Member
The Secretary General at the Prime Minister's Office.....	Reporting Member

Ministry Committee

The Minister.....	Chairman
The Inspector General of the Ministry.....	Member
Three Representatives of the Ministry Branches, elected by all employees.....	Members

Agency Committee (Directorate General, Autonomous Agency)

The head of the Agency.....	Chairman
Four Representatives of the Ministry Branches, elected by all employees.....	Members

Prefecture, City or Province Committee

The Prefect, Mayor or Province Chief.....	Chairman
The Chairman of the Prefecture, City or Province Council.....	Member
Two notables (invited by the Prefect, Mayor or Province Chief).....	Members
Three Representatives of the Military, Cadres, and Civil Servants, elected by each of these branches.....	Members

Art. 3 - The responsibilities of the Central Committee are as follows:

- Study and plan the general policy for eradication of corruption
- Determine the measures for eradication of corruption and follow up their execution
- Review the recommendations of the Anti-Corruption Committees at the Ministries, Directorates General, Autonomous Agencies and Local Governments.

The responsibilities of the Ministries, Directorates General, Autonomous Agencies, Prefecture, Cities and Provinces are as follows:

- Execute the Circulars and Directives of the Central Committee
- Study and make recommendations on all corruption matters to the Central Committee
- Assist the organization on all problems of internal anti corruption clearance
- Make monthly reports on the activity of the Committees to the Central Committee.

To perform the above mentioned responsibilities, the Anti Corruption Committees shall meet at least once a month, on the convocation of the Committee Chairman.

Art. 4 - Ministers of State, Ministers, Vice-Ministers, are charged, each as to that which concerns him, of the execution of the present decree.

The present decree shall be published in the Official  
Journal of Vietnam.

Saigon, 14 Aug. 1968

s/ Tran van Huong

Sept. 17, 1968

No. 127-SL/CCGTVT

THE PRIME MINISTER OF THE GOVERNMENT,

In view of the Constitution of the Republic of Vietnam, dated April 1, 1967,

DECREES:

Art. 1 - Now is hereby fixed as follows the responsibilities and duties of the Minister of Public Works, Communications and Transportation.

A. Public Works

1. Draft, implement and control the application of legislative and regulatory texts pertaining to the following matters:
  - maintenance of national public properties constituting a public utility such as roads and highways, river banks, seaboard, airports, and their annexes, excepting military facilities
  - maintenance of the distribution system of electricity and potable water throughout the nation
2. Study and execute on a nationwide basis, or control the regional execution of construction, maintenance, repair and rebuilding, involving:
  - works of art and technique

- public buildings and public dwellings
- popular community houses
- roads and highways, bridges, dams and annexes
- airports and annexes
- systems of production and distribution of potable water throughout the nation
- systems of production and distribution of electricity throughout the nation
- exploitation and utilization of natural potential resources to develop the electrification of the country in order to extend industry, agriculture and commerce
- let contracts for special concessions of electricity and potable water
- determine the prices for providing electricity and potable water

B. Communications and Transportation

1. Draft, implement and control the execution of legislative and regulatory texts pertaining to the following matters:
  - classification of public roads
  - traffic on public roads
  - railways

- internal river navigation
  - sea transport
  - commercial navigation by sea
  - air transport
  - rates and taxes to be applied in the communications and transportation area
2. Study and execute on a nationwide basis, or control the regional execution of the construction, maintenance, repair and rebuilding involving:
- rivers and sources
  - canals and wharfs
  - seaports
  - riverports
  - railways
  - air navigation infrastructure
3. Draft the investment policy in the infrastructures involving the communications and transportation branch and the means of transportation, and follow up the application of such policy.
4. Control private or corporate bodies enjoying a concession, or allowed to exploit a transportation facility indispensable to the community, in order to protect the security and the rights of the public as well as the government.

5. Draft and implement all legislative and regulatory texts involving postal, telegraph, telephone and wireless services
- procurement and implementation of equipment
  - modernization of postal services, and extension and renewal of the telegraph, telephone and wireless systems.

Art. 2 - All previous texts which are contrary to the spirit of the present decree shall be rescinded.

Art. 3 - Ministers of State, Ministers, Vice Ministers, each as to that which concerns him, are charged of the execution of the present decree.

The present decree shall be published in the Official Journal of Vietnam.

Saigon, 17 Sept. 1968

s/ Tran van Huong

Republic of Viet Nam  
Prime Ministry  
No. 142-SL/Th.T/CS

THE PRIME MINISTER OF THE GOVERNMENT,

Considering the Constitution of April.1, 1967,

.....  
.....

DECREES:

Art. 1 - Now is hereby transformed the "Central Procurement & Supply Agency" into the "Central Logistics Agency" which is placed under the direct jurisdiction of the Prime Minister's Office.

Art. 2 - The Central Logistics Agency is empowered

- a. To establish an efficient system of logistics for the support of all government agencies.
- b. To administer the Logistics branch, which comprises the centralization of requirements, procurement, stocking, distribution, transportation, materiel accounting, maintenance and condemnation of all government properties.
- c. To make all procurement, inside and outside the country with the funds belonging to the National Budget, the Provincial Budgets, the Budgets of Autonomous Agencies and of the Foreign Aid under the Assistance Program of the Friendly Nations.
- d. To establish standards, technical descriptions,

quality control of all commodities and other government general supplies, and to work towards the establishment of a Government Catalog of samples.

- e. To establish a system of stocking of general supplies, for distribution to government agencies.
- f. To regulate the system of warehouses throughout the country in order to receive, stock and distribute commodities and supplies already provided, and commodities of the assistance programs and benevolent societies inside and outside the country.
- g. To direct and administer transportation operations of all commodities and supplies at the central level and in the provinces.
- h. To direct and administer the maintenance, repair and new arrangements in the nation-wide system of workshops.
- i. To plan and organize the training of experts for the Logistics Branch.

Art. 3 - The Central Logistics Agency is under the management of a Board of Administration which comprises:

- The Minister at the Prime Minister's Office representing the Prime Minister..... Chairman
- The Minister of Finance..... Member
- The Minister of Economy..... Member
- The Minister of Public Works, Communications & Transportation..... Member
- The Director General of Budget & Foreign Aid..... Member
- The Director General, Central Logistics Agency..... Reporting & Voting member

Art. 4 - The Board of Administration has the following responsibilities;

- Determine the Logistics Policy for the Central Logistics Agency
- Review the Agency Organization
- Approve the Internal Regulations, the Personnel Statutes and the Internal Accounting of the Agency
- Approve the plan and activities program of the Agency
- Draft the annual budget of the Agency and submit it to the Prime Minister for approval
- Make decisions on receiving gifts or posthumous gifts as well as on appropriations, acquisitions, sales, cessions, transfers of real estates
- Review the General Report of operations and finances at the end of the year, and at the same time, approve the administration of the Agency by its Director General
- Approve the expenditures of the autonomous funds of the Agency
- Approve all procurement regulations, specifications books, reports on bids and contracts, and make decisions on punishment actions relative to contract provisions' violations
- Determine the discounts on the affairs of the Agency.

The Board of Administration may delegate a part of its responsibilities to the Director General, Central Logistics Agency, for timely and efficient service.

Art. 5 - The Central Logistics Agency is headed by a Director General, appointed by decree of the Prime Minister.

The Director General is assisted by a Deputy Director General appointed by Arrete of the Minister at the Prime

Minister's Office, Chairman of the Board of Administration, on the recommendation of the Director General, Central Logistics Agency.

Art. 6 - The Director General, Central Logistics Agency, has the following responsibilities:

- Administers the Agency
- Drafts the texts determining its organization
- Drafts the Internal Regulations, Personnel Status, Internal Accounting of the Agency
- Drafts the annual budget of the Agency
- Executes all decisions and operations assigned by the Board of Administration
- Reports to the Board of Administration on activities of the Agency
- Drafts the agenda and reports on monthly and irregular meetings
- Is the Authorizing Officer of the Agency Budget
- Signs all agreement, contracts and other texts of the Agency within the limits of the delegation of responsibilities provided by the Board of Administration
- Represents the Agency in all suits and relations
- Summarizes the Agency activities and makes Annual Financial Report to the Board of Administration for approval and discharge of the responsibilities assigned to him.

Art. 7 - The Central Logistics Agency is under the permanent control on the spot of a Finance Controller, as provided in Decree No. 135-SL/TC of Aug. 30, 1967.

Art. 8 - All previous provisions contrary to the present decree are abrogated.

Art. 9 - The Ministers, under Secretaries, Director General of Budget and Foreign Aid and Director General, Central Logistics Agency, are charged, each as to that which concerns him, of the execution of the present decree.

The present decree shall be published in the Official Journal of the Republic of Vietnam.

Saigon, October 22, 1968

s/ Tran van Huong

No. 98-TT/Th.T/CS

CIRCULAR

THE PRIME MINISTER OF THE GOVERNMENT

TO: Messrs: - Ministers of State  
- Ministers - Undersecretaries

COPY FOR: - Mr. The Director General for  
Budget and Foreign Aid  
- Messrs. The Director General of  
all Agencies under the direct  
jurisdiction of the Prime Ministry

SUBJECT: Instructions on the organization  
of the Ministries

In order to lighten the structure of the administrative machinery, to respond effectively to the needs of the current situation and in consideration of national budget resources, I have formed a Government whose composition is relatively simple, with two ministries combined into one and a reduction in the number of personnel.

In the same spirit, I hope that you follow this example when you set up the structural organization and the secretariates of your ministries.

To expedite the examination and approval of recommendations on the organization of the ministries, I set forth the following guidelines.

The main principle is always that the simpler the organizational structure is, the better it will be. The organizations of the ministries in the few past years, following replacement of supervisors, have been expanded beyond necessary needs and always increased with no reductions. Now we have occasion to review the entire organization for reduction purposes.

The personnel strength of the Ministries' Secretariates should be determined strictly according to needs. Present personnel strength shall be regarded as maximum, and personnel must only be appointed when actually necessary. The expeditors and generalists must be assigned jobs appropriate with these positions.

At the central level, the ministers should consider the planning, legislation, budget, personnel, accounting, materiel, pre-entry training and in-service training, archives, statistics, documentation and library jobs as very simple, but they must be strong enough to support effectively all dependent agencies. If the above responsibilities are scattered, it is recommended to concentrate them, or if the present organization is too complicated, it is wiser to simplify it. At the central level it is also necessary to have the agencies in charge of coordination, control and inspection, and particularly of appointing subordinate agencies or officials, to follow-up the general operations and to give special attention to the ministries as well as their components.

When considering a new organizational structure, it is not necessary to maintain the previous components of the agency. If current needs have changed, or if in the past the agency has been inefficient or

or did not achieve its purpose, or if its responsibilities have diminished due to a changed situation, it is recommended to abrogate it or to reform or simplify its organizational structure, pending future development or merger with another agency. Some ministries have suppressed their regional organizations and established interprovincial services; the formula of inter-provincial services, which is a regional organization common to one or several ministries, may be applied.

A method which may be used for simplifying the organization is to consider the responsibilities and the "output" of the agency. If the agency is assigned a highly specialized job resulting in little work, it should be given additional assignments or merged with another agency having similar responsibilities. A unit which has very few personnel with too much spare time should be assigned more responsibilities, or merged with another unit.

It is necessary to weigh the pros and the cons each time you recommend the establishment of a new agency. Its responsibilities must have enough importance to assure workload volume in the future; if not it is recommended to create a small unit, dependent on an existing agency. Budget and manpower availability are limits to be considered when developing an organization. Previously, some ministries have encountered difficulties due to the lack of qualified personnel to be assigned supervisory functions or of clerical personnel to transfer to a new agency. It is strongly recommended to avoid the creation of new positions or special allowances to insure the rights or to support the employees.

Finally, from the viewpoint of span of control, each

supervisor not only supervises or controls the job of one or two dependent agencies, but on the contrary must actually guide and be aware of the fact that in many fields and many kinds of jobs, a supervisor may superintend, stimulate and coordinate the work of three, four, five or more units. In order to reduce the number of directorates and services, the practice that each directorate should comprise 2 services, each service 2 bureaus, each bureau two or several employees, should be avoided.

MM. the Ministers must now also consider the organizational structures and compensation of personnel of their dependent agencies, of organizations order contract to the technical ministries, and especially the autonomous agencies and national enterprises, in order to apply the same policy to all agencies in the national administrative structure.

In short, I ask you to apply Memo No. 003-PTT/VP/DV of May 4, 1968 of the President of the Republic, which gives directives for maximum reduction of personnel expenditures, matériel and investment, to support the security, relief and reconstruction needs, and to realize the austerity policy of the Government.

The drafts of the decrees determining the overall organization of the Ministries shall be sent to the Secretary General of the Prime Minister's Office with a complete report specifying the reasons for changes, and other references, as to the old organization, a comparative listing of the number of agencies and supervisory positions between the two organizations (old and new), and if necessary, other documents relative to personnel strength, funds, volume of work, and plans for the future.

Consequently, arretes detailing the organization of the ministries shall be drafted according to the Decrèes determining the overall structure, and shall be forwarded to the Secretary General of the Prime Minister's Office for agreement, and to the Director General of Budget and Foreign Aid for concurrence, before they are submitted to the interested ministers for signature and publication. All recommendations for future changes in detail must follow the same procedure.

I hope that you will execute the above instructions and submit proposals for the most simple and logical organizations in accordance with the spirit of the Memo of the President and the recommendations of the National Assembly for simplification of organization and the reduction of operating expenditures.

I have every confidence in your contribution to the effort to make more efficient the administrative machinery of government.

Saigon, June 12, 1968

s/ Tran van Huong

Republic of Viet Nam  
Prime Ministry  
Anti Corruption Committee  
No. 185-TT/P.Th.T/UBBTN

Circular

Sept. 25, 1968

SUBJ: Determination of the components (of civil servants) to make the declaration of property - first phase (1/10 of the total number).

In execution of Decree 117-SL/Th.T/PG2 of August 22, 1968, the Anti-Corruption Committee at the Prime Minister's Office has determined the standards and details for the declaration of property - first phase - as follows:

I. Categories of personnel who have to make the Declaration of Property:

Apart from private persons or citizens in the liberal professions who hold elected positions, all civil servants must make a Declaration of Property, progressively according to these standards: Political positions, personnel of categories A, B, C, D.

For the first phase, the number of personnel to make such declaration is 60 persons, comprising:

- The Political positions
- The Cadres of: Professors Secondary Schools of the

2nd Level, Administrators, Architects, Foreign Service Counselors, Engineers, Press Attaches, Experts, Contractuals, Administrative Senior Clerks and 5 Officers (designed by the Military Cabinet).

II. The form of Declaration of Property, provided by the Mail Service, is to be filed in 4 copies: one for the interested person, and 3 to be sent to the Central Anti-Corruption Committee.

III. Time-limit for deposition of the Declaration of Property: October 5, 1968, latest date.

The Anti Corruption Committee shall meet again after the above date, shall examine the declarations and make conclusions, and shall establish the listings of the persons who do not file their declarations for submission to the Central Committee.

Saigon, Sept. 25, 1968

The Chairman, Anti Corruption  
Committee at the  
Prime Minister's Office

s/ Le cong Chat

Republic of Viet Nam  
Prime Ministry  
Central Anti-Corruption Committee  
No. 187/TT/P.Th.T/UBBTNTU

Saigon, Sept. 28, 1968

CIRCULAR

FROM: The Minister at the Prime Minister's Office,  
Chairman of the Central Anti-Corruption  
Committee

TO: Messrs. the Chairman, Anti-Corruption Committees,  
- at the Prime Minister's Office  
- at the Ministries, Directorates General,  
Autonomous Agencies, National and Mixed  
Enterprises  
- at the Prefecture, Cities and Provinces of  
the whole Nation.

SUBJ: Declaration of property and Expediting of  
operations pertaining to the Anti-Corruption  
Program

REF.: - Decree No. 117-SL/Th.T/PC2 of Aug. 22, 1968  
- Circular No. 167-TT/Th.T/PC2 of Aug. 22, 1968

Dear Sirs:

The Central Anti-Corruption Committee, in its session  
of Sept. 26, 1968, has reviewed the results of the Anti-  
Corruption campaign and has examined the questions that

a number of Regional Committees and Agencies have raised concerning the declaration of property of parents, wife and children.

The Central Committee has concluded that the achievements reached during the period from the beginning of the anti-corruption drive to the present is very modest; many provinces, many agencies have not shown any activity and have not made a report. The Central Committee requests you to proceed with operations pertaining to the anti-corruption campaign in a more positive manner, especially by simplifying administrative and financial procedures,...and by publicizing the services available to the people in order to avoid unfavorable comment and to let them know that it is not necessary to go by the back door to have their requests satisfied logically.

To reach the desired objective, the Central Committee asks all Committees in their internal meetings to discuss the services available to the public, to classify them and to establish time-limits for their achievement. Afterwards, notice will be given to the public of these time-limits, and if the time-limit elapses without the job being completed, the responsible official will be determined. The delinquent official should receive model punishment to prevent further failure.

Concerning questions raised in the declaration of property for parents, wife and children, the Central Committee confirms that the civil servant or military when making his declaration of property must list only properties belonging to himself, to his wife, and then, the part of properties in the names of parents, children of full age or under 21 years of age in whose name the civil servant acquires the property, or to

whom he gives the money for acquisition. The part of private properties of the parents, or major children which have no connection with the civil servant or military giving the money for purchase is not subject to declaration. Nevertheless, the declaration must be complete and accurate. If not, the delinquent civil servant or serviceman shall be severely punished administratively, and shall be subject to prosecution according to current laws and regulations, if the Committees of the Provinces, Agencies or Centralizations make further investigation or receive complaints of misinformation in the Declaration of Property.

I request you to expedite the Declaration of Property and to report to the Central Committee, on an emergency basis, all achievements for the operations set forth in Circular No. 167 of Aug. 22, 1968 referenced above, especially positive results on the two points of simplification of procedures and publication of all government decisions.

Respectfully yours,

s/Huynh van Dao

Republic of Viet Nam  
Office of the Prime Minister  
No. 203/TT/Th.T/PC.1

Saigon, October 16, 1968

FROM: Prime Minister

TO: Messrs: Minister of State  
Ministers  
Under Secretaries of State  
Government Delegates  
Prefect, Province Chiefs  
Mayors  
Directors General, Directors of Agencies  
directly dependent on the Prime  
Minister's

SUBJ: Filling up vacant positions at the agencies

REF.: - The President's Memo No. 3-PTT/VP/DV of  
May 4, 1968  
- Circular No. 98-TT/Th.T/CS of June 12, 1968

The above President's Memo fixed the measures of  
personnel reduction as follows:

- the number of personnel on board up to April 30,  
1968 is maximum. It can only be decreased gradually  
although it is less than the number planned in the  
Budget.
- the inducted personnel will not be replaced, the  
work will be distributed to the remaining employees.

Afterwards, in the Circular No. 98-TT/Th.T/CS of June 12, 1968, I outlined the leading principles to simplify the organization structure of the agencies in order to apply the reduction of personnel expenses as well as the principles about operating the Government's austerity policy.

On the other hand, by letter No. 811-P.Th.T/PC1 of Sept. 3, 1968 to the Department of National Defense and War Veterans, I ordered to convene a Committee to examine and fix the minimum number of personnel for each Ministry.

While waiting for the practical results of the above mentioned measures, and to avoid difficulties in the management of public services in some agencies very affected by the General Mobilization measure, I find it possible to apply the following measures within the scope of the President's policy of personnel reduction in the above mentioned memo.

1. The number of Personnel in each agency - The maximum number of personnel in each agency is the number projected in the current year budget (which will be re-examined when the Budget is amended according to the above policy). Each agency must respect, follow and keep up to date this number in the form of monthly personnel charts established for each Budget chapter, according to the model fixed by the Circular No. 10.925-UBHP/NSNV/CT of September 16, 1967 of the Directorate General for Budget and Foreign Aid.

This document must be established and sent to the Directorate General for Budget & Foreign Aid at the beginning of each month to permit examining the subjects pertaining to the alteration of personnel number (transfers, appointments, replacements etc...).

2. Personnel transfers - To meet the public service needs, the transfer of personnel between the agencies may be accepted if it aims at replacing resigned or deceased personnel of the same category at the employer agency or if it aims at replacing personnel within the scope of the maximum number of personnel of this agency.

The agency which has agreed to transfer personnel to another destination must not, in principle, ask for substitutes. However, the replacement may be examined, if there are surplus personnel reverted by other agencies, or when the total number of personnel projected for the whole Budget permits it.

3. Replacement of inducted personnel - In principle, inducted personnel are not replaced. However, two cases must be noted:
  - a. Inducted personnel having all the necessary conditions may be detached back to their former positions with the agency proposal: the replacement is not a problem because the personnel concerned will be detached to their home office after a short period of training in the Army.
  - b. Inducted personnel joining the Army definitely and being not part of the category of those who can be detached back to their home offices:
    - if there are only a few of them, the agency can reorganize and redistribute the job, no need for replacement;
    - if there is a large number of personnel who join the army at the same time causing a standstill of the service, a proposal of replacement may partly be accepted, if the cases are fully justified.

4. Replacement of resigned personnel - The substitution of resigned, deceased, retired or dismissed personnel may be accepted according to the same conditions as in the case of the personnel who join the Army definitely, as mentioned above in number 3-b, that is if the number of resigned personnel seriously affects the activities of public services, the substitution will be partly examined.

The substitution of inducted or resigned personnel in the cases mentioned above will be carried out according to the following conditions and formalities:

- a. the personnel who resign or enrol must do so after April 30, 1968 and have their name listed in the 1968 Budget and the 1969 Budget draft.
- b. the agency will contact the Directorate General for Public Function to ask for a transfer of surplus personnel from other agencies.
- c. if there are no surplus personnel, the Directorate General for Public Function can recommend candidates among war veterans or widow and orphans of war dead relating to the following components:
  - the graduated from professional examination who are waiting for their nominations;
  - the personnel listed as regular employees without examination but who have not been appointed yet.
- d. When the above sources of manpower are used up the agencies may recruit personnel by themselves according to the current procedures (recruitment communique, priority to war veterans, age limit for civil male candidates, etc...)

Regarding the agencies which have temporary transient personnel, they may propose to change the grades of these personnel to replace the regular personnel who have resigned, provided that the concerned agency submit full documents on these irregular transient personnel, and do not recruit new employees to replace the personnel whose grades have been changed.

5. Newly established agencies: I will consider the fixation of personnel number according to the needs and situation supplied by the Directorates General for Public Function and for Budget and Foreign Aid.

I hope the process of applying the President's Memo No. 3-PTT/VP/DV can provisionally help the agencies solve the problem of personnel required for the activities of public services in spite of the present general mobilization measures.

s/Tran van Huong

cc:

- The President's Off.
- The Vice-President's Off.
- The Upper House's Off.
- The Lower House's Off.
- Directorates and agencies at the Prime Minister's Office.

Republic of Viet Nam  
Prime Ministry  
No. 207-TT/Th.T/PCI

Saigon Oct. 24, 1968

FROM: The Prime Minister of the Government

TO: Messrs. Prefect, Province Chiefs, Mayors

SUBJ: Responsibilities of the Prefect, Province Chiefs,  
Mayors, Deputy Prefect, Deputy Province Chiefs,  
Deputy Mayors and Chiefs of Provincial Services  
at the Capital City, the Provinces and the Cities.

REF.: Letter No. 1002-PTT/TTK/1 of Sept. 12, 1968  
of the Presidency

By the letter referenced above, the President of the Republic has given the instruction that at province level, responsibilities must be determined in such a manner that administrative officials such as Deputy Province Chiefs, Chiefs of Provincial Financial Services, etc., should share responsibilities with the Province Chiefs in financial matters.

For this reason, this Circular is issued with the aim of determining clearly the responsibilities of each official at the Prefecture, Provinces or Cities.

There shall be distinguished two cases of responsibilities.

1. Responsibilities in matters having a character of decision

It must be emphasized that only the Prefect, Province

Chiefs and Mayors have the power of decision for all financial matters in their constituency, on the report of their subordinates.

Each time they submit a problem to the Prefect, Province Chiefs or Mayors for decision, the Deputy Prefect, Deputy Province Chiefs, Deputy Mayors or Chiefs of Provincial Services should make a complete report, with full details of the affair, and should always make recommendation with reasons appropriate to the laws and regulations in force.

In cases where the Prefect, Province Chiefs, or Mayors make a wrong decision based on the report of their subordinates, the Prefect, Province Chiefs or Mayors as well as the official making the Report must share the responsibilities, but the chief responsibility must be borne by the lower level official because of his carelessness.

If the Prefect, Province Chief or Mayor does not follow the opinions and recommendations of his subordinates and makes a different decision contrary to the laws and regulations in force, the Prefect, Province Chief or Mayor shall bear the sole responsibility. In such case, the Deputy Prefect, Deputy Province Chief or Deputy Mayor is free of charges, and has the duty to report immediately to the Ministry of Interior.

2. Responsibilities of the Deputy Prefect, Deputy Province Chiefs, Deputy Mayors, Chiefs of Provincial Services in the execution of the directives of the Prefect, Province Chiefs, Mayors.

Apart from cases where the instructions of the higher ranking authority are illegal or outside the scope of the public service, subordinates must strictly implement

the directives of their superiors. For this reason, if they willingly make wrong or erroneous execution, the wrongdoers must bear full responsibilities.

The Prefect, Province Chiefs or Mayors must give their instructions in writing directly to the Deputy Prefect, Deputy Province Chiefs, Deputy Mayors - these officials have the duty to decline the execution of oral directives of the Prefect, Province Chiefs or Mayors; if they do not do so, they also share the responsibilities. Furthermore, the Deputy Prefect, Deputy Province Chief, Deputy Mayors and Chiefs of Provincial Services receive directives from the Prefect, Province Chief or Mayor only in the latter's administrative capacity and not in his capacity of Sector Commander.

s/Tran van Huong

Republic of Vietnam  
Ministry of Interior  
No: 6496-BNV/HL25

Saigon, December 20, 1968

THE MINISTER OF INTERIOR

TO: - The Mayor of the Capital City  
- The Province Chiefs  
- The Mayors of other cities

INFO: - All CTZ's Administrative Assistants

SUBJ: Promotion of Basic Administrative Management  
Training Programs in Provinces and Cities

REF.: 1. Circular # 62-TT/Th.T/HVHC, dated April 4, 1968  
2. Circular # 129-TT/Th.T/HVHC, dated July 13, 1968  
3. Circular # 161/TT/Th.T/CV, dated Aug. 15, 1968

In order to improve the efficiency of GVN agencies, and minimize expenditures, the Prime Minister's Office has proclaimed its GVN training policy (See ref 3). Within this context, the BAM program (see ref 1 and 2) for training all supervisors was initiated to develop skills and service attitudes in all civil servants. MOI is entrusted with responsibility of implementing the program in all local administrative agencies of the nation.

By Circulars # 3865-BNV/HL26 dated July 31, 1968,

and # 4879-BNV/HL25 dated September 26, 1968, the Ministry of Interior promulgated plans for training BAM instructors and for organizing BAM courses in the field. This work is progressing favorably. However, the Ministry has noticed that some localities have not had the right concept of the program. Some either have a misplaced eagerness to expedite the program as quickly as possible, or tend to carry it out in a most irresponsible way. Other provinces have been neglectful because they consider the program above their level or regard it as unimportant. The Ministry sees a need to clarify the objectives of the program, its strategy of implementation, and the utilization of BAM techniques, in order to dissipate all doubts and insure serious attention to carrying out BAM training plans.

#### I. Purpose

The task of training is currently of concern to all GVN agencies. When announcing its policy on training, the Prime Minister's Office recognized that training so far has been either neglected (due to a lack of policy), or sporadic and without coordination. The announced policy can be summarized as follows:

Supervisors at all levels have responsibility for developing the capability of their personnel, to train them on the job, to effectively organize the service with "the right man in the right place", to follow up, encourage, continuously review, and to closely coordinate with appropriate supervisors of all related activities.

These responsibilities are part of the broad and scientific strategy of increasing the effectiveness of GVN agencies despite reduction in personnel,

concerning material and human resources, and improving administrative machinery, without overlooking new needs.

The aim of the BAM training program is to provide guidance to all supervisory levels on new techniques and procedures, helping them accomplish their duties effectively within the context of improvement.

## II. Plans

The BAM training program is not divided into phases, but must regularly and continuously improve. However, it includes three clearly differentiated parts:

- Training of Instructors
  - Organizing training courses or seminars for supervisors or managers
  - Application of the methods and procedures learned.
- A. Training of Instructors will, for the time being be completed by mid-January 1969 following seven BAM Cycles which will have trained 135 instructors, including 105 from the field.
- B. Following graduation from the course, all instructors will return to their agencies with the responsibility of organizing BAM training courses for supervisors in their agencies and BAM seminars for high ranking officials or agency heads. This part of the program started in compliance with the program schedule right after the BAM instructors of Cycle I returned to their units in May 1968, and presently is progressing strongly in the field.

C. To give all supervisors BAM training, however, does not complete the program. On the contrary, the most important part is the application of BAM methods and techniques studied. There must be follow-up on this application in all areas, ferreting out of strengths and weaknesses for further improvement, keeping abreast of progress, and responding to all service requirements. This part of the program lasts indefinitely.

### III. Methods

With the support of USAID, the Government of Vietnam invited a team of instructors consisting of American professors experienced in administrative organizations as well as in teaching techniques to conduct BAM instructors' training courses. BAM methods are based on the concept of combining the training task with the management of operations. The function of training is not designed just to produce skilled workers, but must instill in the personnel as well as the supervisors an abiding spirit of development in service and through work operations. The idea is to take some of the techniques and experiences which brought about good results in advanced countries, and apply them to our country's situation, then identify advantages and disadvantages for appropriate improvement. The results in producing techniques include job analysis, understanding people, improving attitudes, having the right man in the right place, giving guidance to operations, training people in new skills, keeping constantly in touch and helping people improve. In BAM training courses, there are not only topical lectures but also questions brought out for guided discussion and problems for the trainees to solve. Through these they have the

satisfaction of contributing their own experiences to solving problems and overcoming difficulties. In this way the topics will not be confined to their initial framework, but will be productively developed to be as close to concrete reality as possible.

#### IV. Responsibilities of various levels

The application of BAM principles to improve GVN administrative organizations is the responsibility of all levels, from the infrastructure cadres up to high ranking officials:

1. With proper and constant guidance each employee will earnestly try to apply BAM techniques and procedures and to identify advantages and disadvantages in seeking improvement of methods.
2. All first line supervisors and middle managers, such as sub-section chiefs, section chiefs, service chiefs, division chiefs, etc..., after their training, must apply what they have learned, and guide their subordinates accordingly.
3. All instructors specially trained to conduct BAM courses for supervisors and BAM seminars for managers will have to contribute to the application of BAM methods and procedures, to check on their effectiveness for further adaptation of BAM materials.
4. All coordinators will assist the instructors to organize BAM courses or seminars and also teach if they are certified as BAM instructors.

Coordinators will be responsible to promote and encourage the implementation of GVN training policy, make plans for follow-up action, develop and get results.

5. All chief-coordinators will be responsible for cooperating with other coordinators within the area in coordinating training programs, registering and exchanging instructors in various provinces within the area, so that they can help one another with any problems, mobilize experience and report training results for the whole area.
6. All high ranking officials will participate in BAM seminars to obtain a thorough knowledge of BAM topics, responsibilities and methods, to be able to promote and control BAM implementation. In particular they will provide concrete support to the program through funds and facilities, encouraging people by every means so they can apply BAM techniques and methods with confidence. The success will be great or small depending on the influence of high ranking officials and heads of Central agencies, Ministries, and Province Chiefs.

Through the points explained above, our Ministry hopes that you will have an adequate concept of the importance of the BAM training program, but we think that one critical point should be emphasized and this is not to delay the implementation of BAM program. This need for promptness, however, should not be a pretext for moving with undue haste or in a perfunctory manner in order to be able to make a report. On the contrary, quality must be given preference over quantity.

Therefore, the following points will be strictly complied with:

1. Each BAM training course or seminar will take only 15 to 20 trainees at the most.
2. Each BAM course will have at least two supervising instructors who have graduated from a BAM instructors' training course. The Training Directors cannot be BAM chief instructors if they have not graduated from a BAM instructors' training course.
3. BAM courses should be conducted in half-day sessions. The other half-day will be devoted to regular work. Thus the service will not be hampered and, at the same time, trainees will have time to meditate on BAM subjects, assess needs, develop understanding for applications of BAM techniques, and look for questions which can be contributed to make the BAM sessions more realistic and productive.
4. Any province having but one instructor must coordinate with other localities in compliance with the plans set forth in Circular # 4879-BNV/HL25 dated September 26, 1968, so as to have a teaching staff adequate to guarantee good results from the course.
5. Those provinces having but two instructors should organize only one BAM course per month, because in addition to course organizing time, the instructors will continue to help graduate trainees implement the techniques and methods learned, or give assistance to other BAM classes within the training area.

6. It is permissible to run only two BAM courses at a time when having four or more instructors.
7. Checks must be made to determine the trainees' understanding of BAM. Their concentration and eager participation are indicative of the degree of their understanding. Only those who are eager to learn and apply BAM learning will be eligible for BAM certificates. If necessary and with considerations of feasibility, your headquarters should give a test to the trainees prior to graduation.
8. Encourage direct application of techniques to daily operations and report all encouraging outcomes, so that the Ministry can disseminate them to other localities.

#### V. Obstacles

That portion of the program devoted to training BAM instructors is being completed with this last cycle (Cycle VII) which started in mid-December, 1968. Yet some provinces have not sent any trainees or have not sent as many trainees as required by Circular 3865-BNV/HL26 dated July 31, 1968. The reasons advanced usually were they had no personnel of Grade A, or they were short of personnel or overly busy. Some provinces suggested that Training Directors would not have to attend BAM courses, but still may teach it using BAM materials as guidance. In various circulars, the Ministry has explained this point, but now wants to summarize as follows:

1. If there really is no Grade A personnel in a given

agency, people of grade B can be nominated for BAM instructors' course, provided selection is made of clever and knowledgeable individuals. The Ministry has approved the selection of grade B people, and with BAM's special methods of training, has made them into fully qualified instructors.

In addition, by its Letter # 5747-BNV/HL25 dated November 14, 1968, (copy forwarded your headquarters) the Ministry has obtained agreement of other Ministries to let supervisors of Technical Services in localities take part in province BAM training programs. Also some province Technical Services have sent chiefs of services to be trained as future BAM instructors.

2. The BAM course has the definite purpose of helping all agencies to practice scientific methods and techniques in increasing their effectiveness even with reduced personnel and in solving problems arising from personnel shortages.
3. The teaching of BAM techniques and methods also will help simplify work if applied correctly. When alleging that they are overloaded with work, the provinces have revealed they had a wrong idea of BAM. They actually have removed the BAM program from reality, considering it as a non-essential task which must be carried out to comply with orders, and forgotten after completion.

On the contrary, these methods and techniques can be applied in concrete life and help manage the service effectively, especially in undertaking new tasks such as the "Special Peace Offensive Plans". All BAM coordinators, instructors, teaching

staffs, all supervisory levels who have attended or presently are attending BAM courses can be grouped into special committees to study plans, analyse tasks, determine missions, select personnel, assign duties, evaluate needs, etc..., in other words, utilizing BAM methods and techniques for their new task. The result will be increased effectiveness, rationality, promptness without hastiness or tiresomeness to the personnel.

4. By circular # 4685-BNV/HL25 dated September 16, 1968, sent to Dinh Tuong province (copy to your headquarters) the Ministry has clearly explained that the instructors must thoroughly know the substance of all BAM topics as well as appropriate teaching techniques and procedures. They should not simply take the existing BAM materials and teach. That is the reason the Ministry has asked the localities to give priority to sending their training directors to BAM courses.

Our Ministry believes that, after studying carefully this circular and thoroughly understanding the subject, you will especially want to give support to BAM courses. You will make use of them as your own tools in your effort to improve the work and attitudes of all your subordinates, thus exemplifying the GVN training policy and boosting the service of the nation and the people toward the achievements you yourselves have desired.

As for expenditures, the Ministry reminds you that each BAM cycle must not exceed 10,500 piasters in cost, including 7,500 p's for instructors' remuneration (maximum 30 hours of actual teaching), and 3,000 p's for course organizing, printing handouts, making additional visual aids. Province expenditures

for BAM planned for 1969 must be included in its budget of 1969.

To simplify paperwork procedures, the Ministry has devised these attached forms to be used:

- Form for proposed BAM training programs for 1969
- Form for reporting BAM training results.

In addition it is necessary only to send a wire with brief justification to the Ministry to give information about any change in schedule of BAM programs.

s/Gen. Tran thien Khiem  
Ministry of Interior

cc to:

- The Office of the Prime Minister  
"For Information"
- The Rector of NIA, Chairman of the Steering Committee
- The Director General, Civil Service  
"For Information"
- The Director General, National Police
- All Directors of GVN Agencies
- All Service Chiefs under MOI  
"For Information"

(Reference: Circular # \_\_\_\_\_ BNV/HL25, dated \_\_\_\_\_)

In coordination with Province Coordinator (1)

No. of Course	Designation of Training Course or Seminar (2)	Location (1)	Opening date (3)	Closing date (3)	No. of trainees (3)	Instructors	Trained by BAM Cycle (4)	REMARKS
				Total				

(1) In case the training area include several provinces. (2) Optional designation or numerating + alphabetical letter . (3) Estimate. (4) Graduate from BAM instructor training courses.

Distribution:

- MOI (Training)
- NIA (In-service Training)
- DGCS, "For Info"

# \_\_\_\_\_

\_\_\_\_\_ Date \_\_\_\_\_

(City Mayor or) Province Chief

Coordinator  
 Chief Coordinator (1)

Republic of Vietnam  
Area \_\_\_\_\_  
(City) Province \_\_\_\_\_

BAM REPORT  
Course  
(Reference:)

- Duration: from \_\_\_\_\_ through \_\_\_\_\_
- Total teaching hours \_\_\_\_\_
- Instructors \_\_\_\_\_ graduated from BAM cycle \_\_\_\_\_
- Class composition: Service chiefs \_\_\_\_\_  
Bureau Chief \_\_\_\_\_  
\_\_\_\_\_

Total:

- Roster of Trainees recommended for awarding BAM certificates:

Sequence	Full names	DOB	POB	Grade	Position

- Evaluation: Results \_\_\_\_\_ %  
Total supervisors of the Province \_\_\_\_\_  
Trained so far \_\_\_\_\_  
Remaining number \_\_\_\_\_

- Obstacles:

- Remarks and Suggestions:

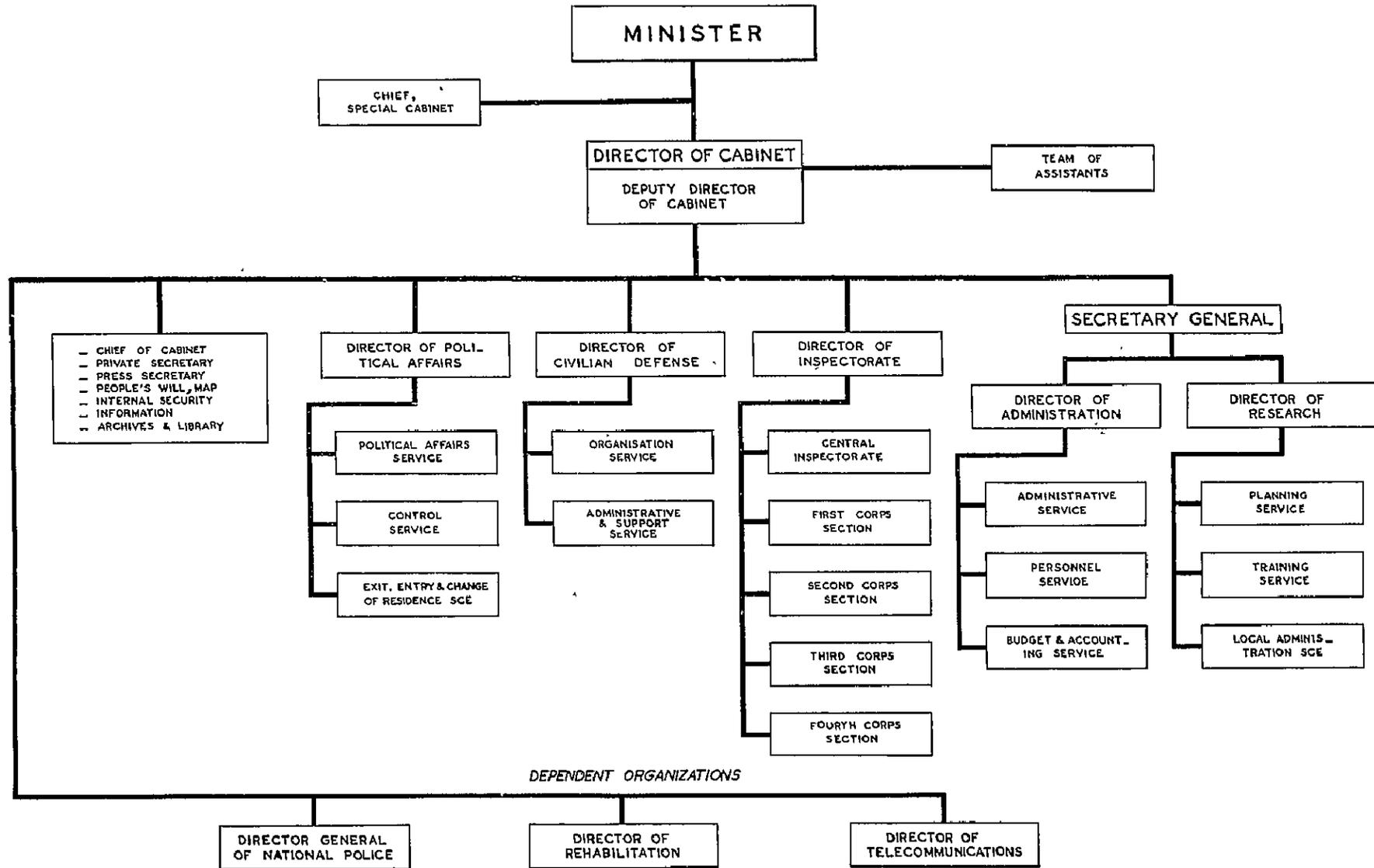
\_\_\_\_\_ Date \_\_\_\_\_

s/Province Chief

Coordinator:  
(or Chief Coordinator)

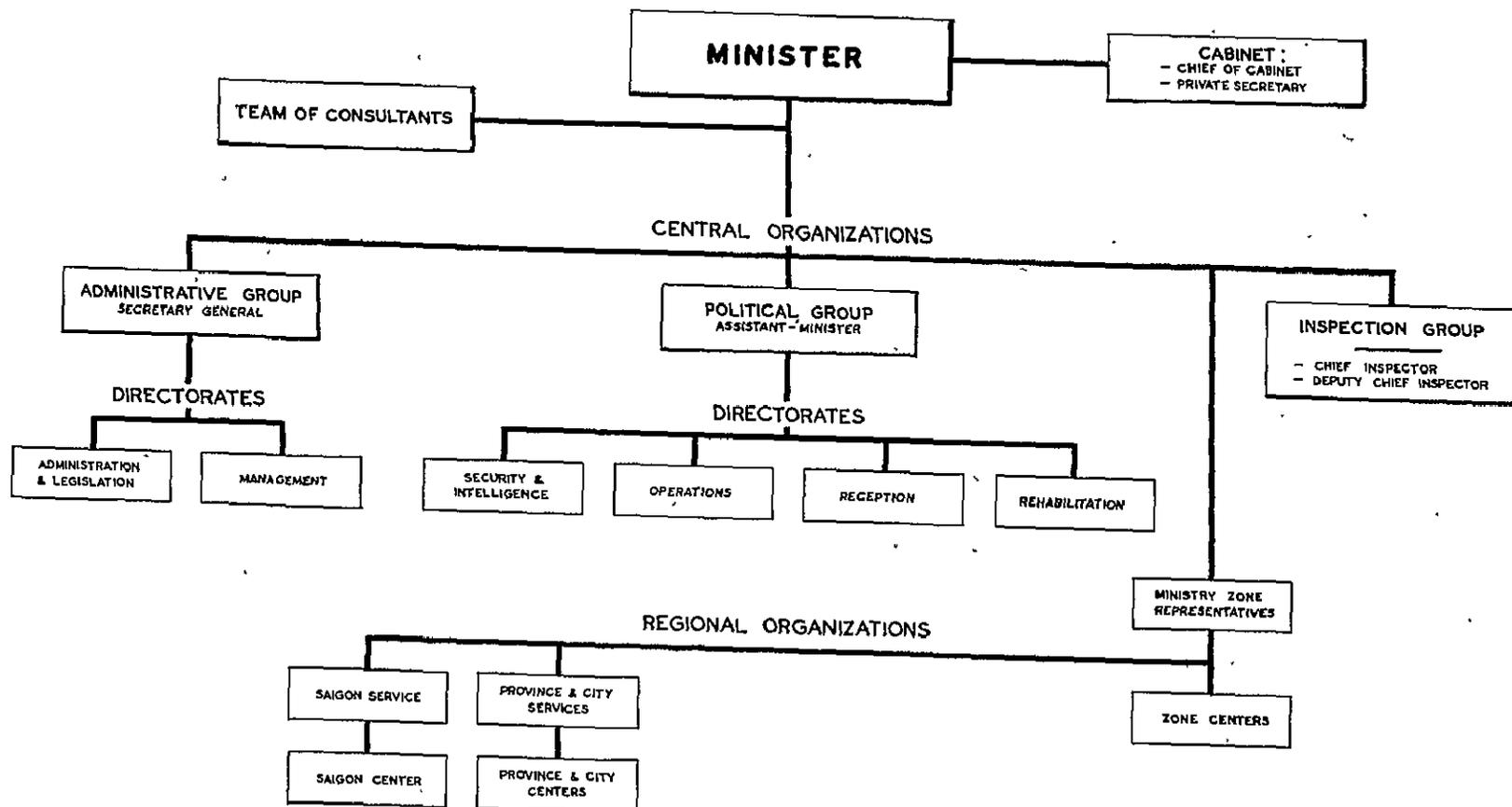
DEGREES NO 784-SL/NV OF JULY 13  
AND NO 107-SL/NV OF AUG 9, 1968

# MINISTRY OF THE INTERIOR



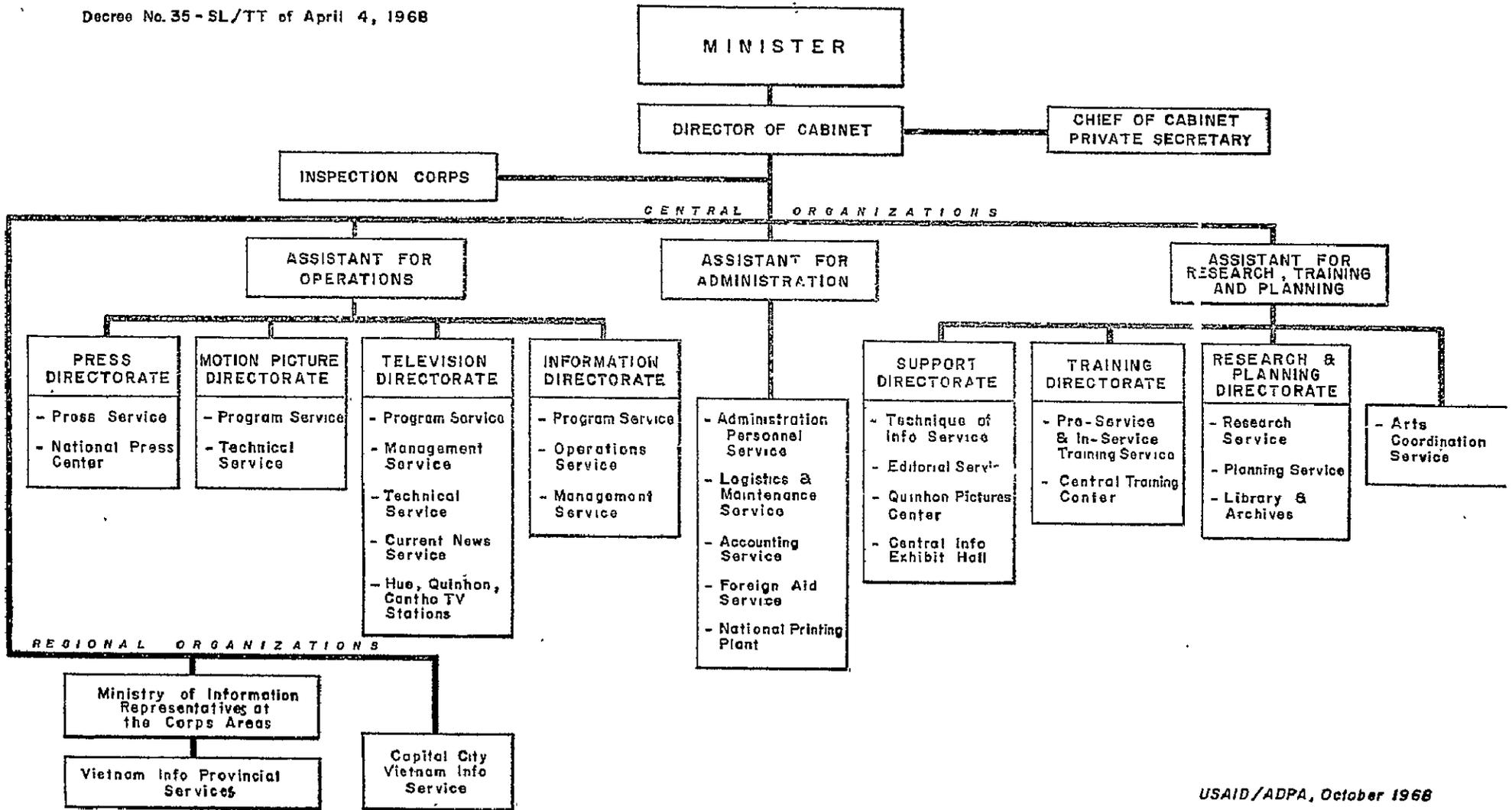
# MINISTRY OF OPEN ARMS

DEGREE NO 151-SL / CH OF NOVEMBER 4, 1968



# MINISTRY OF INFORMATION

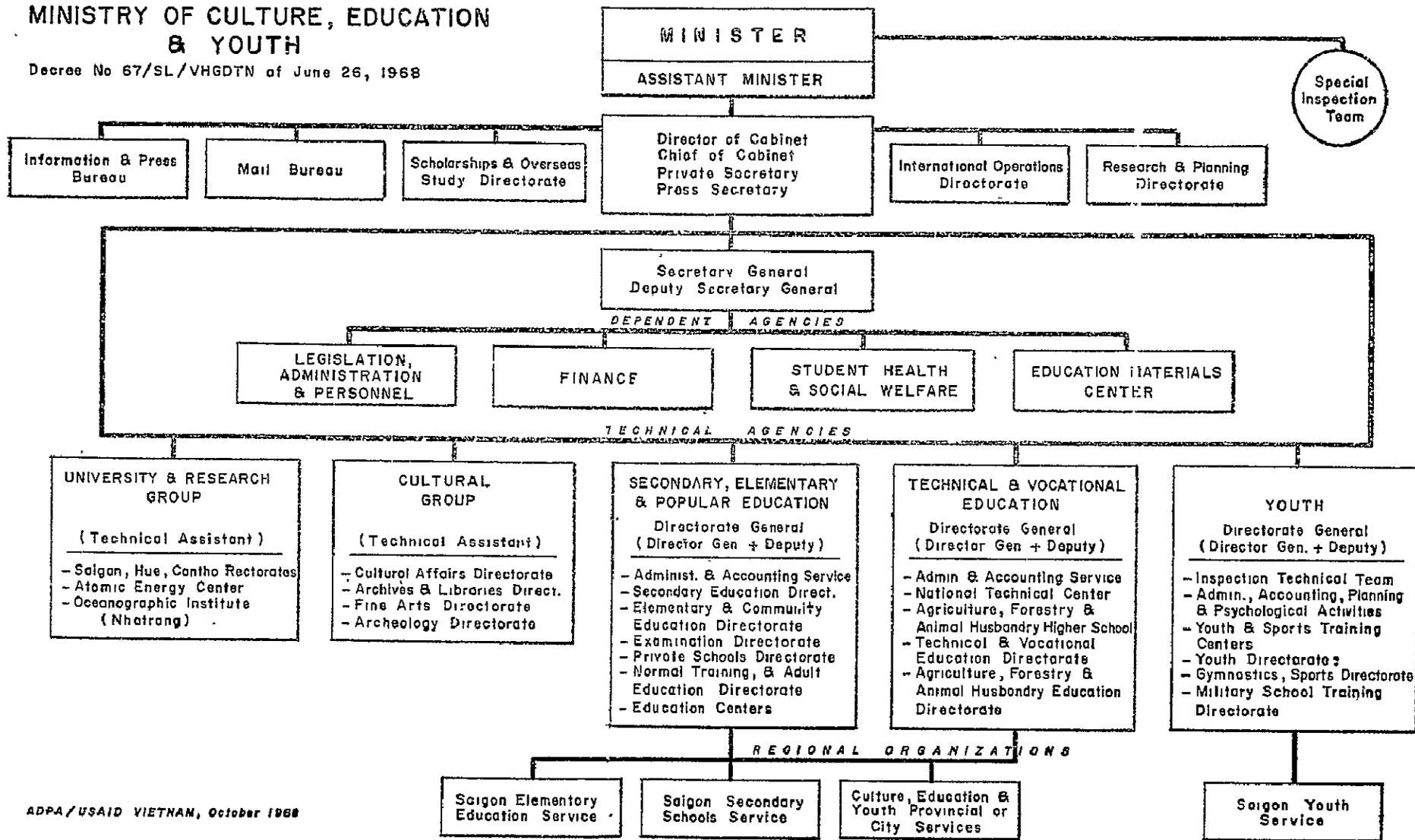
Decree No. 35 - SL/TT of April 4, 1968



USAID/ADPA, October 1968

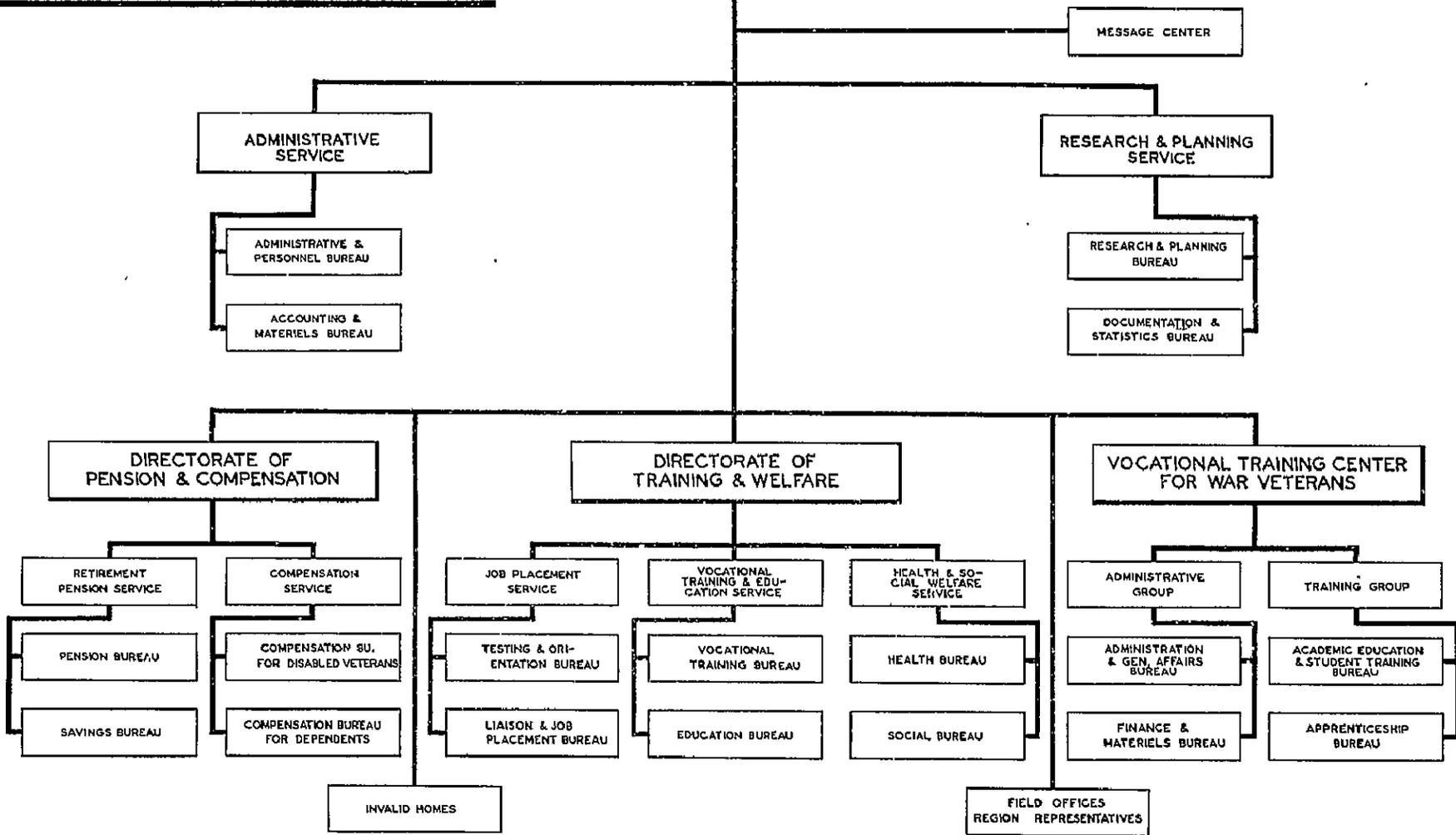
# MINISTRY OF CULTURE, EDUCATION & YOUTH

Decree No 67/SL/VHGD TN of June 26, 1968



# DIRECTORATE GENERAL OF WAR VETERANS

DIRECTOR GENERAL



PERSONNEL: key personnel of provinces, districts, and cities as of Jan. 31, 1969:

<u>PROVINCES AND DISTRICTS</u>	<u>NAME</u>	<u>TITLE</u>
AN GIANG	LtCol Pham van Man Mr. Tran dac Thanh	Prov. Chief Dep. Prov. Chief (Adm)
Chau Thanh	Capt Truong thuan Hieu	District Chief
Cho Moi	Mr. Nguyen ngoc Ngoi Maj Nguyen quang Hanh	Dep. Dist. Ch. (Adm) District Chief
Hue Duc	Vacant Maj Nguyen ngoc Diep	Dep. Dist. Ch. (Adm) District Chief
Thot Not	Mr. Ha tan Hanh Maj Nguyen minh Tam Mr. Tran van Canh	Dep. Dist. Ch. (Adm) District Chief Dep. Dist. Ch. (Adm)
AN XUYEN	LtCol Ngo xuan Nghi Mr. Tran huynh Thanh	Prov. Chief Dep. Prov. Chief (Adm)
Cai Nuoc	Maj Le van Ta Vacant	District Chief Dep. Dist. Ch. (Adm)
Dam Doi	Capt Lam van Nhuong	District Chief
Quan Long	Mr. Nguyen van Cao Capt Nguyen van Phung	Dep. Dist. Ch. (Adm) District Chief
Song Ong Doc	Mr. Tran van Truyen Lt Nguyen trong Thoai	Dep. Dist. Ch. (Adm) District Chief
Thoi Binh	Mr. Nguyen van Cao Lt Nguyen van Nghiem	Dep. Dist. Ch. (Adm) District Chief
Nam Can	Mr. Pham chi Thanh Capt Le ngoc Hy Mr. Nguyen an Binh	Dep. Dist. Ch. (Adm) District Chief Dep. Dist. Ch. (Adm)

PROVINCES AND DISTRICTSNAMETITLE

BA XUYEN	LtCol Quach huynh Ha Mr. Truong van Nam	Prov. Chief Dep. Prov. Chief (Adm)
Ke Sach	Maj Diep van Sau Mr. Mai van Gioi	District Chief Dep. Dist. Ch. (Adm)
Long Phu	Capt Nguyen van Tam Mr. Luu van Long	District Chief Dep. Dist. Ch. (Adm)
My Xuyen	Capt Nguyen van Do Mr. Pham quoc Dang	District Chief Dep. Dist. Ch. (Adm)
Thanh Tri	Maj Hoang duc Ninh Mr. Vuong van Lieu	District Chief Dep. Dist. Ch. (Adm)
Thuan Hoa	Maj Ngo hiep Phai Mr. Nguyen tan Hue	District Chief Dep. Dist. Ch. (Adm)
Lich Hoi Thuong	Capt Lac thai Thuan Mr. Ho van Ba	District Chief Dep. Dist. Ch. (Adm)
Hoa Tu	Maj Truong dinh Chat Vacant	District Chief Dep. Dist. Ch. (Adm)
BAC LIEU	Maj Lam chanh Ngon Maj Son ngoc Quang  Mr. Huynh dang Giai	Prov. Chief Dep. Prov. Chief (Cambodian Affairs) Dep. Prov. Chief (Adm)
Gia Rai	Maj Nguyen van Quyet Vacant	District Chief Dep. Dist. Ch. (Adm)
Phuoc Long	Capt Bui gia Min Mr. Ta nhu Canh	District Chief Dep. Dist. Ch. (Adm)
Vinh Chau	Capt Nguyen khuong Liem Vacant	District Chief Dep. Dist. Ch. (Adm)
Vinh Loi	Maj Lam quang Thoi Vacant	District Chief Dep. Dist. Ch. (Adm)

PROVINCES AND DISTRICTSNAMETITLE

BIEN HOA	LtCol Lam quang Chinh Mr. Pham cong Doi	Prov. Chief Dep. Prov. Chief (Adm)
Cong Thanh	Capt Tran van Quang	District Chief
Di An	Mr. Nguyen khac Linh Capt Nguyen minh Chau	Dep. Dist. Ch. (Adm) District Chief
Duc Tu	Mr. Nguyen Hoe Capt Nguyen van Hai	Dep. Dist. Ch. (Adm) District Chief
Long Thanh	Mr. Nguyen huu Thinh Maj Ha dinh Hien	Dep. Dist. Ch. (Adm) District Chief
Nhon Trach	Mr. Luu van Trang Capt Tran duc Long	Dep. Dist. Ch. (Adm) District Chief
Tan Uyen	Mr. Hoang duc Cuong Maj Le van Phu Mr. Tran dinh Lien	Dep. Dist. Ch. (Adm) District Chief Dep. Dist. Ch. (Adm)
BINH DUONG	Col. Tran van Nguyen Mr. Nguyen huu Dau	Prov. Chief Dep. Prov. Chief (Adm)
Ben Cat	Maj Truong bao Thien Mr. Tran van Keo	District Chief Dep. Dist. Ch. (Adm)
Chau Thanh	Capt Truong van Phuc Mr. Le danh Dam	District Chief Dep. Dist. Ch. (Adm)
Lai Thieu	Maj Nguyen van Cua Mr. Pham huu Do	District Chief Dep. Dist. Ch. (Adm)
Phu Hoa	Maj Luong van Be Vacant	District Chief Dep. Dist. Ch. (Adm)
Tri Tam	Maj Nguyen ngoc Chau Vacant	District Chief Dep. Dist. Ch. (Adm)
Phu Giao	Capt Nguyen manh Cuong Vo van Khong	District Chief Dep. Dist. Ch. (Adm)

PROVINCES AND DISTRICTSNAMETITLE

## BINH DINH

Maj Phan minh Tho  
Mr. Le quang Quy

Prov. Chief  
Dep. Prov. Chief (Adm)

An Nhon

Mr. Phan gia Dinh  
Mr. Khuu thuong Thien

District Chief (Actg)  
Dep. Dist. Ch. (Adm)

An Tuc

Maj Hoang van Thua  
Mr. Tran manh Xuan

District Chief (Actg)  
Dep. Dist. Ch. (Adm)

Binh Khe

Capt Doan Vien  
Mr. Nguyen ngoc Tuong

District Chief  
Dep. Dist. Ch. (Adm)

Hoai An

Capt Cao huu Anh  
Mr. Doan xuan Phien

District Chief  
Dep. Dist. Ch. (Adm)

Hoai Nhon

Capt Hong bao Hien  
Mr. Le van Que

District Chief  
Dep. Dist. Ch. (Adm)

Phu Cat

Maj Phan dinh Niem  
Mr. Le Trung

District Chief  
Dep. Dist. Ch. (Adm)

Phu My

Maj Cao van Chon  
Mr. Nguyen ngoc Tuong

District Chief  
Dep. Dist. Ch. (Adm)

Tuy Phuoc

Maj Phan viet Ba  
Mr. Pham van Ngu

District Chief  
Dep. Dist. Ch. (Adm)

Tam Quan

Maj Bui Tram  
Vacant

District Chief  
Dep. Dist. Ch. (Adm)

## BINH LONG

LtCol Lo cong Danh  
Mr. Nguyen trong Can

Prov. Chief  
Dep. Prov. Chief

An Loc

Capt Nguyen phuoc Bao Than  
Mr. Pham kim Ruong

District Chief  
Dep. Dist. Ch. (Adm)

Chau Thanh

Capt Nguyen van Xinh  
Mr. Le dinh Thang

District Chief  
Dep. Dist. Ch. (Adm)

Loc Ninh

Maj Doan cong Hau  
Mr. Dinh ba Tam

District Chief  
Dep. Dist. Ch. (Adm)

PROVINCES AND DISTRICTSNAMETITLE

BINH THUAN	LtCol Dang thien Ngon Mr. Nguyen van Tien	Prov. Chief Dep. Prov. Chief (Adm)
Hai Long	Capt Kieu van Ut Mr. Do xuan Tai	District Chief Dep. Dist. Ch. (Adm)
Hai Ninh	Maj Gip Sam Canh Mr. Nguyen phuc Chuc	District Chief Dep. Dist. Ch. (Adm)
Ham Thuan	Capt Le ngoc Lan Mr. Nguyen ngoc Lan	District Chief Dep. Dist. Ch. (Adm)
Hoa Da	Maj Lai van Xuan Mr. Chau ngoc Tan	District Chief Dep. Dist. Ch. (Adm)
Phan Ly Cham	Capt Luong Vang Mr. Qua dinh Boi	District Chief Dep. Dist. Ch. (Adm)
Thien Giao	Capt Nguyen van Hoa Mr. Nguyen van Tuu	District Chief Dep. Dist. Ch. (Adm)
Tuy Phong	Maj Bui quang Huynh Mr. Le minh Cao	District Chief Dep. Dist. Ch. (Adm)
BINH TUY	LtCol Tran vang Khoai Mr. Huynh chi Cong	Prov. Chief Dep. Prov. Chief (Adm)
Ham Tan	Capt Le thanh Qui Mr. Nguyen van Thao	District Chief Dep. Dist. Ch. (Adm)
Tanh Linh	Maj Nguyen van Tieng Mr. Bui huu Nghia	District Chief Dep. Dist. Ch. (Adm)
Hoai Duc	Capt Le van Lac Vacant	District Chief Dep. Dist. Ch. (Adm)

PROVINCES AND DISTRICTSNAMETITLE

CHAU DOC	Lt. Col. Tran Van Hue Capt. Chau Van Bay	Prov. Chief Dep. Prov. Chief (Admin)
An Phu	Capt. Bach Van	District Chief
Chau Phu	Mr. Nguyen Duc Hoang Capt. Pham Van Khoe	Dep. Dist. Chief (Admin) District Chief
Tan Chau	Mr. Doan Minh Triet Capt. Nguyen Thac Tu	Dep. Dist. Chief (Admin) District Chief
Tinh Bien	Mr. Vu Tien Dat Capt. Le Van Diep	Dep. Dist. Chief (Admin) District Chief
Tri Ton	Mr. Nguyen Ngoc Lan Maj. Chau Nghet Mr. Trang Kiem	Dep. Dist. Chief (Admin) District Chief Dep. Dist. Chief (Admin)
CHUONG THIEN	Lt. Col. Le Minh Dao Mr. Nguyen Vinh Capt. Kim Em	Prov. Chief Dep. Prov. Chief (Admin) Dep. Prov. Chief (Cambodian Affairs)
Duc Long	Capt. Vo Hong Ty	District Chief
Kien Hung	Mr. Tran Van Vinh Capt. Nguyen Hung Phep	Dep. Dist. Ch. (Admin) District Chief
Kien Long	Mr. Tran Van Cuu Maj. Pham Van Dung	Dep. Dist. Ch. (Admin) District Chief
Kien Thien	Mr. Ho Quang Minh Capt. Phan Thanh Hung	Dep. Dist. Ch. (Admin) District Chief
Long My	Mr. Do Minh Hung Maj. Pham Van Con Mr. Mai Van Ky	Dep. Dist. Ch. (Admin) District Chief Dep. Dist. Ch. (Admin)

<u>PROVINCES AND DISTRICTS</u>	<u>NAME</u>	<u>TITLE</u>
DARLAC	Col. Lam Quang Phong	Prov. Chief
	Mr. Dinh Van Thang	Dep. Prov. Chief (Admin)
	Mr. Y Dhuat Nie Kdam	Dep. Prov. Chief (Highlanders Affairs)
BanMeThuot	Capt. Vo Van Da	District Chief
	Mr. Deo Van At	Dep. Dist. Ch. (Admin)
Buon Ho	Maj. Vo Van Tam	District Chief
	Mr. Nguyen Quang Dao	Dep. Dist. Ch. (Admin)
Lac Thien	Capt. Bui Xuan Ai alias Siu Broai	District Chief
	Mr. Nguyen Xuan Ke	Dep. Dist. Ch. (Admin)
Phuoc An	Capt. Tran Phuoc An	District Chief
	Mr. Thai Quang Chung	Dep. Dist. Ch. (Admin)
DINH TUONG	Lt. Col. Huynh Ngoc Diep	Prov. Chief
	Mr. Le Van Hoi	Dep. Prov. Chief (Admin)
Ben Tranh	Maj. Cao Tan Hap	District Chief
	Mr. Nguyen Thanh Phu	Dep. Dist. Ch. (Admin)
Chau Thanh	Maj. Phan Kim Tan	District Chief
	Mr. Le Tan Trang	Dep. Dist. Ch. (Admin)
Cho Gao	Maj. Luu Van Do	District Chief
	Mr. Tran Van Khoan	Dep. Dist. Ch. (Admin)
Giao Duc	Maj. Tran Van Gon	District Chief
	Mr. Truong Quang	Dep. Dist. Ch. (Admin)
Cai Lay	Capt. Ngo Ky Dung	District Chief
	Mr. Nguyen The Chu	Dep. Dist. Ch. (Admin)
Long Dinh	Maj. Do Chau Cong	District Chief
	Mr. Nguyen Ngoc Lien	Dep. Dist. Ch. (Admin)
Cai Be	Capt. Le Minh Hoang	District Chief
	Mr. Nguyen Van Ban	Dep. Dist. Ch. (Admin)

PROVINCES AND DISTRICTSNAMETITLE

<b>GIA DINH</b>	Lt. Col. Nguyen Van Ton Mr. Nguyen Thon Do	Prov. Chief Dep. Prov. Chief (Admin)
Binh Chanh	Lt. Col. Nguyen Ba Di Mr. Vu Van Dao	District Chief Dep. Dist. Ch. (Admin)
Go Vap	Maj. Ha Van Tan Mr. Nguyen Khoa Tanh	District Chief Dep. Dist. Ch. (Admin)
Hoc Mon	Capt. Nguyen Van Hoa Mr. Nguyen Van Thanh	District Chief Dep. Dist. Ch. (Admin)
Nha Be	Capt. Tran Van Thu Mr. Pham Duc Nhuan	District Chief Dep. Dist. Ch. (Admin)
Thu Duc	Capt. Vo Van Dai Mr. Truong Minh Nhue	District Chief Dep. Dist. Ch. (Admin)
Tan Binh	Capt. Phan Gia Quynh Mr. Nguyen Ngoc Du	District Chief Dep. Dist. Ch. (Admin)
Quang Xuyen	Capt. Pham Van Tai Mr. Pham Duy Tue	District Chief Dep. Dist. Ch. (Admin)
Can Gio	Capt. Huynh Van Tam Mr. Nguyen Ngoc Long	District Chief Dep. Dist. Ch. (Admin)
<b>GO CONG</b>	Lt. Col. Le Van Tu Discharged	Prov. Chief Dep. Prov. Chief (Admin)
Hoa Lac	Capt. Huynh Van Loc Mr. Le Van Quan	District Chief Dep. Dist. Ch. (Admin)
Hoa Dong	Maj. Ngo Van Nghi Mr. Dang Thanh Xuan	District Chief Dep. Dist. Ch. (Admin)
Hoa Binh	Capt. Huynh Tan Thanh Mr. Le Thien Tung	District Chief Dep. Dist. Ch. (Admin)
Hoa Tan	Capt. Dang Van Dat Mr. Nguyen Van Phuc	District Chief Dep. Dist. Ch. (Admin)

<u>PROVINCES AND DISTRICTS</u>	<u>NAME</u>	<u>TITLE</u>
HAU NGHIA	Maj. Ma Sanh Nhon	Prov. Chief
	Mr. Pham Xuan Nghia	Dep. Prov. Chief (Admin)
Cu Chi	Maj. Nguyen Xuan Sanh	District Chief
Duc Hoa	Mr. Truong Minh Rang	Dep. Dist. Ch. (Admin)
	Capt. Ta Trung Quan	District Chief
Duc Hue	Mr. Tran Van Phat	Dep. Dist. Ch. (Admin)
	Capt. Tran Quang Nghiem	District Chief
Trang Bang	Mr. Vu Tien Khoi	Dep. Dist. Ch. (Admin)
	Maj. Tran Trung Ai	District Chief
	Mr. Phan Ha Tung	Dep. Dist. Ch. (Admin)
KHANH HOA	Lt. Col. Le Khanh	Prov. Chief
	Mr. Nguyen Xuan Hieu	Dep. Prov. Chief (Admin)
Cam Lam	Capt. Nguyen Xuan Phung	District Chief
	Mr. Dang Thanh	Dep. Dist. Ch. (Admin)
Dien Khanh	Maj. Do Huu Nhon	District Chief
	Mr. Vu Van Huu	Dep. Dist. Ch. (Admin)
Khanh Duong	Capt. Trinh Thanh Binh	District Chief
	Mr. Y Tul Nie Hrah	Dep. Dist. Chief (Admin)
Ninh Hoa	Capt. Nguyen Van Doi	District Chief
	Mr. Le Phung Chu	Dep. Dist. Ch. (Admin)
Van Ninh	Capt. Doan Van Lap	District Chief
	Mr. Bui Dinh Phuc	Dep. Dist. Ch. (Admin)
Vinh Xuong	Capt. Phan Tan Hy	District Chief
	Mr. Dao Tang Dinh	Dep. Dist. Ch. (Admin)

PROVINCES AND DISTRICTS

<u>PROVINCES AND DISTRICTS</u>	<u>NAME</u>	<u>TITLE</u>
KIEN GIANG	LtCol Nguyen van Tai Mr. Le van Them Capt Thach But	Prov. Chief Dep. Prov. Chief (Adm) Dep. Prov. Chief (Cambodian Affairs)
Ha Tien	Maj Phan van Cu	District Chief
Kien An	Mr. Tran van Chi Capt Truong Guoi Vacant	Dep. Dist. Ch. (Adm) District Chief Dep. Dist. Ch. (Adm)
Kien Binh	Capt Ho van Hoi	District Chief
Kien Luong	Mr. Nguyen trung Liep Capt Do quang Cu	Dep. Dist. Ch. (Adm) District Chief
Kien Tan	Mr. Phan van Lang Capt Pham binh Chau	Dep. Dist. Ch. (Adm) District Chief
Kien Thanh	Mr. Huynh minh Duoc Maj Nguyen van Ty	Dep. Dist. Ch. (Adm) District Chief
Phu Quoc	Mr. Nguyen minh Man Maj Nguyen van Hoa Mr. Do xuan Ky	Dep. Dist. Ch. (Adm) District Chief Dep. Dist. Ch. (Adm)
KIEN HOA	LtCol Nguyen tat Thinh Maj Nguyen duy Phuoc	Prov. Chief Dep. Prov. Chief (Adm)
Ba Tri	Maj Le van Thanh	District Chief
Binh Dai	Mr. Ho quang Dan Maj Nguyen van Luc	Dep. Dist. Ch. (Adm) District Chief
Don Nhon	Mr. Phan the Trung Lt Phan dinh Thai	Dep. Dist. Ch. (Adm) District Chief
Giong Trom	Mr. Le tu Em Capt Le chi Thien	Dep. Dist. Ch. (Adm) District Chief
Ham Long	Mr. Nguyen van Cat Maj Nguyen van Son	Dep. Dist. Ch. (Adm) District Chief
Huong My	Mr. Nguyen ngoc Tu Capt Vo van Quan	Dep. Dist. Ch. (Adm) District Chief
Mo Cay	Mr. Tran van Anh Capt Nguyen huynh Hiep	Dep. Dist. Ch. (Adm) District Chief
Thanh Phu	Mr. Tran huu Hien Capt Tiet luong Duc	Dep. Dist. Ch. (Adm) District Chief
Truc Giang	Mr. Nguyen van Muoi Capt Nguyen tan Luc Mr. Bui duc Lut	Dep. Dist. Ch. (Adm) District Chief Dep. Dist. Ch. (Adm)

<u>PROVINCES AND DISTRICTS</u>	<u>NAME</u>	<u>TITLE</u>
KIEN PHONG	Maj Nguyen van Thuu	Prov. Chief
	Mr. Doan Ngo	Dep. Prov. Chief (Adm)
	Maj Nguyen minh Phu	Dep. Prov. Chief (Cambodian Affairs)
Cao Lanh	Capt Pham doan Thanh	District Chief
Hong Ngu	Mr. Truong vinh Tien	Dep. Dist. Ch. (Adm)
	Maj Do van Thong alias Bong	District Chief
Kien Van	Mr. Chau van Thoai	Dep. Dist. Ch. (Adm)
	Capt Nguyen van Chuc	District Chief
My An	Mr. Huynh ke Nghiep	Dep. Dist. Ch. (Adm)
	Capt Dieu quang Hiep	District Chief
Thanh Binh	Mr. Nguyen hoang Tam	Dep. Dist. Ch. (Adm)
	Capt Huynh quang Minh	District Chief
	Mr. Tran van Kinh	Dep. Dist. Ch. (Adm)
KIEN TUONG	LtCol Ly trong My	Prov. Chief
	Mr. Dang huy Tue	Dep. Prov. Chief (Adm)
Chau Thanh	Maj Nguyen van Man	District Chief
Kien Binh	Mr. Vu van Thiem	Dep. Dist. Ch. (Adm)
	Lt Pham Duoc	District Chief
Tuyen Binh	Mr. Le trung Nghia	Dep. Dist. Ch. (Adm)
	Lt Le anh Nguyet	District Chief
Tuyen Nhon	Mr. Nguyen huu Hong	Dep. Dist. Ch. (Adm)
	Maj Duong van Thua	District Chief
	Mr. Pham vinh Tuyen	Dep. Dist. Ch. (Adm)
KONTUM	LtCol Nguyen hop Doan	Prov. Chief
	Mr. Bui xuan Thich	Dep. Prov. Chief (Adm)
	Mr. Pierre Yuk	Dep. Prov. Chief (Highlanders Affairs)
Chuong Nghia	Capt Tran gia Hai	District Chief
Dakto	Vacant	Dep. Dist. Ch. (Adm)
	Maj La van Bao	District Chief
Kontum	Mr. Ong Bro	Dep. Dist. Ch. (Adm)
	Maj Le van Tan	District Chief
	Mr. Ong Tang	Dep. Dist. Ch. (Adm)

PROVINCES AND DISTRICTSNAMETITLE

## LAM DONG

LtCol Nguyen duy Bach  
Mr. Le duy Lai  
Mr. K'Breo Tambou

Prov. Chief  
Dep. Prov. Chief (Adm)  
Dep. Prov. Chief  
(Highlanders Affairs)

Bao Loc

Capt Nguyen dinh Tao  
Mr. Dinh duc Huynh

District Chief  
Dep. Dist. Ch. (Adm)

Di Linh

Capt Nguyen khac Thanh  
Mr. Nguyen the Hung

District Chief  
Dep. Dist. Ch. (Adm)

## LONG AN

Col Nguyen van Nguu  
Mr. Le van Hop

Prov. Chief  
Dep. Prov. Chief (Adm)

Ben Luc

Capt Do thien Mo  
Mr. Vo thanh Vi

District Chief  
Dep. Dist. Ch. (Adm)

Binh Phuoc

Maj Truong van Nhut  
Mr. Vo thanh That

District Chief  
Dep. Dist. Ch. (Adm)

Can Duoc

Maj Tran trong Nghia  
Mr. Tran quan Suong

District Chief  
Dep. Dist. Ch. (Adm)

Tan Tru

Maj Truong ngoc Thanh  
Mr. Thai van Minh

District Chief  
Dep. Dist. Ch. (Adm)

Can Giuoc

Maj Bui van Vien  
Mr. Nguyen ke Dai

District Chief  
Dep. Dist. Ch. (Adm)

Thu Thua

Lt Dinh ngoc Chieu  
Mr. Dinh Hieu

District Chief  
Dep. Dist. Ch. (Adm)

Rach Kien

Capt Ninh huy Ton  
Mr. Ho Triem

District Chief  
Dep. Dist. Ch. (Adm)

## LONG KHANH

LtCol Bui duc Diem  
Mr. Vu van Khuong

Prov. Chief  
Dep. Prov. Chief (Adm)

Dinh Quan

Capt Tran thanh Xuan  
Mr. Nguyen dang Luan

District Chief  
Dep. Dist. Ch. (Adm)

Xuan Loc

Maj Hoang cong Thu  
Mr. Dinh quang Huy

District Chief  
Dep. Dist. Ch. (Adm)

Kiem Tan

Capt Nguyen huu Dang  
Mr. Nguyen dinh Phuc

District Chief  
Dep. Dist. Ch. (Adm)

<u>PROVINCES AND DISTRICTS</u>	<u>NAME</u>	<u>TITLE</u>	
NINH THUAN	Col Ngo han Dong	Prov. Chief	
	Mr. Nguyen trung Thoai	Dep. Prov. Chief (Adm)	
	An Phuoc	Capt Dang quang Luong	District Chief
		Mr. Nguyen dinh Thuan	Dep. Dist. Ch. (Adm)
	Buu Son	Capt Nguyen van Dang	District Chief
	Mr. Vang mang Cau	Dep. Dist. Ch. (Adm)	
Du Long	Lt Trinh ba Long	District Chief	
	Mr. Nguyen duc Hieu	Dep. Dist. Ch. (Adm)	
Thanh Hai	Capt Ton that Hoang	District Chief	
	Mr. Ho thanh Bach	Dep. Dist. Ch. (Adm)	
PHONG DINH	LtCol Nguyen van Khuong	Prov. Chief	
	Mr. Nguyen van Khanh	Dep. Prov. Chief (Adm)	
	Chau Thanh	Maj Le phuoc My	District Chief
		Mr. Cao my Nhon	Dep. Dist. Ch. (Adm)
	Phong Phu	Capt Le van Giau	District Chief
		Mr. Doan van Loi	Dep. Dist. Ch. (Adm)
	Phung Hiep	Maj Pham van Nhu	District Chief
		Mr. Vo trung Hai	Dep. Dist. Ch. (Adm)
	Thuan Nhon	Capt Pham van Bon	District Chief
		Mr. Nguyen ngoc Tho	Dep. Dist. Ch. (Adm)
	Thuan Trung	Capt Ngo Gam	District Chief
		Mr. Tran van Phuong	Dep. Dist. Ch. (Adm)
	Phong Dien	Capt Nguyen van Quynh	District Chief
	Mr. Tran dang De	Dep. Dist. Ch. (Adm)	
Phong Thuan	Maj Nguyen ngoc Luu	District Chief	
	Mr. Phan van Vui	Dep. Dist. Ch. (Adm)	
PHU BON	LtCol Kha vang Huy	Prov. Chief	
	Mr. Ho van Diep	Dep. Prov. Chief (Adm)	
	Mr. Nay Moul	Dep. Prov. Chief (Highland Affairs)	
Phu Thien	Capt Trinh van Huu	District Chief	
	Mr. Nguyen van Minh	Dep. Dist. Ch. (Adm)	
Phu Tuc	Capt Y Dai	District Chief	
	Mr. Le van Minh	Dep. Dist. Ch. (Adm)	
Thuan Man	Capt Nguyen duy Tang	District Chief	
	Mr. Tu cong Thu	Dep. Dist. Ch. (Adm)	

PROVINGES AND DISTRICTS

<u>PROVINGES AND DISTRICTS</u>	<u>NAME</u>	<u>TITLE</u>
PHU YEN	Col. Nguyen van Ba Mr. Le Qui Ky	Prov. Chief Dep. Prov. Chief (Adm)
Dong Xuan	Capt Tran van Mot Mr. Nguyen thinh Chi Mr. Mang Benh	District Chief Dep. Dist. Ch. (Adm) Dep. Dist. Ch. (Highland Affairs)
Hieu Xuong	Maj Le van Trong Mr. Pham dinh Thang	District Chief Dep. Dist. Ch. (Adm)
Son Hoa	Capt Tang Duat Mr. Nguyen Minh Y Cai	District Chief Dep. Dist. Ch. (Adm) Dep. Dist. Ch. (Highland Affairs)
Song Cau	Maj Vo van Thuong Mr. Nguyen viet Thu	District Chief Dep. Dist. Ch. (Adm)
Tuy An	Capt Nguyen van Be Mr. Truong van Cach	District Chief Dep. Dist. Ch. (Adm)
Tuy Hoa	Capt. Nguyen thai Lam Mr. Nguyen thanh Thu	District Chief Dep. Dist. Ch. (Adm)
PHUOC LONG	LtCol Nguyen duong Huy Mr. Nguyen phuoc Son Mr. Dieu Ta	Prov. Chief Dep. Prov. Chief (Adm) Dep. Prov. Chief (Highland Affairs)
Bo Duc	Capt Tran quang Minh Mr. Luu truong Ninh	District Chief Dep. Dist. Ch. (Adm)
Don Luan	Maj Huynh kim Con Mr. Pham thang Chuc	District Chief Dep. Dist. Ch. (Adm)
Duc Phong	Maj Tran ngoc Hue Mr. Nguyen khac Quang	District Chief Dep. Dist. Ch. (Adm)
Phuoc Binh	Capt Nguyen ngoc Trong Mr. Nguyen van Cau	District Chief Dep. Dist. Ch. (Adm)

PROVINCES AND DISTRICTSNAMETITLE

PHUOC TUY	LtCol Nguyen ba Truoc Mr. Pham van Kha	Prov. Chief Dep. Prov. Chief (Adm)
Long Le (Chau Thanh)	Capt Hoang viet Tri Mr. Vo van Hoan	District Chief Dep. Dist. Ch. (Adm)
Dat Do	Maj Tran duc Loc Mr. Nguyen dinh Duc	District Chief Dep. Dist. Ch. (Adm)
Duc Thanh	Maj Tran van No Mr. Le van Cu	District Chief Dep. Dist. Ch. (Adm)
Long Dien	Capt Dang cong Quynh Mr. Vu thanh Phat	District Chief Dep. Dist. Ch. (Adm)
Xuyen Moc	Capt Le van Duc Mr. Tran danh Ninh	District Chief Dep. Dist. Ch. (Adm)
PLEIKU	Col Truong son Ba, alias Ya Ba Mr. Nguyen ngoc Thang Mr. Ream Demju	Prov. Chief Dep. Prov. Chief (Adm) Dep. Prov. Chief (Highland Affairs)
Le Trung	Capt Nguyen Kep Mr. Dang van Thanh	District Chief Dep. Dist. Ch. (Adm)
Phu Nhon	Asp Do khac Hoan Mr. Vu tuan Thinh	District Chief Dep. Dist. Ch. (Adm)
Thanh An	Maj Hoang ba Tat Mr. Phan tan Dat	District Chief Dep. Dist. Ch. (Adm)
QUANG DUC	Col Nguyen mong Hung Mr. Tran thanh Su Mr. Y Yoi Kpor	Prov. Chief Dep. Prov. Chief (Adm) Dep. Prov. Chief (Highland Affairs)
Duc Lap	Lt Ngo nhu Phuc Mr. Ngo van Mui	District Chief Dep. Dist. Ch. (Adm)
Khiem Duc	Lt Tran Khanh Mr. Le ba Quy	District Chief Dep. Dist. Ch. (Adm)
Kiem Duc	Lt Nguyen khao Hieu Mr. Nguyen the Cuong	District Chief Dep. Dist. Ch. (Adm)

PROVINCES AND DISTRICTS

<u>PROVINCES AND DISTRICTS</u>	<u>NAME</u>	<u>TITLE</u>
QUANG NAM	LtCol Le tri Tin Mr. Nguyen Khanh	Prov. Chief Dep. Prov. Chief (Adm)
Dai Loc	Maj Nguyen van Ke Mr. Hoang tu Qui	District Chief Dep. Dist. Ch. (Adm)
Dien Ban	Maj Hoang ngoc Du Mr. Vu minh Ngoc	District Chief Dep. Dist. Ch. (Adm)
Duc Duc	Capt Dang van Triem Mr. Lam ngoc Chau	District Chief Dep. Dist. Ch. (Adm)
Duy Xuyen	Maj Cao Dien Mr. Phan van Ngoc	District Chief Dep. Dist. Ch. (Adm)
Hieu Duc	Capt Hoang cong Truc Mr. Nguyen Bong	District Chief Dep. Dist. Ch. (Adm)
Hieu Nhon	Capt Vo van Sang Mr. Phung ngoc Cang	District Chief Dep. Dist. Ch. (Adm)
Hoa Vang	Maj Mai xuan Hau Mr. Truong trong Qui	District Chief Dep. Dist. Ch. (Adm)
Que Son	Lt Nguyen cong Chinh Mr. Ho Thoai	District Chief Dep. Dist. Ch. (Adm)
Thuong Duc	Capt Le van Lang Mr. Nguyen Phi	District Chief Dep. Dist. Ch. (Adm)
QUANG NGAI	LtCol Ton that Khien Mr. Cao minh Khien	Prov. Chief Dep. Prov. Chief (Adm)
Ba To	Capt Nguyen ngoc Oanh Capt Dinh Enh	District Chief Dep. Dist. Ch. (Adm)
Binh Son	Maj Nguyen huu Duong Mr. Tran Thai	District Chief Dep. Dist. Ch. (Adm)
Duc Pho	Maj Buu Tuong Mr. Tran ngam Quyen	District Chief Dep. Dist. Ch. (Adm)
Minh Long	Capt Ho Trang Mr. Dinh Cua	District Chief Dep. Dist. Ch. (Adm)
Mo Duc	Lt Doan Hieu Vacant	District Chief Dep. Dist. Ch. (Adm)
Nghia Hanh	Capt Do duc Sung Mr. Pham cong Bang	District Chief Dep. Dist. Ch. (Adm)
Son Ha	Lt Duong van Giang Capt Dinh No	District Chief Dep. Dist. Ch. (Adm)
Son Tinh	Lt Tran ngoc Tan Mr. Do Huan	District Chief Dep. Dist. Ch. (Adm)
Tra Bong	Capt Nguyen huu Tuong Mr. Dinh Deu	District Chief Dep. Dist. Ch. (Adm)
Tu Nghia	Capt Vo thai Thanh Hoa Mr. Vu Hong	District Chief Dep. Dist. Ch. (Adm)

PROVINCES AND DISTRICTSNAMETITLE

## QUANG TIN

LtCol Hoang dinh Tho  
Mr. Nguyen gia CungProv. Chief  
Dep. Prov. Ch. (Adm)

## Hau Duc

Capt Nguyen van Thanh  
Mr. Duong van ThuatDistrict Chief  
Dep. Dist. Ch. (Adm)

## Ly Tin

Capt Cao van Co  
Mr. Nguyen DieuDistrict Chief  
Dep. Dist. Ch. (Adm)

## Tam Ky

Capt Pham dinh Loc  
Mr. Nguyen quang OanhDistrict Chief  
Dep. Dist. Ch. (Adm)

## Thang Binh

Capt Nguyen minh Dang  
Mr. Nguyen DeDistrict Chief  
Dep. Dist. Ch. (Adm)

## Tien Phuoc

Lt Nguyen van Do  
Mr. Phan van ChungDistrict Chief  
Dep. Dist. Ch. (Adm)

## QUANG TRI

Col Nguyen Am  
Mr. Nguyen van DiepProv. Chief  
Dep. Prov. Chief (Adm)

## Cam Lo

Capt Nguyen van Rao  
Mr. Dang KiemDistrict Chief  
Dep. Dist. Ch. (Adm)

## Gio Linh

Maj Phan van The  
Mr. Thai PhonDistrict Chief  
Dep. Dist. Ch. (Adm)

## Hai Lang

Capt Le van Xuyen  
Mr. Nguyen van ThanhDistrict Chief  
Dep. Dist. Ch. (Adm)

## Huong Hoa

Capt Tinh A Nhi  
Mr. A NhaDistrict Chief  
Dep. Dist. Ch. (Adm)

## Mai Linh

Capt Le van Thanh  
Mr. Phan tien DongDistrict Chief  
Dep. Dist. Ch. (Adm)

## Trieu Phong

Maj Nguyen duc Nhiem  
Mr. Hoang thuc DinhDistrict Chief  
Dep. Dist. Ch. (Adm)

## Dong Ha

Capt Le quang Khiem  
Mr. Hoang the LoiDistrict Chief  
Dep. Dist. Ch. (Adm)

PROVINCES AND DISTRICTSNAMETITLE

## SADEC

LtCol Le tho Trung  
Mr. Do huu SamProv. Chief  
Dep. Prov. Chief (Adm)

Duc Thanh

Maj Pham huu Diem  
Mr. Chau van De  
Capt Nguyen van Than  
Mr. Huynh kim SuDistrict Chief  
Dep. Dist. Ch. (Adm)  
District Chief  
Dep. Dist. Ch. (Adm)

Duc Ton

Capt Nguyen minh Hai  
Mr. Huynh Thong  
Capt Duong huu Nghia  
Mr. Nguyen ngoc TuanDistrict Chief  
Dep. Dist. Ch. (Adm)  
District Chief  
Dep. Dist. Ch. (Adm)

Duc Thinh

## TAY NINH

Col Nguyen quang Thong  
Mr. Nguyen van ThiepProv. Chief  
Dep. Prov. Chief (Adm)

Hieu Thien

Capt Ngo thien Phuoc  
Mr. Huynh cong Tri  
Capt Luu buu LamDistrict Chief  
Dep. Dist. Ch. (Adm)  
District Chief

Khiem Hanh

Mr. Han minh Duc  
Maj Nguyen van Mach  
Mr. Le tue VinhDep. Dist. Ch. (Adm)  
District Chief  
Dep. Dist. Ch. (Adm)

Phu Khuong

Capt Nguyen thanh Long  
Mr. Nguyen van ThienDistrict Chief  
Dep. Dist. Ch. (Adm)

Phuoc Ninh

PROVINCES AND DISTRICTSNAMETITLE

THUA THIEN	LtCol Le van Than Mr. Vinh Thach	Prov. Chief Dep. Prov. Chief (Adm)
Huong Dien	Lt Ton that Bien Mr. Le van Hap	District Chief Dep. Dist. Ch. (Adm)
Huong Thuy	Capt Do ngoc Thao Mr. Phan phuoc Phong	District Chief Dep. Dist. Ch. (Adm)
Huong Tra	Maj Nguyen huu De Mr. Nguyen van Trinh	District Chief Dep. Dist. Ch. (Adm)
Nam Hoa	Lt Hoang phuc Hiep Mr. Nguyen vo Hiep	District Chief Dep. Dist. Ch. (Adm)
Phong Dien	Maj Bui van Thap Mr. Nguyen tang Trang	District Chief Dep. Dist. Ch. (Adm)
Phu Loc	Capt Le huu Duc Mr. Lai van Do	District Chief Dep. Dist. Ch. (Adm)
Phu Vang	Lt Nguyen ngoc Hong Mr. Nguyen Say	District Chief Dep. Dist. Ch. (Adm)
Quang Dien	Capt Tran tien Dao Mr. Doan minh Toan	District Chief Dep. Dist. Ch. (Adm)
Vinh Loc	Maj Ton that Duong Mr. Doan van Xuan	District Chief Dep. Dist. Ch. (Adm)
Phu Thu	Capt Nguyen dinh Doi Mr. Le xuan Kinh	District Chief Dep. Dist. Ch. (Adm)
TUYEN DUC	LtCol Nguyen van Bich Mr. Nguyen huu Ke Mr. Yuyu Sahao	Prov. Chief Dep. Prov. Chief (Adm) Dep. Prov. Chief (Highland Affairs)
Don Duong	Maj Le tan Sau Mr. Nguyen an Ton	District Chief Dep. Dist. Ch. (Adm)
Duc Trong	Maj Pham duy Khang Mr. Tran ngoc Thieu	District Chief Dep. Dist. Ch. (Adm)
Lac Duong	Capt Doan van Hai Mr. Pham anh Dung	District Chief Dep. Dist. Ch. (Adm)

PROVINCES AND DISTRICTSNAMETITLE

VINH BINH	LtCol Ton that Dong Mr. Phan van Thanh	Prov. Chief Dep. Prov. Chief (Adm)
Gang Long	Capt Nguyen ngu Ba Mr. Kim Ba	District Chief Dep. Dist. Ch. (Adm)
Cau Ke	Maj Pham ngoc Cau Mr. Tran tan Hung	District Chief Dep. Dist. Ch. (Adm)
Cau Ngang	Maj Nguyen my Quang Mr. Nguyen phu Hung	District Chief Dep. Dist. Ch. (Adm)
Chau Thanh	Capt Thach Pich Vacant	District Chief Dep. Dist. Ch. (Adm)
Long Toan	Maj Nguyen ha Thieng Mr. Nguyen minh Nguyet	District Chief Dep. Dist. Ch. (Adm)
Tieu Can	Maj Dang vu Chien Vacant	District Chief Dep. Dist. Ch. (Adm)
Tra Cu	Capt Huynh van Hai Mr. To' phu Khach	District Chief Dep. Dist. Ch. (Adm)
VINH LONG	Col Duong hieu Nghia Mr. Nguyen van Dang	Prov. Chief Dep. Prov. Chief (Adm)
Binh Minh	Lt Le quang Truong Mr. Dinh ngoc Bao	District Chief Dep. Dist. Ch. (Adm)
Chau Thanh	Maj Nguyen huu Khue Mr. Tran van Lan	District Chief Dep. Dist. Ch. (Adm)
Cho Lach	Capt Le Thom Mr. Nguyen van Phien	District Chief Dep. Dist. Ch. (Adm)
Minh Duc	Lt Tran dinh Hoe Mr. Ho quang Nghiep	District Chief Dep. Dist. Ch. (Adm)
Tam Binh	Capt Tran van Vi Mr. Nguyen huu Nghiep	District Chief Dep. Dist. Ch. (Adm)
Tra On	Capt Nguyen huu Liem Mr. Phan Long	District Chief Dep. Dist. Ch. (Adm)
Vung Liem	Capt Tran van Khai Vacant	District Chief Dep. Dist. Ch. (Adm)

ADMINISTRATIVE ORGANIZATION OF CON SON:

Maj Nguyen van Ve	Special Delegate
Capt Nguyen phuc Tran	Assistant for Security

AUTONOMOUS CITYINCUMBENTTITLE

Saigon

Col Do kien Nhieu	Prefect
Mr. Doan van Bich	Secretary General
Maj Nguyen van Truong	Asst. for Inspection
Mr. Nguyen cong Thanh	Asst. for External Affairs
Mr. Nguyen van Loi	Planning Assistant
Mr. Ly qui Phat	Deputy for Administration
Mr. Le minh Tung	District Chief, District I
Mr. Ho van Tu	Dep. Dist. Ch. Dist. I
Mr. Trinh ba Hue	District Chief, District II
Mr. Duong huu Xuong	Dep. Dist. Ch. Dist. II
Mr. Nguyen huu Cong	District Chief, District III
Vacant	Dep. Dist. Ch. Dist. III
Mr. Cao minh Chung	District Chief, District IV
Mr. Le hieu Nghia	Dep. Dist. Ch. Dist. IV
Mr. Cao van Tich	District Chief, District V
Mr. Tran cong Giau	Dep. Dist. Ch. Dist. V
Mr. Huynh kim Thoai	District Chief, District VI
Mr. Bui khac Ky	Dep. Dist. Ch. Dist. VI
Mr. Tran tan Duc	District Chief, District VII
Mr. Dang van Nhien	Dep. Dist. Ch. Dist. VII
Lt Le minh Duc	District Chief, District VIII
Mr. Nguyen xuan Du	Dep. Dist. Ch. Dist. VIII
Maj Pham van Bao	District Chief, District IX
Mr. Nguyen thanh Huong	Dep. Dist. Ch. Dist. IX

Dalat

Dr. Ho van Di Hinh	Mayor
Mr. Tham huy Khoi	Deputy for Administration

AUTONOMOUS CITYINCUMBENTTITLE

Danang

Col Le chi Cuong  
Mr. Nguyen vinh An  
Capt Dam the Cong  
Mr. Nguyen ba Dat  
Maj Vo van Tich  
Mr. Ho dac Sang  
Capt Nguyen van Nang  
Mr. Thai Loc

Mayor  
Deputy for Administration  
District Chief, District I  
Dep. Dist. Ch. Dist. I  
District Chief, District II  
Dep. Dist. Ch. Dist. II  
District Chief, District III  
Dep. Dist. Ch. Dist. III

Hue

Col Le van Than  
  
Mr. Vo quang Tue  
Capt Vo trong Hau  
Mr. Dinh trong Hau  
Capt Pham van Phuoc  
Mr. Duong ngoc Oanh  
Capt Tran van Cuu  
Mr. Ha thuc Tap

Mayor  
(cumulating the function of  
Prov. Chief of Thua Thien)  
Deputy for Administration  
District Chief, District I  
Dep. Dist. Ch. Dist. I  
District Chief, District II  
Dep. Dist. Ch. Dist. II  
District Chief, District III  
Dep. Dist. Ch. Dist. III

Vung Tau

Maj Nguyen van Tinh  
Mr. Le van Toan

Mayor  
Deputy for Administration

Cam Ranh

Col Vu the Quang  
Mr. Nguyen ngoc Vy

Mayor  
Deputy for Administration

## EROPA CONFERENCE

### Introductory Note

The EASTERN REGIONAL ORGANIZATION FOR PUBLIC ADMINISTRATION (EROPA) held a Regional Seminar for its members on the topic "Administrative Reforms and Innovations" at Kuala Lumpur, Malaysia, 19-27 June 1968. The Government of Vietnam was represented by Professor Nguyen van Bong, Rector of the National Institute of Administration, who is a member of the Executive Council of EROPA; and by Professor Bui quang Khanh, NIA, who is Director of the EROPA Research, Documentation, and Diffusion Center, located in Saigon at the NIA. A complete set of the various papers presented by each of the 8 nations attending is on file at the NIA Library. The paper presented by the Government of Vietnam was as follows:

#### ADMINISTRATIVE REFORMS AND INNOVATIONS IN VIETNAM

Top priorities are assigned to administrative reform, and innovations in a developing country such as Vietnam, in the midst of war, for the defence of freedom and therefore, facing two pressing problems, pacification and security on one hand, social and economic development on the other. These primary objectives can only be achieved through an efficient administrative machinery attaining maximum results with minimum cost. This requires a rational organizational structure of the administration, a competent personnel entirely dedicated to public affairs and Institutes of Public Administration, Universities and Schools well equipped for training needs. Major

reforms and innovations are concerned with organizational structure, personnel and Institution building.

## I. ORGANIZATIONAL STRUCTURE

A government - in its administrative as well political facets - should rest on a constitutional basis. Such a fundamental prerequisite was lacking in Vietnam during the Revolutionary period (from November 1963 to November 1967) in which a military government took power. The need for the restoration of democratic institutions and processes was strongly felt, and was finally met in November 1967, with the erection of a new political system under constitutional government, marked by the inauguration of the President and Vice-President and the convocation of the first term of the National Assembly. This basic reform provides a legal foundation for governmental operations.

### Central Government

To meet the needs and aspirations of the people, a number of new departments have been set up. The Department for Revolutionary Development takes charge of public welfare and especially that of the rural population, the Department for Open Arms is responsible for pacification through rallying the insurgents to the national cause. The Department for Refugees and Social Welfare performs the task of resettling the refugees fleeing from insecure areas to urban zones, while the Department for Ethnic Development deals with problems pertaining to the montagnards who constitute a minority. A Commissariat for Planning works closely with a National Planning Committee to take charge of the formulation and

implementation of planning at the central and local echelon. Both of these organisms are placed under the jurisdiction of the Chief Executive.

Activities concerning organization and methods have been emphasized through the creation of a Central Management Office and a Central Committee for Administrative improvement, both placed under the jurisdiction of the Prime Minister's Office. The Central Committee for administrative improvement, headed by the Rector of the National Institute of Administration, includes representatives of Departments and agencies and conducts studies of organizational structures and work flow in an effort to simplify procedures and to set up a standard of organization for all government agencies and a rational utilization of personnel. Significant results have been recorded by these organisms through a series of procedural studies in the office of the Prime Minister (abolition of superfluous clerical positions, reduction in document flow, 60% reduction in mail, 40% reduction in processing time). To strengthen the role of the Central Committee for administrative improvement, a presidential decree has recently modified its organizational structure. Placed under the chairmanship of the President of the Republic, it is composed of 5 members appointed by the President. In addition, a special Commissariat for administrative improvement has been created to assist the Central Committee in its work.

Reforms have been made in the field of statistics and in statistical methods in order to produce reliable and timely statistical data for social and economic development planning purposes.

Efforts reach their culmination so as to strengthen

fiscal administration and to improve tax administration and customs collections. A series of measures concern the election and training of collection officers, installation of modern accounting procedures and equipment, etc.

#### Local Government

A large decentralization drive has been taken so as to encourage the local population to participate in the management of public affairs. All village and hamlets officials derive their powers from election. Village councils selected by universal suffrage are vested with deliberative powers.

Local economic and social development programs are to be planned and carried out by villagers themselves. Pilot village council development programs have been carried out in some secure areas (Dinh Tuong and Binh Thuan), the objective of which is the strengthening of the structure of local government and the implementation of village development projects formulated by the people themselves.

## II.- PERSONNEL

Centralization of personnel problems, revision of salary scales, and elimination of corruption are three points which receive priority attention.

### Centralization of Personnel Management Problems

Under the revolutionary government, the decentralization of personnel management has been applied through the suppression of the Central Agency of Civil Service, to enable each department and agency to handle personnel problems by itself.

This measure insures promptness and simplicity as to the appointment procedure. However, abuses committed by certain departments through the recruitment of unqualified agents and the diversity of personnel policies enforced by various departments stand as disadvantages of the decentralization system which outweigh its merits. To enforce a certain unity as regards rules, regulations and general policies of personnel management, a Central Agency of the Civil Service has been reestablished under the denomination of "Directorate General of the Civil Service". Placed under the jurisdiction of the Prime Minister's Office, this agency takes charge of all matters related to legislation and personnel management in the public agencies of Government. It exercises control over the total number of public officials whatever their category and status. The proposals of recruitment and utilization of personnel of each department, submitted to the Prime Minister or President of the Republic for final approval, have to be cleared through this agency to which are united the Permanent Council and the Directorate of Personnel Management at the Prime Minister's Office.

#### Revision of Salary Scales

The rank-classification patterned after the French system results in a pay system based on index number varying from 100 to 1200 for all categories of public servants, and on a minimum living wage accorded to each one, which is to be revised every six months, in variation with the cost of living. Unfortunately, the minimum living wage at present is that set in 1954 (VN\$ 1,020) and therefore does not correspond with the tremendous increase in cost-of-living (six or seven times higher than

that of 1954). Furthermore, the intensification of war since 1963 and its corollaries, the arrival of allied troops, the decrease of both production and transport of food due to devastation and sabotage and the inflationary tendency worsen the precarious material condition of public servants. Another shortcoming is the inequity of pay. Appointments, promotions and salary increases are based on educational level and length of service rather than on the nature of the duties and responsibilities of positions. A number of officials get exorbitant pay through special legislation.

An interministerial Committee has been set up to make a substantial program of improvement of the material life of civil servants which includes many steps:

- Revision of the minimum living wage in accordance with the cost of living
- Apart from allowances in kind, recognition in favor of civil servants of allowances in nature (housing, transportation, basic food stuffs such as rice, sugar, milk, etc.)
- Creation of consumption cooperatives providing clothing and food to public servants at moderate prices
- Establishment of a position classification system for certain categories of public servants through job description and job analysis, determination of a ceiling of salaries and allowances, so that inequities of pay be reduced
- In contemplation is the creation of Syndicates

and Associations of civil servants for the promotion of their material and moral welfare. A need is strongly felt to restore to officials the high social status they had enjoyed in the prewar period and to instill in them a sense of dedication to public affairs.

#### Elimination of Corruption

Parallel with the revision of pay scales, campaign is launched against corruption and bribery which undermine the efficiency of the government. Death penalty and property confiscation may be inflicted to the donor and recipient, in case of bribery. A central agency, "The Inspectorate", placed under the jurisdiction of the legislature and composed of members jointly chosen by the National Assembly, the President, and the Supreme Court exercises control over the operations of the administrative machinery, and especially the integrity of public officials.

### III. INSTITUTION BUILDING

The quality of Public Administration depends in a large measure on the quality of the Universities and schools of Public Administration providing adequate programs of research and training. That is the reason why reforms of Institution building receive a great amount of attention. Note should be given to the creation of private Universities, University of Van Hanh in Saigon and the University of Political Science and Business Administration in Dalat, both placed under the supervision of the Department of National Education. A new State University has been created at Cantho, relieving

part of the growing number of students, at the University of Saigon to this western province of South Vietnam. To the National Institute of Administration are entrusted 2 primary tasks: research and training. Pre-service training includes 4 programs:

- Evening courses for low level officials in the public or private sector, providing basic knowledge in Law and Public Administration.
- One year training program for chief clerk posts (Tham Su).
- Three year training program for field administrator posts (Doc-su). After the first year of studies, students have to undergo an internship in the field during the second year; after that, they take courses and final examinations at the third year.
- Graduate studies are offered to students during a 2-year period, the first year is devoted to field work in public offices and during the second year students have to attend classes and seminars at the Institute. Except for evening courses requiring tuition fees, other levels of training grant scholarships to students on condition that they take entrance examinations.

No less important is the role played by the National Institute of Administration in regard to in-service training. This Institution cooperates closely with public agencies in the formulation and implementation of varied programs of in-service training for public officials at any central and local echelon.

The ten day course for high ranking officials, e.g.

Directors of Cabinet, Secretaries General of Departments, in February 1968, was a successful innovation. Labelled: "Seminar for high ranking executives", to avoid overtones of instruction which such a category of officials was reluctant to receive for fear of losing face, these courses stressed new trends of administrative sciences - the exploration of their social and psychological aspects - and were highly appreciated by participants accustomed to look at administration in its legalistic facets. Another training course dealing with basic administrative management has been offered to middle level officials. Finally, mention should be made of another major innovation made by the National Institute of Administration. While other universities stand by the French teaching methods consisting of lectures on the legal aspects of Social Sciences in general, the N.I.A. takes a move ahead by combining the traditional teaching methods with modern ones. Students are substantially exposed to the practical - the social and psychological aspects of administrative sciences through lectures as well as seminars, assigned readings, group discussions, role playing case studies, etc.

In sum, significant results have been brought about through these major reforms and innovations which help our country to face 2 extremely pressing problems; restoration of peace and security and social and economic development. However, taken individually by each public agency, in response to the pressure of urgent events, they lack coordination and systematization. "Planning the planning", to use the words of Albert Waterston in "Development Administration" - should be made in order to yield substantial results in the

development of natural resources and the bettering of services to the population. This requires at least 3 pre-requisites:

- Location of a central planning agency at the higher echelon of the Administration to provide it with adequate authority and means of action. For this, it should be placed under the jurisdiction either of the Department of Finance, the President's or Prime Minister's Office.

- To make the targets realities in a short-time, short-term plans should be given high priority. This would prevent any postponement in the realization of projects tolerated or permitted in long-range programs.

- In close cooperation with other planning units at the central or local echelon, the Central planning agency should make realistic estimates of financial and other resources, so as to establish priorities for competing sectors and projects.

- Follow-up measures should be taken in order to exercise and tighten control over the implementation of reforms, to avoid "window dressings" or pageantry which, in reality, conceal poor performances.

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