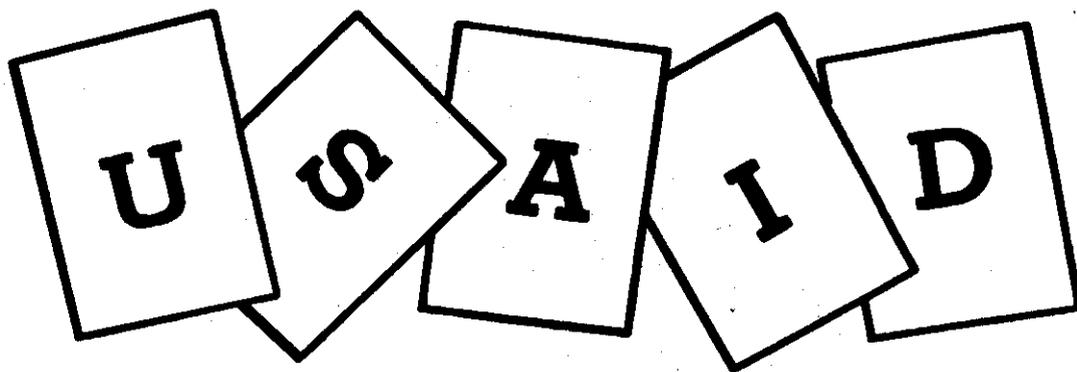


**Public  
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**April 1, 1969**

**No. 48**

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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Law No. 10/68 of November 5, 1968

Considering the Constitution of the Republic  
of Vietnam, dated April 1, 1967,

After discussion and vote by the National Assembly,

THE PRESIDENT OF THE REPUBLIC OF VIETNAM

promulgates Law No. 10/68 of November 5, 1968,  
relative to the State of War, the full text of  
which is as follows:

Art. 1 - Art. 2 of Ordinance No. 01-UBLDQG  
dated June 24, 1965 is hereby rescinded, and replaced  
by the following provisions:

"Art. 2 - In the State of War, the following measures  
shall be applied:

- Control of food distribution
- Check of private dwellings, either by day or  
night,
- Assigned residence in designated area for persons  
who are considered a danger to the national  
security,
- Prohibition of all strikes,
- Prohibition of all meetings and reunions  
detrimental to public security and order,
- Prohibition of keeping or circulating printed  
matter, documents and leaflets detrimental to  
the national security,

- The keeping and use of weapons is prohibited,
- Control and restriction of traffic and movements according to security requirements,
- Proclamation of a state of martial law, depending on local security.

Art. 2 - Now is hereby added to Ordinance No. 01-UBLDQG of June 24, 1965 one article which reads as follows:

"Art. 2-a - All violations to national security are under the jurisdiction of the Field Military Tribunal which will judge them according to the state of emergency procedures".

Art. 3 - The present law is promulgated under the emergency procedures.

Saigon, November 5, 1968

s/ Nguyen van Thieu

No. 131-SL/GCGTVT

THE PRIME MINISTER OF THE GOVERNMENT,

Considering the Constitution of April 1, 1967,

Considering.....

DECREES:

General Responsibilities of the National  
Public Utilities Committee

Art. 1 - Now is hereby established, at the Ministry of Public Works, Communications and Transportation, a Committee, designated "National Public Utilities Committee", with the following general responsibilities:

- Control of the special franchised companies, including the state managed or state owned companies, and autonomous agencies promoting electric power or water production throughout the entire territory of the Republic of Vietnam.
- Study the electricity and water rates policy, and determine the price of electricity and water for the special franchised production of electric power or potable water.
- Promulgate general or special specifications for the franchised productions of electric power or potable water.
- Study and recommend to the Government the measures aiming at the solution of all matters pertaining to the franchised production of

electric power or potable water.

Composition of the Committee

Art. 2 - The National Public Utilities Committee shall comprise three commissioners and one secretary general.

The Commissioners shall be designated by the Prime Minister of the Government from among the persons recommended by the Minister of Public Works, Communications and Transportation, the Minister of Economy and the Minister of Finance.

In order to have continuity of service, the term of the first commissioners shall be two years, four years and six years. After this period, each commissioner shall be designated for a 6 year term. The Commissioners may be redesignated.

The Prime Minister of the Government shall designate the Committee Chairman from among the commissioners who have served for two years. After this period, the chairman shall be redesignated: he may be the former chairman or another commissioner.

During their term of office, the commissioners shall not fill any other position or profession, without prior approval of the Prime Minister.

The Prime Minister of the Government may dismiss a commissioner for incompetency or negligence in his duties, or for financial liaison in an enterprise controlled by the committee, or for grave culpability.

The Secretary General of the Committee shall be chosen and appointed by the Committee.

### Organization of the Committee

Art. 3 - The Committee Secretary General shall be responsible to the Committee for the execution of Committee directives and has the duty to direct the Permanent Section and the Experts Team of the Committee.

The Permanent Section takes care of all administrative matters of the Committee, the public records and keeping of reports of meetings and seminars of the Committee.

The Experts Team comprises the inspectors, controllers, accounting clerks, lawyers, engineers and other technicians necessary to perform the duties assigned to the Secretary General by the Committee, such as examination of registers, contracts, public records and documents of the special franchised companies.

The Secretary General has the duty to submit to the Committee a draft of the annual budget necessary for the Committee activities.

The Committee's operating expenditures shall be supported by the national budget, and expenditure procedures shall be determined by an arrete of the Ministry of Public Works, Communications and Transportation, on the recommendation of the Committee.

### Responsibilities and duties of the Committee

Art. 4 - The Committee shall have the following responsibilities:

- Inquire and receive the annual reports, or

other reports if it deems necessary, relative to the study of records and financial results of the special franchised companies, according to procedures to be determined by the Committee,

- Review the reports and make decisions on whether the special franchised companies fulfill their present obligations and make preparations for execution in the future,
- Conduct investigations on electricity rates or water rates of the special franchised companies, and on their conformity to the applicable special technical standards and specifications in cases where the Committee deems necessary, or upon request of a public agency or a consumer,
- Study the electricity or water prices submitted by the special franchised companies,
- Study the special franchises, the merging of companies or the selling of their properties,
- The Committee may ask the assistance of the tribunals in its decisions, companies which do not accept the Committee recommendations may be sued at law.

#### Electricity rates and water rates

Art. 5 - The rates of electric power or potable water applied by each franchised company shall be determined and promulgated by the Committee, by delegation of the Minister of Public Works, Communications and Transportation.

No electric power or potable water rate and no change in the electric power or potable water

rates shall be applied until they are approved and promulgated by the Committee.

The Committee shall determine in detail the processes for calculating the electric power and potable water rates, consistent with the healthy management of a franchised company supplying public utility services.

In case where a franchised company does not agree with the Committee decisions, it has the right to bring the affair before the Courts for judgments.

Specifications for special  
franchise exploitation

Art. 6 - The Committee shall approve and promulgate the general and special specifications for all special concessions.

In the specifications, the Committee shall determine accounting procedures and technical standards.

On the accounting side, the Committee shall classify all accounts, determine investment capitals, or the statement of accounts for reduction in price, and provision of capital in the accounting of operating expenditures.

On the technical side, the Committee shall determine the security regulations for production, standards for building, and standards for the nature of services.

The Committee has the responsibility for controlling the franchised companies in the application of production specifications in

both accounting and technical aspects.

In addition to the committee control of accounting the franchised companies are also subject to the audit processes, according to the financial regulations in force.

#### Procedures for special franchises

Art. 7 - All applications for special franchise must be submitted to the Commission for examination.

The public record of an applicant shall show the financial ability, the project of establishment or extension, the operational program, the estimated electricity rates, and all other documents necessary for action.

After a review of the reports received, and after discussion between the persons concerned, the Committee shall make recommendations to the Minister of Public Works, Communications and Transportation who will reject or approve, with recommendations for change, if any, before granting the franchise.

#### Transitional provisions and taking over the responsibilities"

Art. 8 - Pending the promulgation by the Committee of the specifications for the special franchises, and of the processes for calculating electricity or water rates, the franchised companies continue to operate the special concessions in accordance with specifications already approved.

In order to carry out its control responsibilities

over franchised companies, the Committee shall take over its responsibilities, mainly the archives of the Control of Electricity Service, established by arrete No. 238-BCC/NV/ND of 14 Sept, 1965.

The Committee shall replace the National Prices Committee in all matters relative to electricity rates, established by Ordinance No. 55 of Oct. 2, 1950 and arrete No. 268-BKT/NC/ND of March 26, 1958.

All provisions of the previous decrees or arretes contrary to the present decree shall be rescinded.

Art. 9 - The Minister at the Prime Minister's Office, the Minister of Public Works, Communications and Transportation, the Minister of Economy and the Minister of Finance are charged, as far as their duties are concerned, with the execution of the present decree.

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

Saigon, 23 September 1968

s/ Tran van Huong

Republic of Viet Nam  
Prime Ministry  
No. 022-SL/Th.T/CS

THE PRIME MINISTER OF THE GOVERNMENT,

Considering the Constitution of the Republic of Vietnam, dated April 1, 1967,

Considering Decree No. 234-TT/SL of May 25, 1968 and subsequent texts determining the composition of the Government,

DECREES THE FOLLOWING:

Art. 1 - Now is hereby established the Central Inspection Agency, under the direct jurisdiction of the Prime Minister of the Government.

Art. 2 - The Central General Inspection Agency is headed by a Central Inspector General, with Vice-Minister rank and appointed by the Prime Minister by decree.

Art. 3 - The Central General Inspection Agency comprises a number of Central Inspectors and Inter-provincial Inspectors, with Director General rank.

Art. 4 - The scope of inspection of the Central General Inspection Agency includes all public services, public or autonomous organizations, national or mixed enterprises, in general, all organizations under the jurisdiction of the Executive power.

Art. 5 - Within the limits specified in Article 4, the Central General Inspection Agency is empowered to:

- Review their organization and proper functioning;
- Review the receipts and expenditures of their public funds (for conformity to regulations);
- Recommend the necessary measures for their modification or improvement;
- Coordinate the activities of all Ministries' Inspectors;
- Carry out the inspection or investigative duties specially assigned by the Prime Minister.

Art. 6 - The organization of the Central General Inspection Agency, the statutes and responsibilities of the Central Inspectors and Inter-provincial Inspectors shall be established by arrete of the Prime Minister of the Government.

Art. 7 - Minister of State, Ministers and 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 the Republic of Vietnam.

Saigon, March 10, 1969

s/ Tran van Huong

REPUBLIC OF VIETNAM

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OFFICE OF THE  
PRIME MINISTER

---  
No.039-SL/NV

THE PRIME MINISTER OF THE GOVERNMENT

Considering the Constitution of the Republic of Vietnam, dated 4/1/1967,

Considering Decree No. 234-TT/SL dated 5/25/1968 and subsequent documents which fix the composition of the Government,

Considering Decree No. 19-SL/NV dated 11/22/1967 which determines the function of the Minister of Interior,

Considering Decree No. 155-SL/HDXD dated 11/9/1968 which establishes the Pacification and Development Council,

Considering the basic directives concerning the 1969's Pacification and Development Plan,

In view of official business requirements,

DECREES:

Art. 1 - Now is hereby established within the framework of the Central Pacification and Development Council a Committee called Committee in charge of the NGUYEN CONG TRU program.

CHAPTER I: Purpose

Art. 2 - The general purpose of the Committee in charge of the NGUYEN CONG TRU program is to carry out a Village Development program which includes the following:

- a. The creation at inter-ministerial level of a coordination institution whose duty is to study matters concerning the activities of village communities inside the National Community and report to the Central Pacification and Development Council the fields of program implementation in view of progress as well as difficulties, obstacles.
- b. Utilize the information and propaganda forms for a combined program at all governmental levels in order to disseminate Village Development procedures and help the people assume their active role in the accomplishment of the program.
- c. Guarantee the timely implementation of priority works within the scope of Village Development by assuring adequate manpower and necessary means of support for carrying out the program.
- d. Work out a reserve plan of action to be put into effect, apart from the measures in force, when needs arise concerning the implementation of the Village Development program.

## CHAPTER II: Composition and Duties

Art. 3 - The composition of the Committee in charge of the NGUYEN CONG TRU program is specified in an annex attached to this Decree. Besides the fixed composition, the Committee can form Sub-Committees to be in charge of appropriate operations within the scope of the Village Development Program.

Art. 4 - The Committee in charge of the NGUYEN CONG TRU program has the duties of:

- Studying and coordinating subjects related to village activities in cooperation with concerned Ministries of the Government
- Advise the Central Pacification and Development Council on matters pertaining to Village community in general and to Village-life development in particular.

## CHAPTER III: Management

Art. 5 - The Committee in charge of the NGUYEN CONG TRU program will meet at least once a month. At the initial meeting the Committee will work out a basic management directive for Village Development matters in addition to the ones already mentioned in the 1969 Pacification and Development Plan.

Art. 6 - Approved proposals and projects formulated by the Committee in charge of the NGUYEN CONG TRU program will be distributed, by the Central Pacification and Development Council to concerned lower echelons for execution.

Art. 7 - Matters concerning the management and coordination of the Committee in charge of the NGUYEN CONG TRU program will be defined by the Committee's chairman through special decisions.

CHAPTER IV: Implementation scope

Art. 8 - The Village Development program under the care of the Committee in charge of the NGUYEN CONG TRU program will be carried out through the performance of the following activities:

1. Elect Village Council, Hamlet and Deputy Hamlet Chiefs
2. Train village and hamlet officials
3. Improve procedures pertaining to Village Administration and Village Finances
4. Land Reform
5. Self Defense
6. Information and Propaganda
7. Police and convention
8. Health
9. Village Self-Development program
10. Agriculture Development Bank.

Art. 9 - Deputy Prime Minister, Ministers of State, Ministers, Secretaries of State, Under Secretaries of State, concerned Directors General and Chiefs of Province are charged, each as far as their duties are concerned, with the execution of the present decree.

This Decree will be enregistered in the official Journal of the Republic of Vietnam.

Saigon, March 24, 1969

s/ Tran van Huong

Village Hamlet Administrative Organization

INTRODUCTORY NOTE

On April 1, 1969, the Prime Minister issued Decree No. 045-SL/NV amending Decree 198-SL/DUHC of December 24, 1966, which established the present village and hamlet administrative organization. The primary effect of the amendment is to strengthen the authority of the village chief and village council, particularly in matters concerning operational control of Popular Forces and management of financial affairs. Implementing instructions will be issued shortly by the Ministry of Interior. Decree No. 198-SL/NV was printed in Public Administration Bulletin No. 35, 1 February 1967.

Republic of Vietnam  
Prime Ministry

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No. 045-SL/NV

THE PRIME MINISTER OF THE GOVERNMENT,

Considering the Constitution of the Republic of Vietnam, dated April 1, 1967,

Considering Decree No. 234-TT/SL of May 25, 1968 and subsequent texts determining the composition of the Government,

Considering Ordinance No. 57-a of October 24, 1956 organizing the National Administrative Foundation,

Considering Decree No. 198-SL/DUHC of December 24, 1966 reforming the Village and Hamlet Administrative Structure,

On the recommendation of the Minister of Interior,

DECREES THE FOLLOWING:

Chapter 1 - Designations

Art. 1 - Designations in village and hamlet administrative organization as determined by Decree 198-SL/DUHC dated 24 Dec. 1966 are changed as follows:

The deliberative agency at village level is called the Village Council, instead of the Village People's Council.

The executive agency at village level is called the Village Administrative Committee, headed by the Village Chief.

## Chapter 2 - Composition

Art. 2 - The composition of the Village Administrative Committee determined by article 22 of Decree 198-SL/DUHC is changed and comprises the following:

- Village Chief
- Deputy Village Chief for Administration
- Deputy Village Chief for Security
- Commissioner for Military Affairs
- Commissioner for Agriculture and Land Reform
- Commissioner for Economy and Finance
- Commissioner for Civil Status
- Commissioner for Taxation
- Commissioner for Social Welfare and Culture

This composition should be regarded as the maximum composition, used for villages with populations over 5,000 people (class A villages).

In villages with populations under 5,000 people (class B villages) the Deputy Village Chief for Administration serves concurrently as commissioner for finance.

Art. 3 - Placed under the authority of Village Administrative Committee is a Secretariat managed by a chief secretary and consisting of:

- 1 chief secretary
- 1 secretary
- 1 Information/Open Arms cadre
- 2 technical cadre

This number should be regarded as maximum, used for class A villages.

Offices for class B villages do not have a secretary and have only one technical cadre.

In addition, villages can recruit general purpose personnel to help with the work, if necessary.

Art. 4 - Composition of the Hamlet Management Board determined by article 36 of Decree 198-SL/DUHC is changed as follows:

- Hamlet Chief
- Deputy Hamlet Chief for Administration
- Deputy Hamlet Chief for Security
- Special Assistant for Military Affairs
- Information/Open Arms cadre

### Chapter 3 - Duties

Art. 5 - Duties of officials on the Village Administrative Committee specified by articles 26 to 31 of Decree 198-SL/DUHC are changed as follows:

1. The Village Chief is relieved of his responsibility for legal documents.

With regard to security, the Village Chief has the additional responsibility of directing forces under village authority, including Popular Forces, and executing measures within the framework of this authority.

With regard to other aspects of village activities, the Village Chief has authority to direct all cadre within the framework of these activities in the village.

In addition to the duties specified above, the Village Chief carries out the duties determined by Decree 198-SL/DUHC, which original remain unchanged.

2. The Deputy Village Chief for Administration has responsibility for coordinating of the activities of the commissioners on the village administrative committee (with the exception of the Commissioner for Military Affairs) in accordance with instructions from the Village Chief, and substitutes for the Village Chief when he is absent or busy with other work.

If necessary, the Village Chief can delegate authority to the deputy Village Chief to decide a number of matters or to review a number of documents for which the village is responsible, with the exception of permission to make budget expenditures.

3. The Deputy Village Chief for security has the following duties in addition to those specified in article 28 of Decree 198-SL/DUHC:

- To follow up closely political activities, intelligence organizations, people's self defense, youth, and sports.

- To substitute for the village chief on political and military matters when the latter is absent or busy with other work.

4. The Commissioner for Military Affairs directly commands the Popular Forces units assigned to village and has responsibility for defense, patrol, ambushe, search, and destroy operations in accordance with the village chiefs plan.

5. The Commissioner for Agriculture and Land Reform is responsible for matters concerning lands and agriculture as follows:

Development of agriculture, fisheries, animal husbandry, and most important implementation of the land reform program.

Maintenance and updating of village maps and registers on village lands.

Assistance to personnel from the land office in surveying lands and drawing of maps.

Supply of documents to the village chief for attestation of certificates of real property.

Coordination with commissioners for finance and taxation on management of village lands and fields and establishment of land tax rolls.

Execution of all work connected with land reform and ceding of village lands.

Classification of village lands and establishment of statistical records on them.

Collection, safekeeping, and forwarding of monies generated by sale of expropriated lands, land purchased by the Government but not yet resold to private farmers, and agricultural credit monies.

6. The Commissioner for Economy and Finance has responsibility for managing village finances, property, budget, economy, and supplies. He conducts research on methods of increasing village resources. He is also the village treasurer.

7. The Commissioner for Civil Status has responsibility for maintaining a register of legal documents, notarizes, and makes copies of birth, marriage, and death certificates for people in the village.

8. The Commissioner for Taxation has responsibility for establishing tax rolls and collecting taxes.

9. The Commissioner for Social Welfare and Culture has responsibility for social welfare and cultural matters, education, adult literacy training, reconstruction, labor affairs, public health, and public sanitation.

**Art. 6 - Village Secretariat.**

1. The Chief Secretary is relieved of his duties as village treasurer. His other duties specified by article 35 Decree 198-SL/DUHC are not changed. In class B villages the chief secretary runs the village post office.

2. The secretary helps the chief secretary manage the village office and substitutes for him when he is absent or busy with other work. He also runs the village post office.

3. The Information/Open Arms cadre is responsible for information, propaganda, Open Arms, and mobilization of the people in the village.

4. Technical cadre have multifarious duties; they take care of special matters assigned by the village chief. Regulations on them will be determined by the Minister of Interior at a later date.

Art. 7 - Duties of the Hamlet Management Board are determined as follows:

1. The hamlet chief is responsible for those duties specified in article 39 of Decree 198-SL/DUHC. In addition he is responsible for directing forces under his authority, including Popular Forces, in accordance with orders from the village chief.
2. The deputy hamlet chief for administration assists the hamlet chief and substitutes for him on administrative matters when the latter is absent or busy with other work.
3. The deputy hamlet chief for security assists the hamlet chief on matters of security, intelligence, politics, youth, and sports, and substitutes for him on military and political matters when the latter is absent or busy with other work.
4. The hamlet special assistant for military affairs directly commands Popular Forces assigned to hamlet and has responsibility for defense, patrol, ambush, search and destroy operations according to the village chief's plan.
5. The Information/Open Arms cadre has responsibility for information, propaganda, Open Arms, and mobilization of the people in the hamlet.

Chapter 4 - Procedures for  
Installation in Office

Art. 8 - The Village Chief is elected by the Village Council according to procedures specified by article 24 of Decree 198-SL/DUHC, and has special responsibility for establishing the Village Administrative Committee of which he is chairman.

Art. 9 - The commissioners on the Village Administrative Committee are appointed by the Village Chief and relieved from office by his decision with the concurrence of the Village Council, in accordance with procedures specified in article 25 of Decree 198-SL/DUHC. The Commissioner for Military Affairs is selected from the Popular Forces.

The Deputy Village Chiefs for Administration and Security are appointed by the Province Chiefs as representative of the Ministry of Interior on recommendation of the Village Chief after consultation with the Village Council.

Art. 10 - The Chief Secretary, Secretary, and technical cadre are appointed by the Province Chief.

Art. 11 - The Information/Open Arms cadre at village and hamlet are recruited, trained, appointed, and administered by the Ministry of Information.

Art. 12 - The Hamlet Chief is elected by the people in accordance with procedures specified in article 37 of Decree 198-SL/DUHC.

The Deputy Hamlet Chiefs for Administration and Security and the hamlet special assistant for Military Affairs are appointed by the Village Chief on recommendation of the Hamlet Chief with concurrence of the District Chief.

Art. 13 - Limit of the authority of the Village Council to make fiscal decisions as specified by

article 15 of Decree 198-SL/DUHC, paragraphs 3, 5, and 6, is raised from 50,000\$VN to 100,000\$VN before these decisions must be approved by the Province Chief prior to their implementation. Provisional Village Administrative Committees do not receive this increase in fiscal authority.

**Art. 14 - Authority of the village council to make fiscal decisions specified by article 14, paragraph 2, and article 15, paragraph 1 of Decree 198-SL/DUHC are changed as follows:**

Decisions of the Village Council related to the village budget are to be approved by the Province Chief before execution regardless of the sum of money involved.

**Art. 15 - All previous stipulations at variance with this decree are hereby rescinded.**

**Art. 16 - The Deputy Prime Minister, Ministers of State, Minister, Under Secretaries of State, and Province Chiefs have responsibility for carrying out this Decree.**

**This decree will be printed in the Official Journal of the Republic of Vietnam,**

Ha Noi, 1 April 1969  
by Tran Van Huong

Republic of Vietnam  
Presidency  
No. 106-TT/SL

THE PRESIDENT OF THE REPUBLIC OF VIETNAM,

In view of the Constitution of April 1, 1967,

In view of Decree No. 234-TT/SL of May 25, 1968  
and of subsequent texts determining the  
composition of the Government,

On the recommendation of the Prime Minister,

DECREES THE FOLLOWING:

Art. 1 - The composition of the Government as  
determined in Decree No. 234-TT/SL of May 25,  
1965 and subsequent texts is modified as follows:

- Deputy Prime Minister,  
especially in charge of  
Pacification/Revolutionary  
Development, concurrently  
Minister of the Interior.....Gen. Tran thien Khiem
- Minister of State,  
especially in charge of  
Post-War Planning.....Prof. Vu quoc Thuc
- Minister of National  
Defense.....Lt. Gen. Nguyen van Vy
- Minister of Revolutionary  
Development.....Mr. Nguyen van Vang

- Minister of Education  
and Youth.....Mr. Le minh Lien
- Minister of Land Reform  
and Agriculture.....Mr. Cao van Than
- Secretary of State for  
War Veterans.....Mr. Nguyen thach Van
- Secretary of State in  
charge of Liaison with  
the National Assembly.....Mr. Vo huu Thu
- Vice Minister of Finance.....Mr. Nguyen anh Tuan

(The remaining part unchanged)

Art. 2 - The Prime Minister, the Deputy Prime Minister, Ministers of State, Ministers, Secretaries of State and 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 the Republic of Vietnam.

Saigon, March 12, 1969

s/ Nguyen van Thieu

Republic of Viet Nam  
Prime Ministry  
No. 1320-ND/P.Th.T/CV

THE PRIME MINISTER OF THE GOVERNMENT,

Considering the Constitution of April 1, 1967,

Considering.....

ENACTS THE FOLLOWING ARRETE:

Art. 1 - Especially admitted into the cadre without competitive examination are contractuels, daily workers, floaters assimilated to daily workers, permanent floaters from category B and below who meet the following eligibility requirements:

1. Having at least 4 consecutive years of service in the same category (may be included in this figure the consecutive years of service in the same category in the non-permanent floater's capacity, and the years of military services, to the extent of a maximum of two years for each kind).

For the applicants who do not have the diplomas provided in paragraph 2 below, the seniority of service is compulsorily increased by 2 years.

If the length of service is interrupted, the previous years of regular service from 6 months and above may enter into account, without any regard to the duration of the interruption, except the case of interruption by disciplinary measures.

2. Having the following diplomas:

a. For the Administrative Cadres

- Full baccalaureate, plus one University Certificate (for entrance into the cadre of Administrative Senior Clerks);

- Secondary Education, First Level diploma or an equivalent diploma (for entrance into the cadre of Administrative Clerks),

- 4 years of Secondary Education, First Level, and a Typewriting Certificate delivered by a public agency (for entrance into the cadre of Typists).

- Elementary Education diploma (for entrance into the cadre of Messengers).

b. For the Technical Cadres

The diplomas required are specified in each cadre statute.

3. Having filed an application for entrance into the cadre sans competitive examination.

4. Being recommended by the employing agency.

Art. 2 - The consecutive years of service in the same category for entrance into the cadres in two phases, are accounted as follows:

- First phase. As of 31 December 1968, for entrance into the cadres from 1 January 1969.

- Second phase. As of 31 December 1969, for entrance into the cadres from 1 January 1970.

Nevertheless, during the first phase, if the length of service provided in Art. 1, paragraph 1, is at least 6 years as of 31 Oct. 1968, the applicants are allowed to enter the cadres from 1 Nov. 1968.

All kinds of seniority of service must be proven by regular personnel actions (recruitment); not accepted, especially in these phases of admission into cadres sans examination, are affidavits issued by the agencies and attesting the seniority of service.

Art. 3 - No age condition is required. The right for pension of the personnel admitted into the cadres under the provisions of the present arrete shall be determined by the regulations in force.

Art. 4 - Personnel meeting the eligibility requirements shall be appointed at the probationary grade.

If the employee is a contractual having a salary index above the salary index of the probationary grade, he is allowed to keep his current salary index.

The employees who have a length of service in excess, or a diploma above the diplomas required in paragraph 2, article 1, shall be classified in the superior salary index, according to the regulations in force.

Art. 5 - The time-limits of application for entrance into the cadres are fixed as follows:

- For the first phase of appointment into the cadres: before March 1, 1969.

Especially for the employees who may be admitted into the cadres from November 1, 1968: Not to exceed 2 months from the date of promulgation of the present arrete.

- For the second phase of appointment into the cadres: before 31 December 1969.

Candidates who have filed tardy applications shall be appointed in the next phase, except in cases of absolute necessity certified by the competent authority.

Candidates for the second phase of appointment into the cadres who have filed tardy applications in cases of absolute necessity shall be appointed from January 1, 1970. If the delay is due to the incumbent, the appointment to the cadre will be effective from the day complete public record is sent to the central organization having power to sign the arrete of appointment.

Art. 6 - All previous regulations, which are in contradiction with the provisions of the present arrete, shall be rescinded.

Art. 7 - Ministers of State, Ministers, Vice-Ministers, are charged, as far as their duties are concerned, of the execution of the present arrete.

Saigon, 21 December 1968

s/ Tran van Huong

Republic of Vietnam  
Prime Ministry  
No. 1321-ND/PTHT/CV

THE PRIME MINISTER OF THE GOVERNMENT,

Considering the Constitution of April 1, 1967;

Considering...

ENACTS THE FOLLOWING ARRETE:

Art. 1 - Especially admitted into the cadres without competitive examination are contractuels, daily workers, floaters assimilated to daily workers, permanent floaters belonging to the ethnic minorities (Highlanders, Cham, Cambodian, Tho, Nung, Thai, etc....) from category B and below, who meet the following eligibility requirements:

1. Having at least 2 consecutive years of service in the same category (may be included in this figure the consecutive years of service in the same category in the non-permanent floater's capacity, and the years of military services, to the extent of a maximum of two years for each kind).

For the applicants who do not have the diplomas provided in paragraph 2 below, the seniority of services is compulsorily increased by 2 years.

If the length of service is interrupted, the previous years of regular service from 6 months and above may enter into account, without any regard to the duration of the interruption, except the case of interruption by disciplinary measures.

2. Having the following diplomas:

a. For the Administrative Cadres:

- Full baccalaureate, plus one University Certificate (for entrance into the cadre of Administrative Senior Clerks);

- Secondary Education, First level diploma or an equivalent diploma (for entrance into the cadre of Administrative Clerks);

- 4 years of Secondary Education, First Level, and a Typewriting Certificate delivered by a public agency (for entrance into the cadre of Typists);

- Elementary Education diploma (for entrance into the cadre of Messengers).

b. For the Technical Cadres

The diplomas required are specified in each cadre statute.

3. Having filed an application for entrance into the cadre sans competitive examination.

4. Being recommended by the employing agency.

Art. 2 - The consecutive years of service in the same category for entrance into the cadres, in two phases, are accounted as follows:

- First phase - As of December 31, 1968, for entrance into the cadres from January 1, 1969

- Second phase - As of December 31, 1969

for entrance into the cadres from January 1, 1970.

Nevertheless, during the first phase, if the length of service provided in Art. 1, paragraph 1 is at least 3 years as of October 31, 1968, the applications are allowed to enter the cadres from November 1, 1968.

All kinds of seniority of service must be proven by regular personnel actions (recruitment). Not accepted, especially in these phases of admission into cadre sans examination, are affidavits issued by the agencies and attesting the seniority of service.

Art. 3 - No age condition is required.

The right for pension of the personnel admitted into the cadres under the provisions of the present arrate shall be determined by the regulations in force.

Art. 4 - Personnel meeting the eligibility requirements shall be appointed at the probationary grade.

If the employee is a contractual having a salary index above the salary index of the probationary grade, he is allowed to keep his current salary index.

The employees who have a length of service in excess, or a diploma above the diplomas required in paragraph 2, article 1, shall be classified in the superior salary index, according to the regulations in force.

Art. 5 - The time-limits of application for

entrance into the cadres are fixed as follows:

- For the first phase of appointment into the cadres: Before March 1, 1969.

Especially for the employees who may be admitted into the cadres from November 1, 1968: Not to exceed two months from the date of promulgation of the present arrete.

- For the second phase of appointment into the cadres: Before December 31, 1969.

Candidates who have filed tardy applications shall be appointed in the next phase, except in cases of absolute necessity certified by the competent authority.

Candidates for the second phase of appointment into the cadres who have filed tardy applications in cases of absolute necessity shall be appointed from January 1, 1970. If the delay is due to the incumbent, the appointment to the cadre will be effective from the day complete public record is sent to the central organization having power to sign the arrete of appointment.

Art. 6 - All previous regulations, contrary to the provisions of the present arrete, shall be rescinded.

Art. 7 - Ministers of State, Ministers, Vice-Ministers, are charged, each as to that which concerns him, of the execution of the present arrete.

Saigon, December 21, 1968

s/ Tran van Huong

Republic of Vietnam  
Prime Minister's Office  
No. 1337-ND/P.Th.T/CS

THE PRIME MINISTER OF THE GOVERNMENT,

Considering the Constitution of April 1, 1967,

Considering...

ENACTS THE FOLLOWING ARRETE:

Art. 1 - Now is hereby fixed as follows the organization and responsibilities of the dependent agencies of the Prime Minister's Office:

I. Team of Advisors and Special Assistants of the Prime Ministry

Art. 2 - The Advisors and Special Assistants of the Prime Ministry shall be appointed by the Prime Minister and shall act under his direct guidance.

II. Office of the Minister at the Prime Ministry

Art. 3 - The office of the Minister at the Prime Ministry (for Executive Affairs) shall comprise:

- The Assistants to the Minister
- A Chief of Cabinet
- A Private Secretary
- A number of Expeditors (charges of Mission), Generalists and Specialists.

### III. Cabinet (Secretariate) of the Prime Ministry

Art. 4 - The Cabinet of the Prime Ministry shall be headed by a Director of Cabinet, with the assistance of a Deputy Director of Cabinet, and shall comprise:

#### A. The Protocol Directorate

Art. 5 - The Protocol Directorate, headed by a Director, shall comprise:

##### Bureau 1

- Arrange the protocol process and ranking order in the ceremonies, feasts and receptions under the Prime Minister's chairmanship,
- Establish liaison with the competent agencies in order to solve the protocol problems in ceremonies, officials internal trips or travels abroad of the Prime Minister,
- Research, study and compare the documents on internal or external protocols,
- File the correspondences, update the registers, make inventories of materials and carry out personnel and administrative matters of the Directorate.

##### Bureau 2

- Establish daily, weekly and monthly schedules for the Prime Minister,
- Contact, explain and answer the private citizens, groups or visitors who want to have audience or to present their wishes,

- Prepare, update, publish the listing of high ranking Vietnamese and Foreign Service Officials.

### Bureau 3

- Arrange the audiences or consultations of the Prime Minister,
- Prepare, receive and escort the visitors or delegations which have the Prime Minister's audience,
- Arrange and carry out the invitations of guests to attend the ceremonies, feasts and receptions of the Prime Minister.

### B. Press Directorate

Art. 6 - The Press Directorate, headed by a Director, shall comprise:

#### Bureau 1

- Receive, distribute and send all correspondences,
- Subscribe and distribute newspapers and magazines to the Prime Ministry agencies,
- Carry out administrative matters involving the personnel of the Directorate.

#### Editor Service

#### Bureau 2

- Draft, translate documents, reports, notices, press releases,
- File reviews and newspapers, documents.

Bureau 3

- Make liaison, follow-up newsmen activities,
- Organize press conferences, interviews,
- Take pictures, movies of the travels, feasts, receptions and other ceremonies.

Bureau 4

- Review the Vietnamese Press and Foreign Press,
- Research, classify the press articles involving the Government activities.

C. Research & Documentation Directorate

Art. 7 - Under the supervision of a Director, the Research & Documentation Directorate shall comprise:

1) Documentation Service

Bureau 1

Carry out the gathering of:

- Foreign political news,
- Political Parties activities,
- Political, security, intelligence information.

Bureau 2

Carry out the gathering of:

- Information relative to the groups, religious associations activities,

- Information on unions and students or pupils activities,
- Information on ethnic minorities activities.

## 2) Operations Service

### Bureau 3

Gather and review the opinions, recommendations, wishes, claims and denunciations presented by all classes or organizations of the people.

### Bureau 4

Follow-up the nationwide corruption repression.

- Implement the Anti-corruption Plan at the Prime Ministry,
- Report on investigation results,
- Gather and review the recommendations on the people's self-defense, people's organization into units policies,
- Follow-up the National People's Committee of Self-Defense activities.

## 3) Study Team

Headed by a Team Chief, it shall comprise from 3 to 5 specialists, and have the following responsibilities:

- Study and establish Government Policies for the political groups,
- Recommend measures for winning the heart of the people.

The Team Chief of Study ranks equally with a Service Chief.

D. Internal Affairs Service

Art. 8 - Headed by a Service Chief, it shall comprise:

Bureau 1

- Receive, distribute, prepare and send the correspondences,
- Carry out personnel problems within the scope of internal affairs, in particular the job assignments given to householders, waiters and laborers,
- Receive the materiel and control the properties of the Internal Affairs Service and of all Prime Ministry buildings,
- Organize, arrange the receptions and feasts.

Bureau 2

- Receive the public vehicles, recommend their distribution and the assignment of drivers,
- Receive the spare parts to insure the maintenance of public vehicles and the functioning of the service centers.

Bureau 3

- Receive the public housings under the management of the Prime Ministry and recommend their distribution,

- Take care and repair of the public dwellings and buildings of the Prime Ministry.

#### Bureau 4

- Take care of the public dwellings and vehicles located in Dalat, of the Prime Ministry,
- Carry out the Prime Ministry internal affairs in Dalat.

#### E. Mail Service

Art. 9 - Headed by a Service Chief, the Mail Service shall comprise:

#### Bureau 1

- Receive, register and forward the incoming documents,
- Carry out the telephone switchboard functioning,
- Organize the duty schedule.

#### Bureau 2

- Send the outgoing documents,
- Make copies of legislative and regulatory texts for diffusion.

#### Bureau 3

- Receive, register and forward the classified mail,
- Send the classified mail,
- Prepare the Mission Orders and the Transportation Requests.

G. Rewards Bureau

Art. 10 - Under the supervision of a Bureau Chief, the Rewards Bureau has the following responsibilities:

- Examine the dossiers of recommendation for rewards and posthumous rewards of all kinds,
- Examine the dossiers to allow Vietnamese Nationals to receive foreign medals,
- Deliver the Eulogies and Cash Awards,
- Collaborate with the Protocol Directorate in the rewarding ceremonies.

IV. Prime Ministry Secretariate General

Art. 11 - Under the supervision of a Secretary General, assisted by a Deputy Secretary General who ranks equally with the Deputy Director of Cabinet at the Prime Ministry, the Prime Ministry Secretariate General shall comprise:

A. Legislation Directorate

Art. 12 - The Legislation Directorate, headed by a Director, has the following responsibilities:

- Check and finish the draft of the legislative and regulatory texts and the draft of administrative texts involving particular or individual cases,
- Study the problems raised by the Ministries, offices or Autonomous Agencies and submit them to the Supervisors for signature or decision.

The job in this Directorate are distributed to the following Services and Bureaus:

The Administrative Service comprises 2 Bureaus:

Bureau 1

- Matters involving internal or foreign public relations,
- Legal, citizenship, marriage, adoption grace, amnesty matters, etc.,
- Confiscation, requisition,
- Land management,
- Professional activities of private citizens and aliens,
- Religions and associations problems.

Bureau 2

- Central and local administration,
- Personnel matters not carried out by the Directorate General of Civil Service,
- Appointment to supervisory positions,
- National Defense and Security matters.

The Economy and Finance Service comprises 2 bureaus:

Bureau 3

- Economy matters,

- Public Works, Communications & Transportation and Agriculture matters relative to the Economy,
- Foreign Aid,
- Prepare the dossier for the incoming meeting of the Economy & Finance Committee.

Bureau 4

- Finance, Budget, Tax and Money Problems,
- Exploitation of public properties: buying, selling and special Concessions,
- Matters relative to public dwellings and public vehicles,
- Miscellaneous subsidies.

The Cultural & Social Service comprises 2 bureaus:

Bureau 5

- Problems pertaining to the following matters:
  - Culture and education
  - Social welfare, Health and Relief
  - Labor, War Veterans & Open Arms
- Overseas studies, training
- Matters on Management and functioning of the National Institute of Administration.

Bureau 6

- Conferences, seminars and missions abroad,

- Private citizens and groups going abroad,
- Relation with and application to international organizations,
- International Treaties and Agreements,
- International and Internal Fairs; - benevolent fairs.

B. Personnel & Accounting Directorate

Art. 13 - The Personnel & Accounting Directorate, under the supervision of a Director, shall comprise:

Bureau 1

- Receive, distribute and send the mail,
- Deliver Employee's Cards, Leave permits,
- Carry out administrative problems involving all personnel of the Directorate,
- Charged with Special affairs.

1) Personnel Service

Bureau 2

- Personnel management of the Prime Minister's Office and dependent agencies.

Bureau 3

- Liquidation of salary, all kinds of allowances and subsidies,
- Deduction of Salary taxes, housing fees, hospital fees, etc.

## 2) Accounting Service

### Bureau 4

- Realize all procurements, and items maintenance, except for the maintenance of public vehicles and public buildings which is the responsibility of the Internal Service.
- Keep the materiels accounting,
- Manage all furnitures of the Prime Ministry, except public vehicles and public buildings, and furnitures at the guest houses, temporary residences, public dwellings and palaces.

### Bureau 5

- Draft the budget for the Prime Ministry,
- Keep the obligational accounting,
- Submit the Expenditure Authorizations to the signature of the competent officer,
- Liquidate materiels, operation and equipment expenditures, etc.

### Bureau 6

- Submit to the competent officer the bills for collection relative to the Prime Ministry and dependent organizations,
- Delegate credit and follow-up the expenditures status of the Offices of Civilian Affairs next to the Tactical Zones,
- Take care of the Imprest Funds, and State control Funds,

- Liquidate the travel allowances.

3) Infirmary

The Prime Minister's Infirmery, headed by a physician, of a Service Chief rank, shall comprise the two following sections:

a. General Health Section, under the supervision of the Infirmery-Chief, has the following responsibilities:

- Consult and treat diseases, distribute medicines, deliver medical certificates to the civil servants or military in service at the Prime Ministry and to their dependents,
- Control the purity of potable water and foods for the Prime Minister consumption,
- Control the health and find out any contagious disease for the Prime Minister's direct aides,
- Prevent diseases for all personnel.

b. Dentistry Section, under the supervision of a Dentist, of a Bureau Chief rank, shall have the responsibility of examining and treating the dental sicknesses for all Prime Ministry personnel and dependents.

C. Management of Public Agencies Directorate

Art. 14 - Headed by a Director, the Management of Public Agencies Directorate shall have the following responsibilities:

- Study on a permanent basis the problems pertaining to the effective organization and functioning of the public services,

- Study, prepare and help realize the standards on organization and management of the public services,
- By order of the Prime Minister or on the requests of the organization heads, hold the examinations at the agencies,
- Prepare the materials on organization and management for diffusion or use in the pre-service or in-service training courses, contact the competent organizations on the problems of personnel abilities development,
- Constitute a Center for research, diffusion and exchange of materials and information on organization and management,
- Coordinate the Reform Management Program of all agencies with the General Program of the Government,
- Submit to the Prime Minister the texts on public agencies organization for promulgation.

The jobs of this Directorate shall be divided to:

1) The Management Review Team (rank of Service Chiefs) with the responsibilities for:

- Study and prepare the standards and materials on organization and management,
- Hold the examinations,
- Participate in the formation of personnel,
- Help the Ministries and agencies in the solution of organization and functioning problems,

- Carry out all other responsibilities which are assigned to the Team.

2) The Administrative Bureau

- Carry out administrative matters: correspondence, personnel, materials and furnitures,
- Gather documents, keep films and pictures, audio-visual equipment, reviews and newspapers and documents on organization and management,
- Draw plans of structures or machinery.

D. Architect Consultant Office

Art. 15 - The Architect Consultant Office, under the supervision of an Architect, shall have the following responsibilities:

- Review for submission to the P.M. the technical opinions on architectural and land management matters,
- Realize the special works on architecture and land management assigned to it,
- Realize other fine arts works such as drawing the models of rewards, insignias, seals, rewards certificates, etc.

E. Official Journal and Archives Service

Art. 16 - The Official Journal and Archives Service headed by a Service Chief, shall comprise:

Bureau 1

- Edit and Manage the Official Journal,

- Control the printing and distribution of the Official Journal,
- Control other main printing matters.

Bureau 2

- Receive, file and keep the dossiers of the affairs already solved by the Prime Ministry,
- Receive, file and keep the dossiers of the Ministries or agencies which are already dissolved, and redistribute them to the new agencies, if any;
- Library,
- Gather legal and administrative documents
- Establish and update the regulatory documents.

V. Special Cabinet of the Prime Ministry

Art. 17 - The Special Cabinet of the Prime Ministry, is headed by a Chief of Cabinet, assisted by a Private Secretary, a number of Expeditors (charges of Mission) and Generalists. It shall comprise:

Bureau 1: Reserved affairs  
 Bureau 2: Liaison affairs  
 Bureau 3: Correspondences and Archives  
 Bureau 4: Code

VI. Military Cabinet of the Prime Ministry

Art. 18 - The Military Cabinet of the Prime Ministry is headed by a Chief, Military Cabinet, who ranks equally with a Director General, and

is seconded by an Assistant who has the rank of a Deputy Director General.

The Military Cabinet shall have the following responsibilities:

- Gather information on all internal and external military matters for submission to the Prime Minister,
- Make direct liaison with the Presidency, the Vice-Presidency, the Ministries and administrative agencies for all matters relative to the Military Plan,
- Protect the security of the Prime Minister, guard the Prime Ministry and the Prime Minister's Palace,
- Carry out the transmission Plan at the Prime Ministry,
- Follow-up the realization of the plans and measures already established and relative to the strategy and tactics, the procedures for personnel management, the general problems in the Armed Forces of the Republic of Vietnam. Study the recommendations for changes in the application and implementation of the above plans and measures.

The Military Cabinet shall comprise:

A. General Administration Bureau

- Receive, send, distribute and file correspondences and documents,

- Manage Personnel and provide supplies for the Military Cabinet,
- Follow-up the personnel and logistics status of the Armed Forces,
- Investigate the claims and denunciations relative to the Armed Forces.

B. Military Affairs Service

1) Planning Bureau

- Prepare the Security Plans for protection of the Prime Minister,
- Establish the programs and control the military protocol of the ceremonies, visits or official trips of the Prime Minister.
- Follow up the operational plan at the viewpoint of strategy and tactics, the development plan of the Armed Forces and the combat efficiency of all arms in the Armed Forces of the Republic of Vietnam,
- Follow up the coordination of the forces of the Republic of Vietnam and the Allied Forces as well as the operations for pacification of the territory.

2) Information Bureau

- Follow up the foe status and the political developments in the country and abroad,
- Follow up the research of information on the enemy, inside the country and abroad.

C. Security Service

1) Protection Bureau

- Insure the personal security of the Prime Minister at his office, in his palace and in all his moves,
- Carry out the protection and security of the buildings and materiels at the Prime Ministry and at the Prime Minister's Palace.

2) Research Bureau

- Gather and control the information pertaining to the security of the Prime Ministry,
- Carry out the personnel security at the Prime Ministry.

D. Telecommunication Service

1) Techniques Bureau

- Establish the technical telecommunication and electronics projects, insure the administrative functioning and the supply of telecommunication equipment

2) Exploitation Bureau

- Organize and control the functioning of the systems and means of liaison, telecommunications and electronics.

3) Telecommunications Center

- Establish, administer and maintain the systems and means of liaison, telecommunications and fixed or mobile electronics.

Art. 19 - The Minister at the Prime Minister's Office, the Director of Cabinet, the Secretary General and the Chief, Military Cabinet, of the Prime Minister's Office are charged, each as to that which concerns him, of the execution of the present arrete.

Saigon, December 24, 1968

By Delegation of the Prime Minister,  
The Minister at the  
Prime Minister's Office

s/ Huynh van Dao

Saigon, 10 March 1969

No. 1706-BNV/NSKT/38

TO: All Province Chiefs

FROM: The Minister for Interior

SUBJ: National Budget Subsidy to Village Budget  
for Village/Hamlet Officials' Allowances\*

With reference to circular # 1880/DUHC/NSKT/15  
dated 4/20/67 from the former S.C.A.

- Circular # 6521/BNV/NSKT/38 dated 12/23/68 from  
the MOI.

- After the application of circular # 1880/DUHC/  
NSKT/15 of 4/20/67 governing the fixation of  
National Budget Subsidy to village budgets at the  
rate of 1/3, 2/3 and 3/3 for the ordinary pay and  
allowances of village/hamlet officials, the MOI  
has noticed the following defects in such subsidy  
methods:

1. A large number of villages can annually  
collect 500,000\$, 1,000,000\$ or 1,500,000\$ for the  
village budget, but they put a restraint on their  
collection for the purpose of getting a complete  
(or greater) subsidy from the National Budget.  
This fact has made villages fail in their collections.

\* Allowances as used herein means salaries plus  
allowances.

2. Villages which have budget over 1,000,000\$ or 1,500,000\$ (little subsidized or non-subsidized) must bear the ordinary pay and allowances of a large number of local officials. In many cases this left the village without funds for development.

3. This subsidy method did not represent the desired equity in the administrative infrastructure support policy of the government.

To remedy the above mentioned defects, the MOI has resolved to modify the national budget subsidy granted to village budgets with the following criteria:

I. Allowances and Ordinary Pay of Village/Hamlet Officials:

A. Basis of Subsidy

On and after April 1969, villages with local revenues from 200,000\$ down will be granted full subsidy to cover village/hamlet officials' allowances; village will use its total receipts to pay operating expenditures.

For those villages having revenues over 200,000\$VN, half of the excess amount will be used to pay village/hamlet officials' allowances, and the National Budget will provide the balance.

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Subsidy = Total Annual Allowance -  $\frac{1}{2}$ (Local Revenues - 200,000\$VN)

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Example: Village revenue 1969	980,000\$
Total allowances for 1 year	1,165,000\$

Village contribution: $\frac{980,000\$ - 200,000\$}{2}$	= 390,000\$
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National Budget subsidy: $1,165,000\$ - 390,000\$$	= 775,000\$
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According to the above mentioned formula, the National Budget will suspend subsidy of any village which has revenues equal to double the total amount of its officials' pay plus 200,000\$. Consequently, if the annual total allowance is 1,165,000\$, the village budget will bear full expenditures for allowances for its officials after i.e.  $(1,165,000 \times 2) + 200,000\$VN$ .

B. Method of Working Out Subsidy for the Setting Up of Allocation of Funds

According to the above formula, only villages which have no budget or have revenues from 200,000\$ down do not have to contribute to their officials' pay. This expenditure will be subsidized by the National Budget.

Villages which have revenues over 200,000\$ have to pay their officials.

Following are samples for the detailed account of quarter subsidy proposal:

1	2	3	4	5	6	7
	Name of Village	Villages Revenues 1969	Total Amt. of pay V/H officials	Annual Contribution of Village	Annual Subsidy from Nat'l Budget	Allocation of Funds Proposed for 2nd Qtr. 1969
1	Village A	150,000	840,000	None	840,000	210,000
2	Village B	2,000,000	1,300,000	900,000	400,000	100,000
3	Village C	3,000,000	1,400,000	1,400,000	None	None

Footnotes: Column 5 =  $\frac{\text{Column 3} - 200,000\$}{2}$

Column 6 = Column 4 - Column 5

Column 7 =  $\frac{\text{Column 6}}{4}$  (in round figures to facilitate the allocation)

The sum total of officials' pay mentioned in column 4 is calculated on the existing and proposed staff.

C. Procedures Governing Payment for Allowances and Salaries

Subsidy of National Budget will be supported by the MOI account. Each quarter, the MOI will allocate funds on basis of the proposal of province as described in paragraph B.

Villages having no budget, or having a revenues under 200,000\$VN, are subsidized in full by the National Budget for payment of village/hamlet officials' salaries and allowances. Villages having a revenues double the village/hamlet officials' salaries and allowances plus 200,000\$VN are considered self sufficient and do not receive a subsidy. The majority of villages are subsidized by the National Budget to pay part of their officials' salaries and allowances, and the other part is paid by the village budget.

Allowances are to be paid in full once every month. Despite the fact that the allowances are paid from two different budgets, it is proper to have only one paymaster. The Chief Secretary will pay the village budget share. This Ministry requests your province to designate the Chief Secretary as paymasters for the National Budget share. For those villages that lack transportation facilities, the provinces and districts should positively assist them, so that the payments of allowances to village/hamlet officials can be made regularly.

Accordingly, in villages where the officials' allowances are subsidized in full by the National Budget, the Secretary Chiefs are also designated as paymasters. This circular modifies the Circular #6521/BNV/NSKT/38 dated 23/12/1968 with respect to the procedure for payment of village/hamlet officials' allowances.

D. Method of Distribution of Proportional Payment of Allowances Between Village Budget and National Budget.

The distribution of allowance payment of each budget to each recipient official is somewhat difficult, because it is conditional upon the budget of each village.

To simplify this, you are requested to equally apportion the contribution of village budget to the Village Council members in the Standing Committee, (concerning special allowances), officials of VAC and officials Hamlet Board of Management (see sample in form 1a enclosed).

As for meeting attendance allowances of Village Council Members, including members in the Standing Committee, you are requested to pay them by the National Budget subsidy. This has the purpose of simplifying the payment procedure (see sample 1b enclosed). For self-supporting villages, the officials' allowances (including Village Council members' meeting attendance allowances) are provided by the village budget.

## II. Death Allowances for Village/Hamlet Officials:

Previously, death allowances of village/hamlet officials were paid in accordance with ratio fixed in circular # 1880/DUHC/NSKT/15. These are now modified as follows:

- a. Villages having budget able to pay their officials' allowances in full will bear all death allowances.
- b. Villages fully or partly subsidized for the payment of officials will be also subsidized for the payment of death allowances in full.

This is a further contribution of the National Budget for local budget in this stage.

## III. Office Materials

As for office materials, the MOI will also continue to support villages without budget or with revenues under 100,000\$ as fixed in circular # 1880/DUHC/NSKT/15 dated 4/20/67 from the former SCA.

With the above method of subsidy the MOI hopes:

- To realize equity in the support of local government,
- That villages will make an all-out effort to increase their collections in order to achieve self sufficiency and develop village/hamlets.

MOI requests Provinces to positively encourage districts and villages to perform the above procedure, and include the study of this circular in the village/hamlet training program.

This circular is effective on April 1, 1969.

s/ Gen. Tran thien Khiem

Province.....  
 District.....  
 Village.....

CALCULATED COMPENSATIONS AND NAME LIST OF STANDING  
 COMMITTEE PERSONNEL/VILLAGE COUNCIL AND  
 VILLAGE/HAMLET ADMINISTRATIVE  
 PERSONNEL - VILLAGE.....DISTRICT  
 Month.....Year 196.....  
 Village Budget Fiscal Year 1969: \$980,000

1 Model  
 Village Budget FY 69  
 Nat'l Budget FY 1969  
 Section 09  
 Chapter 214  
 Item 5

Part of V.B. contributing to officials' compensation payment in one month  

$$\frac{\$980,000 - \$200,000}{2 \times 12} = \$32,500$$

Order No.	Full name	Positions (1)	Decision of appointment	Basic allowance	Temporary increase	Allowance for rice	Take home pay	Share of Village budget	Share of National budget	Minus stamp fees (2)	Signatures
	<u>A. Standing Committee/ Village Council</u>										
1	Nguyen Van A	Chairman/ Village Council		3,100	930	None	4,030	1,250	2,780		
2	Do Van B	Deputy Chairman		2,000	600	None	2,600	1,250	1,350		
3	Phan Huu C	Secretary Chief		1,700	510	None	2,210	1,250	960		
	<u>B. V.A.C.</u>										
4	Nguyen Ngoc D	Chairman/ V.A.C.		3,100	930	200	4,230	1,250	2,980		
5	Tran Ngoc E	Deputy Chairman		2,800	840	200	3,840	1,250	2,590		
6	Pham Van F	Commissioner for Security		2,500	750	200	3,450	1,250	2,200		

Order No.	Full name	Positions (1)	Decision of appointment	Basic allowance	Temporary increase	Allowance for rice	Take Home Pay	Share of village budget	Share of National budget	Minus stamp fees (2)	Signatures
7	C. <u>Hamlet Management Board</u> Tran Huu C	Hamlet Chief		2,500							
			Total				\$32,500				

Certified True  
Secretary Chief concurrently pay master  
Controlled and certified accurate

.....Day.....Month.....Year....

District Chief

Approved  
.....Day...Month...Year..  
Province Chief.

Made up this recapitulating list with  
the amount of.....  
Share of Binh Duc Village.....  
Share of National Budget.....

Day.....Month.....Year.....

Deputy Chairman

Chairman

Foot Note:

- 1. - Number of officials on standing committee/village Council: 3 )
- Number of V.A.C. officials " " " " : 8 ) 26
- Number of officials/Hamlet Management Board : 15 )

Equal apportioned to each official:  $\frac{\$32,500}{26} = \$1,250$

- 2. No stamp fees deducted since no official receives in excess of \$3,000 from either budget.

Province.....  
 District.....  
 Village.....

DETAILED STATEMENT OF MEETING ATTENDANCE  
 ALLOWANCES FOR VILLAGE COUNCIL MEMBERS - VILLAGE....  
 DISTRICT..... for the Month of.....196..

1b Model  
 Nat'l Budget FY 69  
 Section 9  
 Chapter 214  
 Item 5

Order No.	Full name	Position	Meeting attendance allowance		In cash amount	Signature
			Allowance for each day of meeting attendance	Number of days of meeting attendance in the month		

Certified true  
 Secretary Chief concurrently paymaster

Controlled accurate  
 .....Day.....Month.....Year 196..  
 District Chief

Made up this recapitulating list with  
 the amount of.....

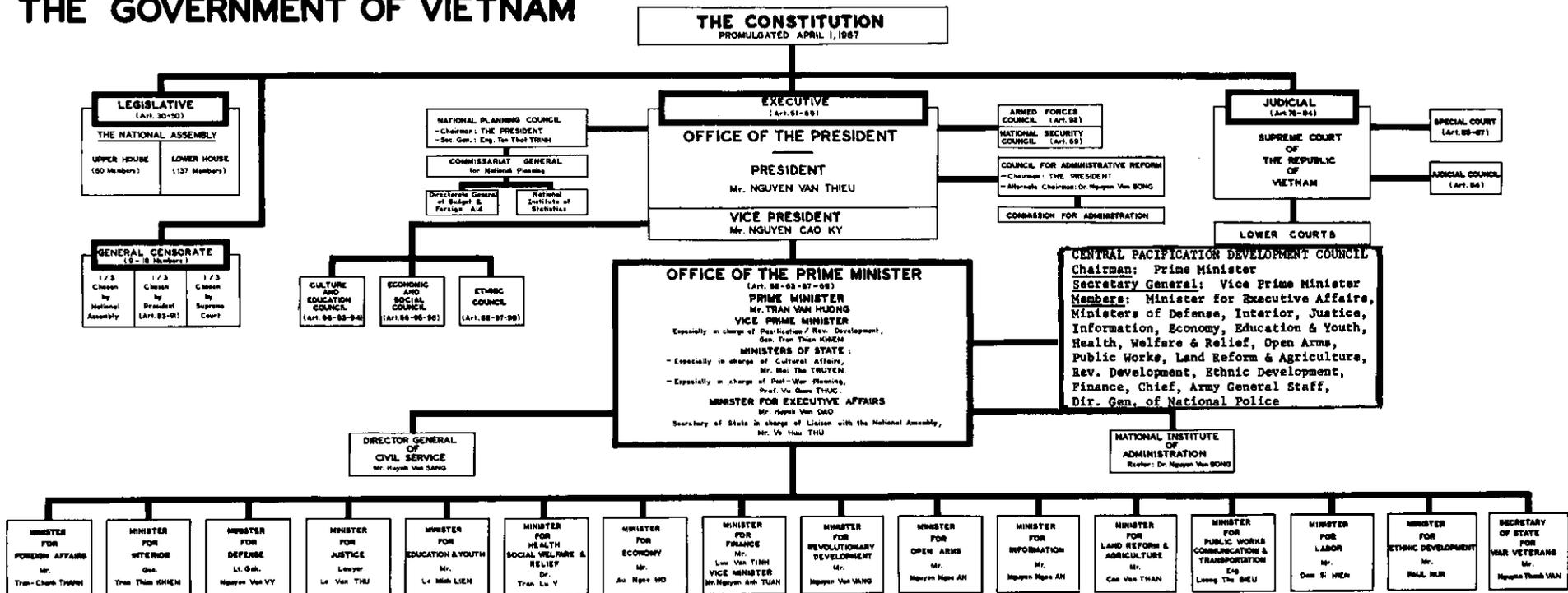
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 V.A.C. Chairman

Deputy Chairman

Chairman

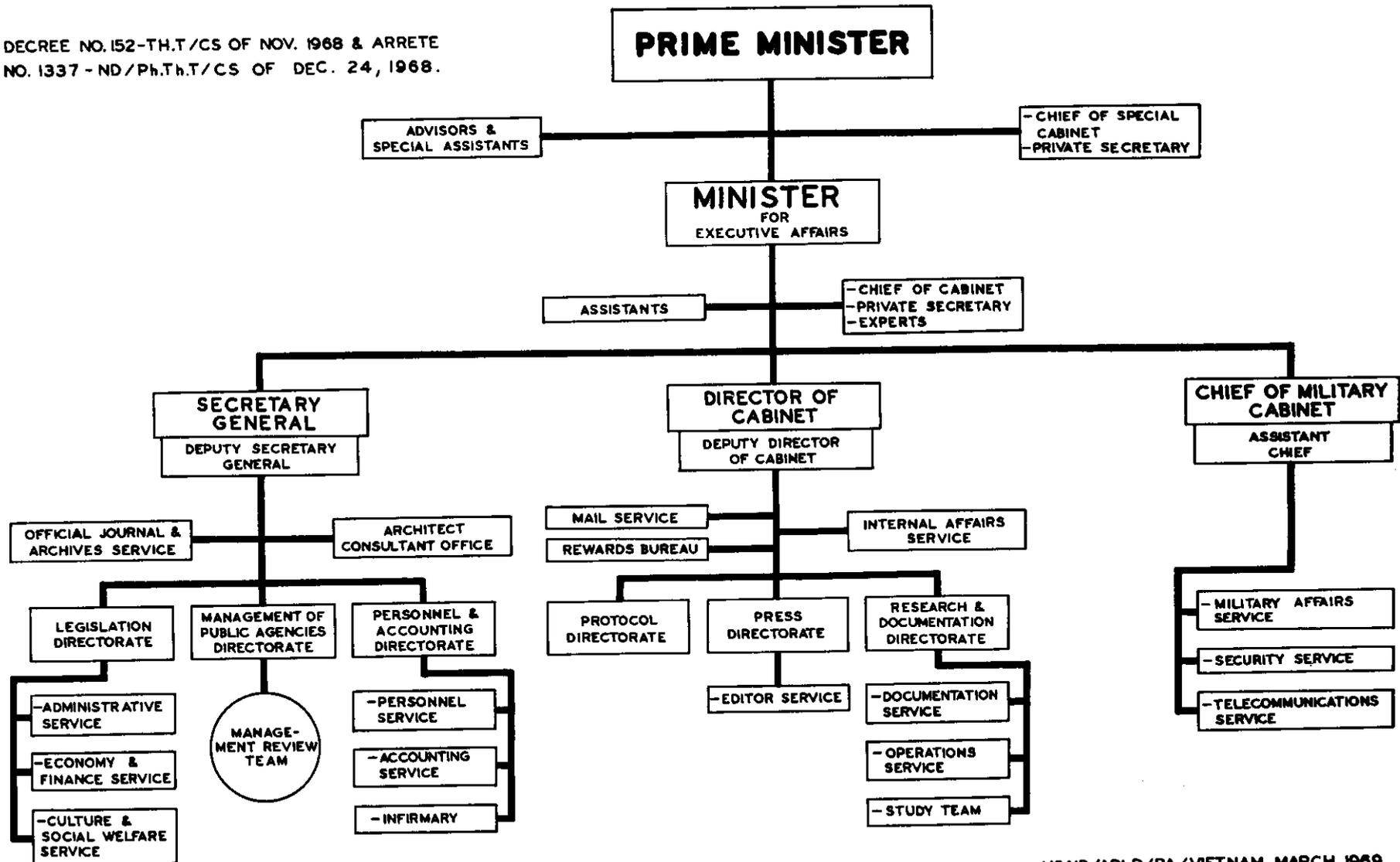
Approved:  
 Province Chief.

# THE GOVERNMENT OF VIETNAM



# PRIME MINISTER'S OFFICE

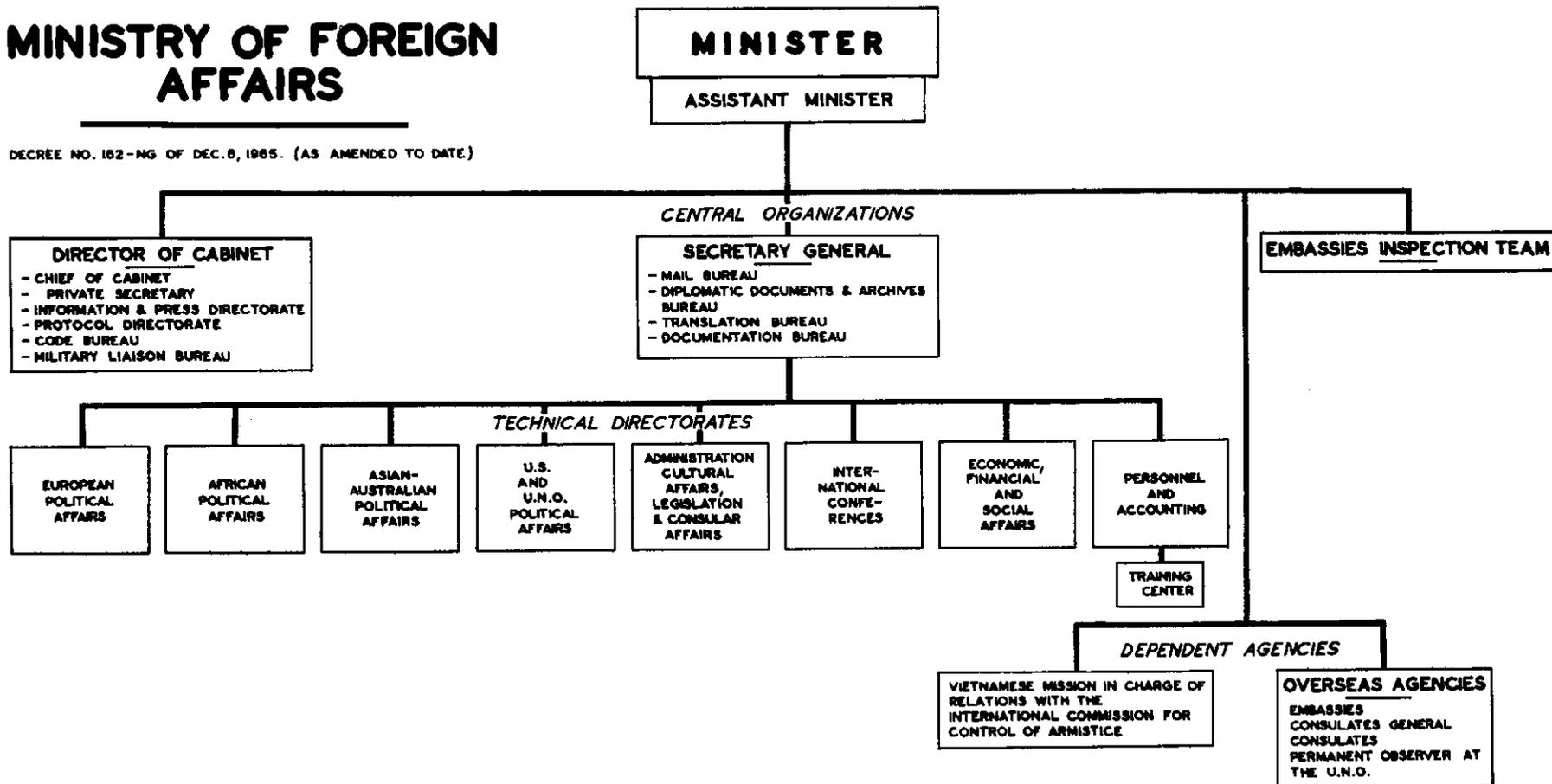
DECREE NO. 152-TH.T/CS OF NOV. 1968 & ARRETE  
NO. 1337 - ND/Ph.Th.T/CS OF DEC. 24, 1968.



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# MINISTRY OF FOREIGN AFFAIRS

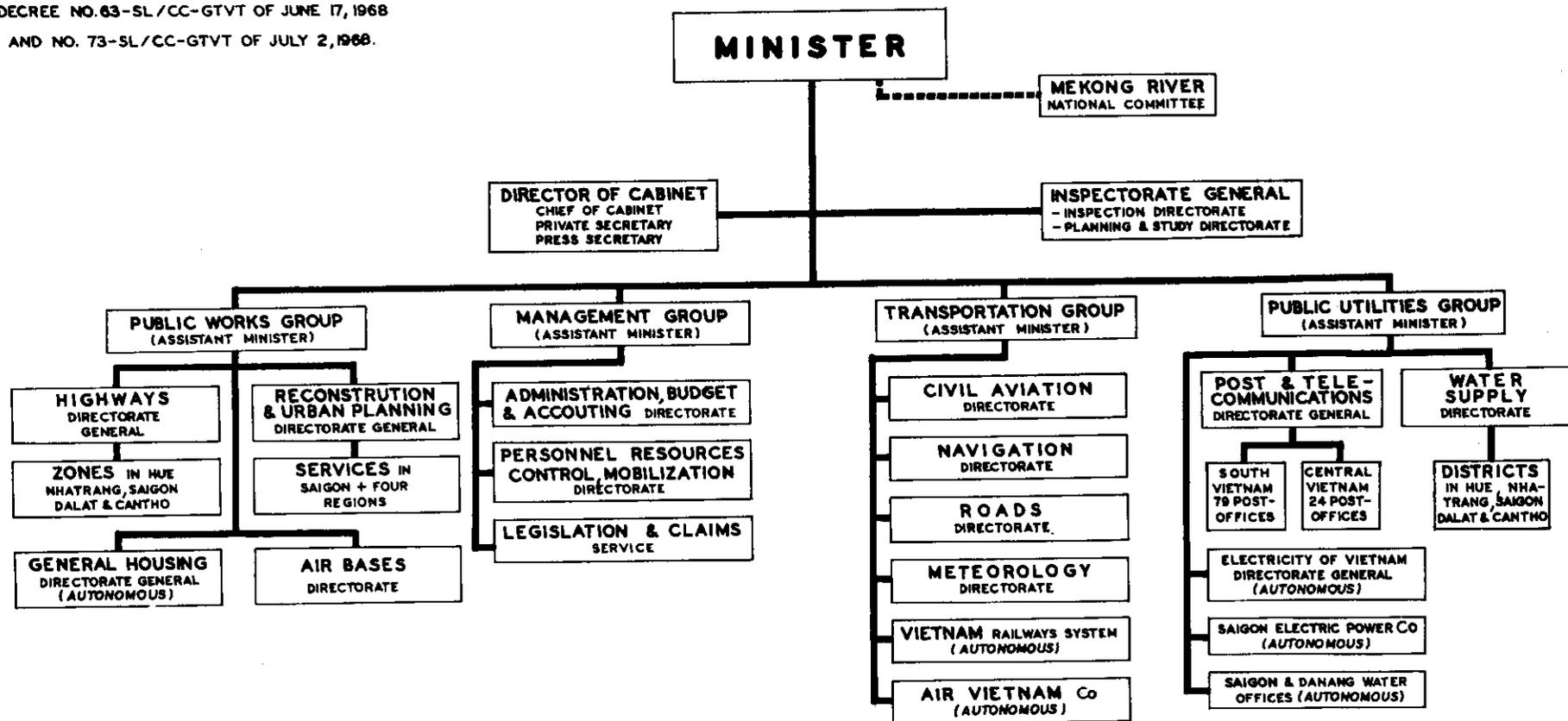
DECREE NO. 162-NG OF DEC. 8, 1965. (AS AMENDED TO DATE.)



# MINISTRY OF PUBLIC WORKS COMMUNICATIONS & TRANSPORTATION

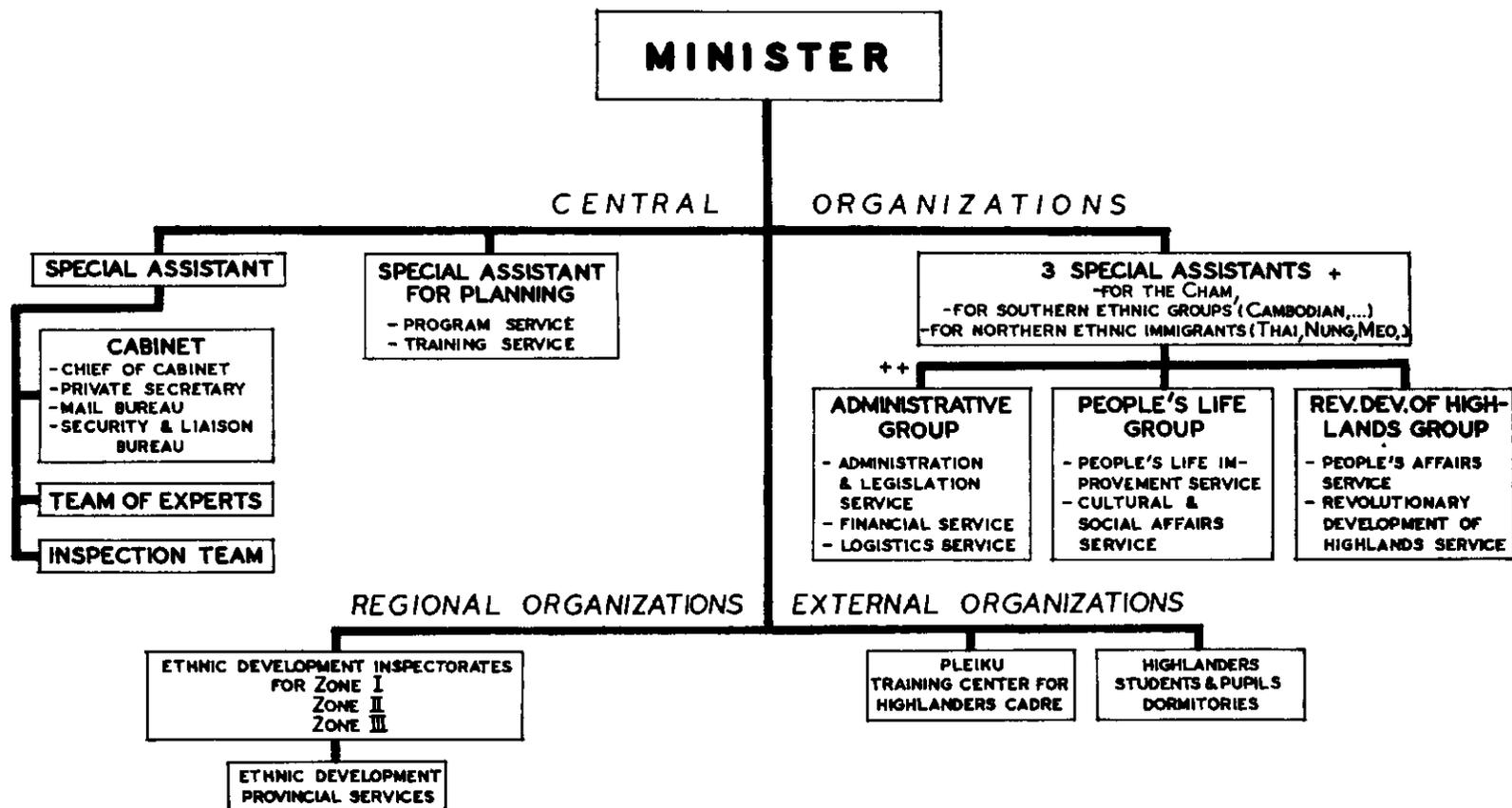
DECREE NO. 63-SL/CC-GTVT OF JUNE 17, 1968

AND NO. 73-SL/CC-GTVT OF JULY 2, 1968.



# MINISTER OF ETHNIC DEVELOPMENT

DECREE NO. 106-SL / PTST OF 8 AUGUST, 1968



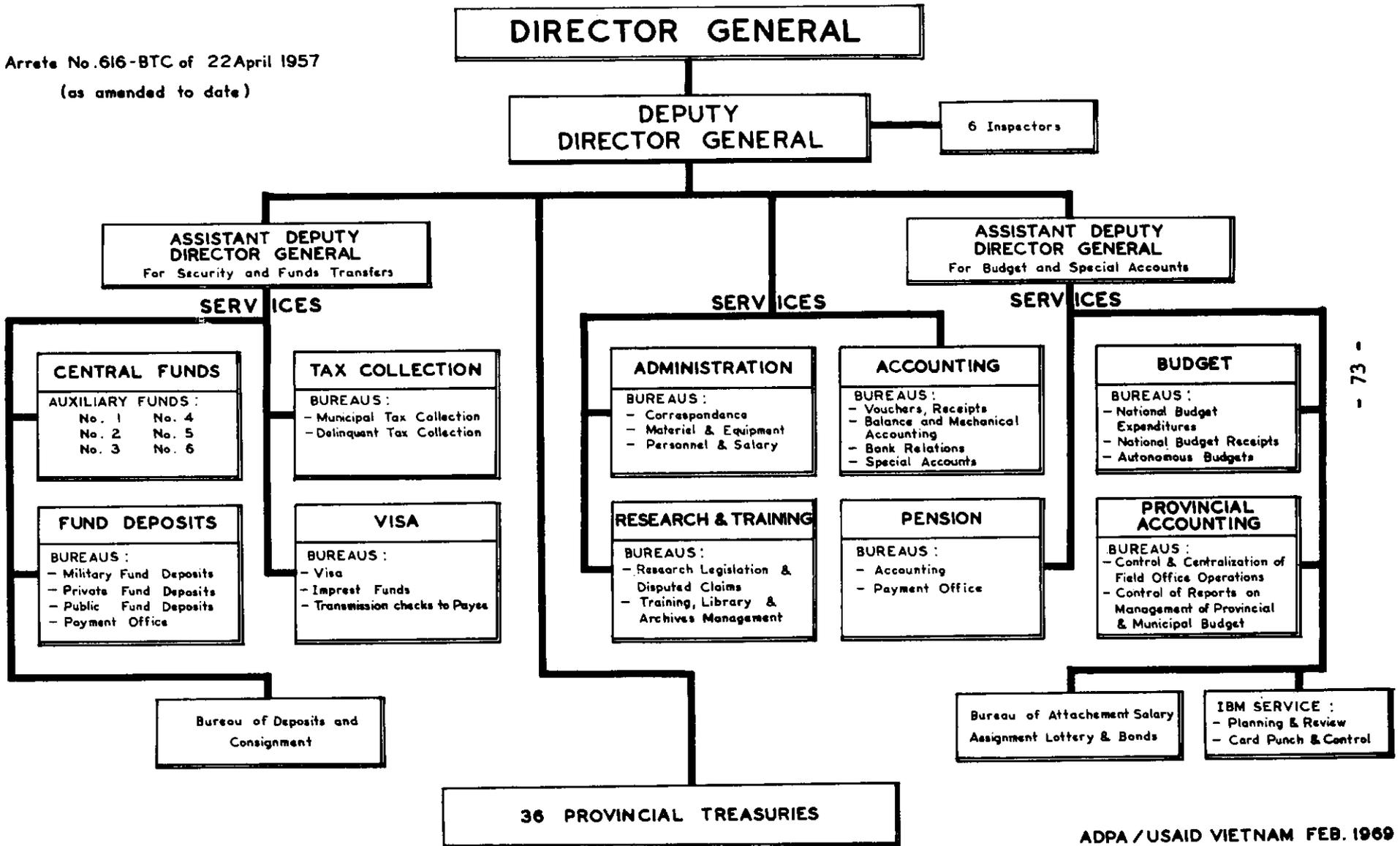
+ EACH SPECIAL ASSISTANT MUST BE A MEMBER OF THE RESPECTIVE ETHNIC GROUP.

++ DEPENDING ON SPECIAL QUALIFICATIONS OF INCUMBENTS, EACH GROUP IS HEADED BY A SPECIAL ASSISTANT.

ADPA / USAID VIETNAM, JANUARY 1969

# DIRECTORATE GENERAL OF TREASURY

Arrête No. 616-BTC of 22 April 1957  
(as amended to date)



## ECAFE CONFERENCE

### Introductory Note

The United Nations Economic Commission for Asia and the Far East (ECAFE) invited 17 countries of the Far East to discuss their Civil Service Commission practices and policies in a conference held at Bangkok, Thailand, from 20-27 November, 1968. The meeting was a workshop hosted jointly by the ECAFE and the West German Foundation. The invited nations were sent a 50 page discussion paper in advance on personnel problems in the public service throughout the Far East, and were asked to submit a brief paper outlining their public personnel management, some of their problems and proposed solutions. Seventeen nations accepted the invitation, including the Government of Vietnam; copies of the statements submitted by the 17 nations are on file at the National Institute of Administration Library. Similar conferences on the same topic had been held in previous years: in 1962 the Eastern Regional Organization for Public Administration (EROPA) met in Bangkok; in 1966 the Philippine Government hosted a Regional meeting. However, the following GVN statement prepared for this 1968 meeting is a more substantial and current statement; it was drafted for the Government by the Directorate General of Civil Service.

## OUTLINE OF THE CIVIL SERVICE IN VIETNAM

The problem of strengthening the Civil Service is of paramount importance in Vietnam where the need for restoring security and order in rural areas and for promoting public welfare throughout the country is urgent.

Although our Civil Service System is, in many respects, modeled on that of France, it has nevertheless incorporated much which is essentially Vietnamese in character. From 1954 up to the present, it has undergone successive modifications in its organization and operation, due to changes in the political, economic, and social fields.

In spite of this evolution, however, it has never departed from a fundamental objective: the selection, recruitment and training of able public employees dedicated to the public interest.

### I. Government Organization

After the partition of our country through the 1954 Geneva agreement, South Vietnam, as an independent country, established the First Republic (1955).

After the 1963 Revolution, successive military and civilian governments were established. The present one is based on the new Vietnamese Constitution adopted on 1 April 1967 which provides for three major branches of government, namely, Legislative, Judicial, and Executive. Legislators are elected representatives of the people; so too are the Chief Executive and the

Vice-President. Members of the Judiciary are appointed by the Legislators. The Chief Executive, the President, determines government policies after approval by the Legislators; thereafter, execution of these policies is vested by the President in the Office of a Prime Minister who is in charge of all the operating aspects of the various Ministries that run the government services and work toward economic and social development.

During the First Republic, the Civil Service Agency was directly attached to the Presidency. Headed by a Director General and placed under the immediate control and direction of the President, the Civil Service Agency centralized affairs concerned with the management of personnel throughout the country. Its main functions consisted of developing policies on recruitment, wages and salary, and retirement pensions; developing new laws; control of the number and distribution of personnel; and recommendations to the Chief Executive on appointments proposed by the various Departments.

The Agency was abolished in 1965 and its functions decentralized in an effort to respond to the needs for faster service within the operating Ministries. However, as time went by it was found that without written uniform guidelines on personnel matters, without a centralized control, the Ministries adopted different policies on quality of recruitment; the Civil Service rolls swelled a great deal; and the quality of public service appeared to stand still or decline from lack of in-service training. So in November 1967 a new centralized office was established, the present Civil Service Directorate General, to respond to the new needs.

The Directorate is part of the Prime Minister's

Office, along with the National Institute of Administration, which is the major unit of government responsible for pre-service and in-service training of government administrators. It is notable that manpower quality and manpower development are both recognized and established at the second-highest level of Government; it is notable, also, that the Directorate General of Budget is established in the Office of the President and actually wields a deep influence on manpower ceilings, civilian pay rates, and many personnel policies. Within the new Directorate General of Civil Service (DGCS) a Bureau of Statistics has been established to assist the Directorate of Research in its responsibilities for manpower planning, civilian personnel utilization, and other personnel development work. Directorate of Training and Public Relations has been established for the first time, (a) to open up communications with the citizenry and communities on what the 200,000 civil servants are doing and how effectively they are doing it; and (b) to coordinate government-wide training efforts at the national level and the provincial roots and infuse added vitality and new directions into the existing Ministry training programs. In this way government employees will come to perform their work and accomplish their mission "...in an environment of high motivation and exhilaration yet one of productivity and high principle, and still one of equity and humanity..."<sup>1/</sup>

<sup>1/</sup> O. Gleen Stahl, Public Personnel Review, Chicago, 1967, page 79.

## II. The Civil Service Law

The existing Civil Service Law signed in 1950, is modeled on the French Civil Service Law of 1946, with adaptations to Vietnamese culture. Government employment is an honored privilege, a full time and permanent assignment by which continuity of effective administration is maintained during various changes of government. The employee assumes duties of improving his capacities; of giving up outside business partnerships or interests; of staying with the government service as a life vocation, because he may not resign when he chooses, but only when the government authorizes such a request; of avoiding excessive loyalty to one government in power over another so that he may serve faithfully and without question of loyalty succeeding changes of government. He is allowed his personal vote and party preference, but not to the extent of compromising his usefulness as a continuing employee of the Public and of the new party in power. In return for these accepted responsibilities and sacrifices, the civil servant enjoys security in his employment, generous leave allowances for sickness, maternity leave, or vacation; a liberal retirement plan; opportunities for periodic salary advancement in recognition of seniority; and opportunities for promotion to higher levels of responsibility. 2/ The personnel system is person-

2/ See Roger Gregoire, La Fonction Publique, Armond Colin, Paris, 1954. (Later English edition published by IIAS, Brussels, 1964 under title of The French Civil Service.)

oriented, with emphasis on recruiting quality people who have broad qualifications for carrying out a wide variety of assignments, after a brief orientation training. "...There are a number of advantages to the European system of classification, particularly for countries which are just beginning to adopt a career system. It will often be found simpler to explain and administer. For the individual new entrant, the European system places greater emphasis on his career opportunities because there is a clearly marked identity between his post and his line of promotion or cadre. The fact that under this system there is "rank in the man" probably occasions a greater sense of security and gives rise to less anxiety when changes of duties or new assignments are made. Its administration is on the whole simpler and more economical. It tends to be more flexible, to emphasize "generalist" rather than specialist qualities, and facilitates transfers within the service. It has the further advantage of simplifying the drafting of personnel regulations and the imposition of budgetary controls as applied to a group or cadre of positions.."<sup>3/</sup>

The 1950 Law prescribes in some detail regulations on the categories of recruitment, levels of appointment, types of employment, the system of base salary and allowances, the rules for probation in the public service, efficiency reports, committees to review annual salary advances for seniority or competitive

<sup>3/</sup> Handbook of Public Administration, Section 87, United Nations, New York, 1961.

opportunities for promotion; regulations on disciplinary actions, the kinds and amounts of leave (vacation, sick, maternity, convalescent, or military); regulations for transfer and separation and separation allowances.

The Law provides (section 24) that each occupation for recruitment shall be divided into 3 categories of job difficulty, A, B, and C, that the three levels shall correspond, in principle, to the 3 levels of education:

- A----- College graduate
- B----- High School standard
- C----- Elementary School standard

Recruitment shall be made, in general, by competitive examination. The laws governing each occupation may also provide special provisions in order to recognize superior civil servants who have completed a period of service and have acquired professional experience; they may enter a higher cadre after passing a competitive examination, or after approval by the President of the Supreme Council (section 27). By way of exception, recruitment may be based upon the knowledge or special abilities that the incumbents have demonstrated during their public or private employment and that have been admitted, (under exceptional conditions) as equivalent to a college degree by the Civil Service Supreme Council. In providing for the assimilation under the new Civil Service Law of 1950 of those civil servants of a former regime, it was provided that they "... should be classified into the various levels of their occupations, taking into account their administrative status, seniority, positions they

have filled, university degrees on which they may pride themselves, and especially their proven professional abilities" (section 103).

To carry out these provisions of the Law is the responsibility of the Civil Service Directorate General (section 16). It shall (a) coordinate recruitment and see that the Ministries follow the Law; (b) determine standards of pay for the civil service; (c) collect civil service statistics; and (d) reorganize the administrative agencies and services and improve their work methods.

### III. Civil Service Pay

The method of civil service grading and pay is of interest. The classification of personal rank in the career service ranges from a low of 100 for Messenger to a high of 1200, an incentive ratio of 9 to 1. 4/

A:	420-----1200
B:	230----- 660
C:	100----- 300

In category C the salary advancement is by 10 points each 2 years of seniority for the lower steps and 20 points for the higher ones, if service has been satisfactory; in category B salary advancement is by 20 or 30 points each 2 years for the lower steps and 30 or 40 points for the higher ones; in category A salary advancement is by 40 points each 2 years for the lower steps and 50, 60, or 80 points for the higher ones.

4/ In 1966 the lowest index of Category C was changed to 130.

Salary is based on the government decision that the lowest civil servant should be able to live in conditions commonly admitted as normal (section 29). Hence, he should receive salary based on a cost of living survey for a laborer, and then add 20% to that figure. So in 1954 the cost of living survey reported a monthly figure of VN\$ 1020 as the "minimum vital," adding 20% to that established the Civil Service minimum salary, namely VN\$ 1220 per month. Hence the messenger was paid VN\$ 1220; his personal rank was 100 index points; so each point of personal rank was worth a coefficient of 12.24 piasters per month in 1954. This is the multiplier or coefficient for all personal rank indices, 100 up to 1200. It was to be changed in accordance with increases in the cost of living, as determined by market surveys each 6 months (section 29). This system provided by law is reasonable in its salary base, approximate in its grading, and attractive in its incentives to accept higher responsibilities. Unfortunately, however, because of constant instability both military and political, the "minimum vital" has not been changed since 1954. Surveys by the National Institute of Statistics, GVN, show that the cost of living since 1954 has risen by 376%, but the civil servant's base salary has been increased only slightly, less than 50%.

Total take-home pay consists of base salary; plus family allowances for wife and each child; plus a high cost of living differential applied to base salary and family allowances, and varying with different Regions in Vietnam.

At present the employees' base salary has become quite distorted, narrowed because temporary

salary increases and cost of living increases (flat sum) and rice allowances (flat sum) have tended to bring closer the salary of the top and bottom ranks and reduce the incentives for accepting high-level responsibilities. Furthermore, the flat sum allowances granted to the wife and each child for cost of living and for family support have resulted in further distortion of the pay system. A wife is now paid VN\$ 1100 per month; each child, VN\$ 980 piasters; so that each member of the civil servant's family represents 80 index points of salary (12.24 multiplied by 80 = 980 piasters). A new baby represents 80 index points or 8 to 16 years of salary advancement in category C (10 or 20 points each 2 years); or 2 to 8 years of salary advancement to category B civil servants (20 to 40 points each 2 years).

Moreover, the morale is lower in those thousands of employees whose positions are permanent in nature; who have not been granted permanent appointments, but rather a kind of temporary-indefinite status called "daily workers." As a result, they are not career (permanent) employees of the Civil Service; they do not qualify for membership in the pension system; and they receive only 60% of the pay of the career employee performing the same duties at the next desk or in the next laboratory or in the same hospital ward; and they receive only 75% of the various allowances (family; cost of living; rice, etc.) The number of daily workers today is about 38,000.

1968: National and Provincial Government Civil Service Employment, GVN 5/

	<u>Totals</u>	<u>Career Employees</u>	<u>Non Career Employees Contract</u>	<u>Daily Workers</u>	<u>Floater</u>
Natl. Govt. Payrolls	171,658	57,187	3,165	32,273	78,943
Prov. Govt. Payrolls	<u>16,674</u>	<u>4,749</u>	<u>493</u>	<u>5,983</u>	<u>5,449</u>
Totals	<u>188,332</u>	<u>61,936</u>	<u>3,658</u>	<u>38,256</u>	<u>84,392</u>

1967 and 1968: National and Provincial Government Civil Service Employment, GVN 5/

	<u>1967</u>	<u>1968</u>
<u>Totals</u>	<u>207,699</u>	<u>188,332</u>
a) in Saigon	69,389	86,486
<u>b) in Field</u>	<u>138,310</u>	<u>101,846</u>
c) Career	47,967	61,936
d) Non-Career	159,732	126,396

The Government has taken steps to admit to career service 30,000 of those who are non-career, effective 1 November, 1968; and more will be assimilated on 1 January, 1969, and 1 January, 1970.

5/ Source: Directorate General, Budget and Foreign Aid, GVN.

#### IV. Training of Civil Servants and Professionalism:

In March 1968 the responsibility for government-wide training of civil servants was assigned to the new Civil Service Directorate General, and a Directorate of Training and Public Relations was set up. While it is preparing itself to take on these broad responsibilities, the Ministries of government are continuing with their independent training courses. In July 1968 the Prime Minister issued a government-wide policy statement on the Importance of Training and Development of Government Employees, especially at the supervisory levels, and required each Ministry to appoint a Training Officer for coordination with the Civil Service Directorate.

Earlier in 1952, the Government of Vietnam (GVN) had set up a National School of Administration in the beautiful mountain resort of Dalat. In 1955 the School was moved to Saigon, elevated to the Office of the Prime Minister, and continued to train career administrators at the supervisory level for the whole country. Four courses of study are now offered:

(A) Graduate level studies in Administration, Economics, and Finance offered to those, whether in government service or outside, who have a BA degree or equivalent. The course consists of full-time study for 2 years; currently there are 54 students enrolled;

(B) The General Administrator Course offered to those who are high school graduates, whether in government service or not. The course consists of full-time classroom study, including summers, for 3 and one-half years, interspersed with supervised job experience, first in the Provinces and at a later period in the Central Ministries

at Saigon. The typical job assignment upon graduation is to a District within a Province, as Deputy District Chief. Graduates can then move to Deputy Province Chief and finally to the higher-level administrative posts in the headquarters at Saigon. Currently there are 437 students on campus in the 4 classes of the General Administrator Course; about 100 new persons are selected each year for admission to the course. From 1956 to September 1968 there have been 814 graduates.

(C) The Chief Clerk Course in administration offered to those who are junior high school graduates, whether in government service or not. The course consists of 1 year of study, full-time, 8 months of classroom study at the Institute and 4 months of supervised training in Saigon or Provincial offices. Currently there are 77 students enrolled.

(D) General Administrative Courses available in the evening on a part-time basis. Currently there are about 450 such part-time students improving their skills in a wide variety of courses, preparing themselves for higher-level positions in the administrative field.

The total number of students at the National Institute of Administration (NIA) being trained to become public managers is approximately 1,000, 550 full-time, and 450 part-time (see charts I and II).

The NIA held its first Seminar in Executive Development in January 1968; and has participated in extensive supervisory training, along with the Ministry of the Interior, the Civil Service Directorate General and the Westinghouse Learning

Corporation, a private firm specializing in supervisory development courses. This in-service training course, called Basic Administrative Management (BAM) lasts for 20 days, half-time. A small number of supervisors were trained as Instructors; they are now offering the BAM course to Ministries in Saigon and to Field supervisors in the Provinces. By the end of 1969 it is planned that 15,000 civil service supervisors will have had the opportunity to participate in the two weeks training course. The Prime Minister has issued a recent circular stating his full interest in such steps toward professional management, and has established a National Steering Committee to insure that BAM is carried on by the Ministries and the Provinces as a continuing development program and a sign of the Government's interest in the professional growth of its managers.

There are also other schools for training of civil servants at the professional level, such as the National School of Pedagogy; the Faculties of Pedagogy, one in Saigon and one in Hue, all 3 training a total of 1,400 teachers. There is the Agriculture and Forestry College training 380 students to become Agronomists and Foresters.

In addition, the Government has sent hundreds of civil servants abroad for college training and advanced degrees in Psychiatry, Dentistry, Sanitary Engineering, Public Health, Agricultural Engineering, Plant Breeding, Civil Engineering, Business Administration, Educational Administration, and other fields of public management, important to the Nation's development. In 1967-1968 alone, through United States auspices, 400 civil servants were sent to the United States

for advanced college training. Hundreds of others have benefited from the Free World Programs, the Colombo Plan, United Nations, SEATO, and from Vietnamese scholarships. There are several professional associations to which civil servants belong; and two major professional journals are published, one called Administrative Research, and the other The Law Review.

#### V. Looking Ahead:

The areas for improvement are many, as always; we choose but 6 for presentation. The first three are continuing problems in the existing personnel system and require continued efforts at better management; and the last three are new problems which were not so insistent in 1950, when the Civil Service Law was signed, as they are in 1968.

#### Within the Present System:

(1) Appointments are required to be made by examination to identify well-qualified candidates and to exclude incompetency, nepotism, political patronage, supervisory favoritism, etc. After examinations, candidates are to be ranked in the order of their standing to allow selection based on competition and merit. Examination marks are given and ranking announced, but we have no way of knowing if it is fair and objective, because most examinations are essay-type written tests, and sometimes include oral tests before two examiners. It is to be hoped that some written essay-type questions would be retained where creativity is to be tested, or where writing and organizational skills in assembling groups of data and preparing a memorandum embodying this data in a clear format and in simple language is an important part of the future job duties. But,

in addition, it would seem most desirable to explore the use of "objective-type" questions where the examiner is testing for information in a certain field, or for skill in translation, or for correct language usage, or for mental alertness or for problem-solving abilities or for imaginative capacity, and so forth. Great strides have been made in tests and measurement in the fields of education, psychology, and business employment in Europe, the United States, the Philippines, and other countries. Several Vietnamese in the GVN Ministry of Education have received advanced degrees in Psychometrics. Perhaps the Directorate General of Civil Service should select some persons for advanced training within this field, which is directly related to its responsibilities for promoting as much objectivity as possible in maintaining a merit system of civil service appointments. Again, perhaps the Directorate should unite with the Ministries of Education and Labor to arrange for development and validation of educational, trade, and employment tests suitable for Vietnamese citizens, as has been done in Africa and reportedly is under exploration in Thailand. It is well known that objective-type tests can be scored more rapidly than essay-type tests, an important factor in speed and public costs. Finally, perhaps the development and administration of all testing should, someday in the future, be delegated to the Civil Service Directorate General, as it is in Thailand and the Philippines. But whether a part of the Civil Service Directorate or not, it is suggested that tests should be more objective than they now are, and the way to accomplish this goal of greater equity and public acceptance and wider confidence is to develop, validate, and use objective-type questions as part of the competitive examinations.

(2) Economic statistics are essential for decision-making and evaluation; the GVN has set up an impressive National Institute of Statistics which appears to serve this goal effectively. But manpower statistics for the Civil Service, as well as the Nation, are equally, or more, important; especially during war when the Army needs soldiers and the draftees must come from government Ministries and private businesses to serve their country. Hence, national manpower statistics are essential for orderly business management; manpower deferment and training schedules are needed to train replacements. Studies of work-units and work volume should be developed to determine total manpower requirements for each Ministry and so avoid serious overstaffing and excessive salary costs. Personnel statistics are needed for determining the number of vacancies to be filled, the giving of tests, the study of trends in career and non-career civil service, the computation of salary and allowance costs using different formulae, and so forth. Useful tables of statistics should be devised and maintained from year to year in order to provide continuity and comparison. The fiscal year 1969 budget of the Civil Service Directorate General is not adequate to provide much of this essential information; explorations to strengthen this part of the budget are continuing.

(3) Much attention is being given, and has been given, to fair rates of pay for the Civil Service; but the thinking and talking is more concerned with a living wage for the lowly paid workers, and less with fair wages for the managers or with incentives for greater production. The necessary monies to pay the messengers, chauffeurs, and others in the lowest levels will not be available in the

National Treasury unless the leaders of the country can inspire businessmen and workers to increase production and productivity; can inspire the Congress to pass tax laws that require the wealthy to pay a larger percent of income tax to the Treasury; can inspire Civil Service tax collectors to be industrious in tax and customs collections, and so forth. Every move to pay a "flat-sum" increase to Civil Servants at all pay levels reduces the pay difference between a chauffeur and a Director General. Increases should be on a percent basis to maintain the original pay spread and to continue pay differentials and work incentives for those who are at leadership and management levels.

One step towards proper incentives is now under study: it is proposed to drop temporary salary increases, the employee's rice allowance, the employee's cost of living and use only the factors required by the Law for salary computation, namely, the index number (personal rank) and the "minimum vital" coefficient; later the "minimum vital" coefficient can be increased insofar as the National Treasury can afford salary raises. But the salary spread and the incentive element will then be clearly seen.

New to the System:

(4) Since 1950 the number of business firms in Vietnam has steadily increased until in 1967 there were more than 2,500 in the records of the Ministry of Labor. The increasing industrialization has brought with it new kinds of equipment and office machines, wide training of Vietnamese, new skills and crafts, specialization, and labor market competition for skilled and semi-skilled

workers, electric machinery repairmen, refrigerator mechanics, bookkeepers, transportation and shipping specialists, and so on. Pay rates have risen along with competition for skilled and semi-skilled workers.

The government should not lag behind nor race ahead in matters of wage rates because it is spending public monies. The government should seek information from the private sector by comparing like jobs to insure in the interest of the taxpayers that the government is not overpaying the civil servant; nor should the government under-pay the current rates of the market place or it will recruit only the cast-offs and drop-outs from the business sector. It should rather offer competing salary rates and other benefits and thus continue to show itself a socially responsible employer; this would allow for recruitment of quality applicants.

In order to make such a comparison periodically, more information is needed within the Ministries than just a job title. Position descriptions should be prepared and the supervisor should insure that a suitable job title is selected to reflect the occupational work and also the varying levels of positions within an occupation. He should insure that each person's work is necessary; or maybe one or more persons can be made available to work usefully in another bureau. He should insure there is no overlapping of assignments in the written position description; and so this review leads to an organizational clarification, perhaps some standardization of work processes or simplification of forms or increased production or faster service or elimination of unnecessary paper reviews and signatures. Only when the position descriptions are realistic can the

supervisor and personnel worker combine to classify them into a hierarchy of jobs and then proceed to look for similar jobs in the private sector and inquire as to the pay rates and fringe benefits and total take-home pay. In this way the government knows for certain it is not over-paying the civil servants and knows what are the labor market rates for skills in a shortage category.

The attention given to the civil servant's specific duties will tend to have the supervisor place emphasis on positions; he will become more position-oriented than previously, and soon the entire Ministry and personnel system in the lower levels, in the routine jobs, below supervisory levels, may become more position conscious and oriented toward duties and organization, toward efficiency and cost consciousness, toward reduction of time lost in unnecessary training classes and insistence on employing persons already qualified to perform the job promptly without substantive training. This would require new and specific qualification standards related to a particular occupation and to the various levels of jobs in that field. Occupational tests using objective type test questions given prior to employment would be useful in telling the supervisor and the personnel officer if the applicant appears to be fully trained for

working in the vacant position. 6/ Our Research Directorate has been studying the experience of the Philippines and of Thailand in this area of Civil Service objective-type testing in order to be prepared for the future.

(5) In the past there has been training of professional administrators which will be continued; and the training now carried on by certain Ministries such as Tax Collectors or Customs or by the Ministry of the Interior for Village and Hamlet officials will also be continued. But in those Ministries where training is dormant, it will be the responsibility now of the new Training Directorate to work with the Ministry Training Officer and analyse training needs, activate supervisors in seeing these needs and in helping to answer them through useful training courses. Supervisors will gradually come to perceive that the motivation, use, and replenishment of their human resources together become one of the most important functions of their jobs as managers. By this touchstone the Ministry Training Officer and the Training Coordinator (in the Directorate General, Civil Service)

6/ The British Civil Service, Report of the Fulton Committee, Vol. 1, June 1968, Vol. 1, paragraph 24: "One basic guiding principle should in our view govern the future development of the (British) Civil Service. It applies to any organization and is simple to the point of banality, but the root of much of our criticism is that it has not been observed. The principle is: look at the job first....."

can observe to what extent they are successful in their tasks. A good start has been made in initial contacts with all Ministries to ascertain the status of their various training programs; and the numerous replies and reports have been very encouraging.

(6) Too frequently the public knows little of what the Civil Service is doing except when a scandal erupts; and the civil servant, for his part, is often uninterested in the citizen standing before him seeking a signed form, and apathetic about the major efforts of his government toward national economic growth or the social problems outside himself. <sup>7/</sup> More civil service training and better recruitment will help to cure the latter; but for the former, we need something new, a vitalized public information center to find out what the civil service Ministries are doing that is significant in the present mission and in last year's accomplishments; or what individual civil servants are doing that has provided some outstanding contribution to the good of his profession, his Ministry, and our country. There should be more publicity of two types: (1) factual information; and (2) significant

7/ The British Civil Service, ibid, para. 19:  
"Fifthly, there is not enough contact between the Service and the rest of the community. There is not enough awareness of how the world outside Whitehall works, how government policies will affect it, and the new ideas and methods which are developing in the universities, in business and in other walks of life....."

accomplishments.

Readable pamphlets should be written and published for information of the public and also the civil servants. The new Directorate of Public Relations was established to provide just such information and show what 200,000 civil servants are doing through Ministry direction and how it is related to the Country's priority planning, priority goals, and its economic and social growth. One step has already been taken with the bi-monthly publishing of a Civil Service Newsletter.

#### VI. Working Toward a Solution: One Step

One effective way to move toward these improvements is for Vietnamese to develop a new Civil Service law, embodying some answers to new needs, discuss and debate it at various echelons and finally accept or withdraw or modify it. So, a draft has been prepared which clarifies the coverage of the Civil Service System; centralizes responsibility in a Commissioner General which authorizes him to issue regulations to implement the Law; provides for a position-oriented personnel and pay system, where positions will be graded into job levels, and pay will be fixed on internal and external comparisons; sets up a program of incentive awards to encourage superior job performance and increase productivity; and emphasizes the importance of developing skills and ability of employees on their present job and for future jobs, in order to improve morale, efficiency, and production. The bill has been developed and referred to the Civil Service Directorate General for study.

**Chart I**  
**NUMBERS OF STUDENTS & GRADUATES**  
**NIA ADMINISTRATIVE GENERALIST COURSE**  
**USAID/PA 9/68**

This basic course of the National Institute of Administration takes 3 1/2 years of classroom study interspersed with supervised experience, first in the field, then in Saigon. Typical job upon graduation is Deputy District Chief for Administration.

