I

ACTIVITIES OF THE NATIONAL INSTITUTE
OF ADMINISTRATION

from

July 1st 1955 to July 7, 1959

The role of the Civil-servant is becoming more and more important in the life of the country. Economic and social activities, etc., which formerly belonged exclusively to private areas, are now guided by the government. So the problem of training civil-servants is now a basic problem for every developed country.

Formerly there existed in our country no organization specialized in the training of professional civil-servants; the (prevalent bureaucratic and irresponsible) spirit of the former civil-servants had dug a deep gulf between the administration and the people, and has been unable to keep pace with the continual changes and improvement of the social and economic situations.

a. Under the French domination: though the French authorities created the "Ecole de Droit d'administration" (by decree of the governor of October 15, 1917) and later created a successor to this institution, the Ecole des Hautes Etudes Indochinoises (by decree of the governor of October 23, 1924) to train high ranking administrative civil-servants, in fact these 2 schools could only train a very limited number (under 25) of personnel (Tham-ta and Tri-huyen) whose functions were just to help and serve in the French administrative branches.

b. From 1953 on the Vietnamese authorities have realized that an efficient administration served by able and qualified civil-servants is a thing of utmost importance. So, on January 1st, 1953, the National school of administration of Dalat was established. However, this organization was still incomplete and couldn't furnish enough civil-servants for the crucial needs of the country.

The curriculum and regime of the students of this school were determined by Decree No. 604 Cab/ENA of April 2, 1953, and No. 560-PTT/TTK of April 29, 1954.

The school term of the curriculum was 2 years (including 6 months of probationary period) and included subjects having legal and practical characteristics, but no subjects relating to politics, public administration and sociology.

So on 1955, when the national sovereignty was completely recovered, the government abolished the decision concerning the organization of the National School of Administration of Dalat. On July 1st, 1955, this organization was
transferred to Saigon, and was changed into the National Institute of Administration by Decree No. 483-PTT/TTK of August 9, 1955, which was modified and amended by Decree No. 38-PTT/TTK of August 30, 1957 and No. 331-PTT/TTK of September 16, 1958.

At the same time a contract was signed on April 19, 1955, between the government of Viet-Nam and the Michigan State University (U.S.). After two amendments, on June 15, 1956, and March 18, 1957, this contract was modified on May 8, 1958 and May 27, 1959.

According to the clauses of the contract cited above, with the technical aid objective to increase the capacity and efficiency of the National administration and National) police force, the Michigan State University (MSU) sent to Viet-Nam a team including professors and specialists whose functions are:

- to participate in the teaching at the NIA.
- to cooperate with the NIA in:
  - establishing an appropriate program in forming high ranking civil-servants and cadres.
  - promoting and urging civil-servant in-service training movement in government agencies.
  - contacting all departments to establish and carry out a wide research program on administrative, financial and specialized matters.
  - to improve and bring up to date organization; training, to furnish equipment to police force offices.

The National Institute of Administration is in charge of training High ranking administrative officials of grade A. Besides, the NIA must also take care of the following functions:

- To prepare projects and to maintain contact with all departments to carry out a nationwide in service training program for civil-servants.
- To collect materials for the study of all important problems to improve the administrative machine.
- To organize administrative courses (advanced) and a general administration section (administrative capacity).

During five years of action, the National Institute of Administration has achieved much. Many students have been graduated; the number of civil-
servants attending the in-service training courses, budgetary and personnel resources etc... have gone on increasing each year.

In order to be well informed of the progress achieved by the NIA, it is necessary to pay more attention to the activities of the 3 divisions of the NIA. These are

1. Academic Division
2. In-service Training Division
3. Research Division

I. ACADEMIC DIVISION

The Academic Division is to give all civil servants a general background and a real knowledge of administrative organization and procedures, to enable them to solve problems and to carry out the policy of the Government in every administrative area, at any level. Besides, the Academic Division also organizes evening in-service training courses to train civil servants on duty, and gives advanced courses for the Advanced section.

A. Day Courses

Compared with the former School of Administration of Dalat, the academic standard required for students of day courses has been increased. The candidates, whether they be civil-servants or not must be holders of the 2nd part of the Baccalaureate Diploma (except for those civil-servants of the rank of Tham Su who are under 40 years old and have been assigned to that position for at least 3 years) and above all must pass an entrance examination. This examination is difficult, of the Baccalaureate level. It includes tests in living languages (French and English) and tests in physical training. Thus the academic standard of the National Institute of Administration is equivalent to that of a Faculty.

Furthermore, the course duration which was 5 semesters has been extended to 6 semesters. On the other hand the 6 months military training period has been abolished; instead the students must, during the school term, attend the advanced military courses 3 times in 3 years while they stay at NIA.

The first year is devoted to theoretical studies and general culture. The new program provided for this year includes several different subjects:

Introduction to administration, economics, constitutional law, finance, statistics, practice of administrative style, practice in accounting, visits to public offices, etc... This program aims to give students the general knowledge needed by a modern administrator, and at the same time to accustom them to administrative organization and operations.
At the beginning of the second year, the students begin their special subjects and are divided into 2 sections: General Administration Section and Economics and Finance Section. Students in the Administration Section specialize in administration (administrative matters, personnel systems, labor laws etc...). Students of the Economics and Finance Section specialize in economics and finance (investments, economic planning; economic problems of Viet-Nam). Besides the special subjects particular to each section, there is a number of subjects common to both sections such as political and administrative organization of Viet-Nam, political and financial problems of Viet-Nam, and the Vietnamese taxation system. In addition, students must share their time between the above mentioned subjects and practical studies such as: office management, budgetary procedures, organizations and methods, human relations, and visits to all Government offices.

Up to the third year, these two sections are divided into several groups, in accordance with the students' ability and administrative needs: Central administration group, regional administration group, Treasury group, Bank, Tax etc... The instruction given during this year has a practical character. Students must be on a probationary period of seven and a half months. For the first five months, students of the Administration Section must go through their probationary period in the provinces; students of Economics and Finance at a central office. The following two and a half months, students of the Administration Section must go through a probationary period at a central office; students of the Economics and Finance Section in a province. And the last two and a half months students come back to attend courses at the NIA.

During their stay at the NIA, students continue to study practical problems classified according to subject matters, but they only aim systematizing experiences acquired during probationary periods.

Students of the administration section will have to learn:

- Administrative and internal security problems.
- Social problems.
- Economic problems under realistic aspects and in accordance with the policy of the government.
- Budgetary problems.

Students of the Economics and Finance Section will have to learn:

- Budgetary matters (to be taken in common with administrative section).
- Economics, Finance.
- Money and exchange.
- International trades.

Besides the above mentioned studies designed to develop the students' knowledge and experience, students of the third year must practice:

- Exchanging experiences during probationary periods.
- Planning all administrative works through case methods.

Each subject covers 40 hours (half year) or 80 hours (full year) during which professors must reserve 1/8 of the number of hours for practical studies.

Since the school year 1958 - 1959 the probationary program has undergone some modifications. During their five months of probationary period in Saigon, students of the Economics and Finance Section must come back to the NIA once a week to attend conferences on the exchange of probationary experiences. After their probationary period in provinces, students of the Administration Section must come back to the NIA to exchange their probationary experience for two days, before going on a probationary period at other central offices.

At the end of the third year, students must pass a final examination.

This program of study began on August 15, 1955, but it has been modified each year in order to keep it up to date.

At present the number of students attending courses is 135; this number is lower than previous years for admission requirements are more strict. Below is the list of numbers of students from 1955 to 1959:

<table>
<thead>
<tr>
<th>SECTION</th>
<th>1955</th>
<th>1956</th>
<th>1957</th>
<th>1958</th>
<th>1959</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Administration I</td>
<td>36</td>
<td>55</td>
<td>62</td>
<td>49</td>
<td>53</td>
</tr>
<tr>
<td>Administration II</td>
<td>24</td>
<td>49</td>
<td>21</td>
<td>21</td>
<td>16</td>
</tr>
<tr>
<td>Economics-Finance II</td>
<td>23</td>
<td>25</td>
<td>34</td>
<td>32</td>
<td>16</td>
</tr>
<tr>
<td>Administration III</td>
<td>24</td>
<td>48</td>
<td>20</td>
<td>21</td>
<td></td>
</tr>
<tr>
<td>Economics-Finance III</td>
<td>23</td>
<td>25</td>
<td>31</td>
<td>29</td>
<td></td>
</tr>
<tr>
<td>Highlands</td>
<td>14</td>
<td>21</td>
<td>29</td>
<td>14</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>97</td>
<td>197</td>
<td>219</td>
<td>158</td>
<td>135</td>
</tr>
</tbody>
</table>
The examination of the above table shows that in 1958 the students number is minus 61, as compared with 1957. The reason is that in 1957, 62 applicants had been admitted to the Institute while in 1958 only 40 new students were admitted. Also, in 1957, 39 former district chiefs of North Viet-Nam were admitted ex officio to the 2nd year. Furthermore, in 1957 the Institute held two courses for the highland section (1st and 2nd year courses), while in 1958, there was only one (2nd year course). The Institute is starting an adequate program for that section, and therefore there was no admission in 1958 for that section.

In previous years, the graduates of the Institute had to do a six months' probation period in different military regions, during which time they were considered as students. Beginning this year, once they have passed their final examination, they are immediately appointed into the cadres and are no longer considered as students. Thus, in reality the number of students of the Institute remains fairly constant, the yearly variations being almost negligible.

<table>
<thead>
<tr>
<th>Year</th>
<th>Students taking to the entrance examination</th>
<th>Admitted Students</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Students possessing 2nd part of Baccalaureate Diploma</td>
<td></td>
</tr>
<tr>
<td>1955</td>
<td>126</td>
<td>60</td>
</tr>
<tr>
<td>1956</td>
<td>204</td>
<td>65</td>
</tr>
<tr>
<td>1957</td>
<td>243</td>
<td>38</td>
</tr>
<tr>
<td>1958</td>
<td>203</td>
<td>51</td>
</tr>
</tbody>
</table>

The number of applicants is increasing each year, but the number admitted is restricted by the fact that the examination board requires from the candidates higher standards than those required by the diploma they possess.

The number of students holders of the 2nd part of the Baccalaureate is increasing each year, and the number of civil-servant students who do not have their baccalaureate diplomas is decreasing each year.

In 1959 the special section for highland students was abolished. This section has been replaced by the Tham Su Section.

The NIA graduates who were appointed in the last 2 years 1957 and 1958 amount to:
8. Advanced Section.

The purpose of the Advanced Section's curriculum is to help graduates of the 3-year curriculum and university graduate students carry on their studies, specifically, further advanced studies in administration, economics and finance. In other words, this curriculum aims at turning out administrative officials endowed with a knowledge and thorough understanding of sociology, economics, politics, and psychology which will be applied to the Vietnamese society in the field of general administration as well as in other administrative technical domains such as taxation, budget, treasury.

To attain that objective, the students will, during the school term, do research on a number of subjects within definite domains.

The following are eligible for admission to the Advanced Section:

1. As student. - All NIA graduate students or holders of the "Licence en droit" or equivalent diploma.

2. As free participant. - All civil-servants of the Tham Su rank and all NIA evening course graduate students.

Total Number of the Advanced Section's Students

<table>
<thead>
<tr>
<th></th>
<th>1957-1958</th>
<th>1958-1959</th>
</tr>
</thead>
<tbody>
<tr>
<td>Attendants</td>
<td>68</td>
<td>152</td>
</tr>
<tr>
<td>Graduates</td>
<td>1</td>
<td></td>
</tr>
</tbody>
</table>
It is not the essential purpose of this section to deliver higher studies diplomas to students but to develop and increase their specialization. Therefore the number of students is large and the number of graduates is small.

C. Evening courses.

Along with the organization of in-service training for civil-servants and also within the program of training for the administrative on-duty personnel, the Academic Division has organized evening courses. Their purpose is to disseminate an essential knowledge of administration and economics, as well as to teach foreign languages to civil-servants who should have to deal with foreign residents in their daily occupation.

As defined in Arrêté No. 32-TTP/TTK of December 4, 1956, the evening courses are aimed at:

- Helping the civil-servants and private employees improve their professional skill.

- Helping the candidates prepare for their entrance examination to administrative grade.

These courses have been warmly welcomed by civil-servants as well as private employees.

Following is the total number of attendants from 1956 to 1958:

<table>
<thead>
<tr>
<th></th>
<th>1956</th>
<th>1957</th>
<th>1958</th>
</tr>
</thead>
<tbody>
<tr>
<td>Attendants: Graduates</td>
<td>Attendants: Graduates</td>
<td>Attendants: Graduates</td>
<td></td>
</tr>
<tr>
<td>2546</td>
<td>1181</td>
<td>3356</td>
<td>836</td>
</tr>
<tr>
<td>2161</td>
<td>1281</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The total number of students in 1957 is higher than that of 1958. This is due to the fact that in 1957, regular class-attendance was given no credits in final examinations, while the new 1958 statute requires regular and compulsory attendance at the evening classes. In 1958 the number of students decreased but the number of graduates increased considerably as compared with 1957.

Moreover, the Academic Division has also planned to organize correspondence evening-courses for the provinces and to bring the subject of evening-courses before the annual council for reconsideration. The correction of written tests has been modified too: there are two examiners instead of one for a test paper.

D. MSUG's Assistance has been carried out in different ways:

- Joining NIA's teaching staff.
- Publication of teaching materials.
II. THE IN-SERVICE TRAINING DIVISION

Starting in 1956, in-service training for civil servants has been pushed vigorously in the years 1957, 1958 and 1959. The activity of the Academic Division includes 2 parts:

- Organizing the in-service training courses for civil servants.
- Preparing the training of managers and in-service training cadres with new methods.

Several in-service training courses have been organized in 3 fields: line, staff, and techniques.

a. For line personnel, NIA has organized by itself or with the cooperation of various departments the following courses:

- 5 courses of administrative accounting from 1958 to now.
- 1 in-service training course of financial post-audit organized by the Department of Presidency with the cooperation of MAAG for the ARVN officers.
- 1 shorthand course for 17 attendants.
- 2 in-service training courses of typing.
- 2 courses of "Cataloguing and classification of books in libraries" for 77 attendants.
- 3 courses on records management for 93 attendants.

b. In the technical fields, there has been a large contribution from various government departments.

The Department of Finance has organized in-service training courses for the personnel of the Custom, Taxation and Treasury branches. From the beginning of 1958 up to now, there have been in addition five training courses for 226 agents and personnel of the Taxation Office.

The Department of Interior has organized training courses in elementary training at the Police Institute and at the Saigon prefectural Police School and an in-service training course for the typists of the Directorate General of Police and Security.

The Department of Information has organized in-service training courses on administration, accounting, painting, printing, and moving-picture projection.

The Department of Public Health has organized training in nursing, pediatrics, hygiene, and public health.

The Department of Land Registration and Agrarian Reform has organized in-service training for land surveyors, accountants of the Agricultural Credit, and typists.

The Department of Agriculture has organized in-service training in matters of pure Agriculture and Agriculture Extension service.

The Department of National Education has organized the annual summer in-service training courses for headmasters, teachers and schoolmasters, and an in-service training course for typists.
The Department of Economy has organized training courses in fishery, statistics, and cooperative accounting.

The Department of Justice has organized "seminars" on technical subjects, magistrates, Court clerks and secretaries.

c. As regards the domain of supervision, the Academic Division has organized panel-discussions on all economic, social and administrative topics. In 1957, the Academic Division organized 38 lectures dealing with budget management, accounting organization and method, and the organization of conferences. From the beginning of 1958 the following activities have been recorded: one lecture and one panel-discussion on training for all the third-year students at the National Institute of Administration; one panel-discussion on statistics and management with the participation of representatives of different Departments, a number of students, and a number of foreign specialists; three lectures given by Dr. Naftalin of MSUG on the reform of administrative procedures, personnel management and the reform of the organization structure, before an audience representing different Departments.

Moreover the Training Division still plans to open a training course for July, 1959, on the classification of books in libraries for librarians of various Department and Agency libraries.

On June 6, 1959, the Institute invited representatives of various Departments and Agencies to attend a panel-discussion on training.

d. The objectives of the discussion will be:

1. To exchange opinions on in-service training, the organization and management of in-service training projects, and training methods.

2. To discuss suggestions for improvement of in-service training.

e. The program includes 5 topics:

1. Opinions about in-service training and the objectives of in-service training.
2. Basic principles of in-service training.
3. Different methods of training.
4. Part played by managers and in-service training instructors.
5. Present state of in-service training.

The opening and closing sessions will be held at the Institute but other ones will be alternately held at the Dien-Hong Conference Room or at the Training Center of the Interior Department.

Besides the training activities of the three above fields, the Institute extends its limit of training to provinces. So far with the help of the Institute both in technique, documents and lecturers, a great number of Southern and Central Provinces have been able to organize training classes. The following provinces may be listed: Ba-Xuyen, Dalat, Da-Nang, Quang-Tri, Thua-Thien, Quang-Nam, Phong-Dinh, Vinh-Binh.
Films about training have been shown in different Agencies, Departments, and Provinces, on such topics as: "The art of leadership," "How to lead a conference," "Time and manpower planning," etc.

The training Division still has another instrument to disseminate new training concepts and information: The In-Service Training Newsletter. This publication has been heartily welcomed by all civil servants. It is now in its 16th issue, and the number of printed copies per month has shifted from 2,000 to 4,000.

The Division is always ready to grant training scholarships to competent civil servants to carry on their studies abroad. From the beginning of 1959 till now, the Division has sent four applicants to the Philippines to be trained on organization and management of civil servant in-service training; has granted two Ph.D. scholarships in the United States.

f. The technical help of MSUG has been used for:

1. organizing professional training courses of accounting, financial control, library management, records preservation, typewriting, and seminars or lectures on special problems dealt with by the MSUG members according to their individual competence.

2. Diffusing documents on professional training.

3. Cooperating with various administrative organs in the use of audio-visual aids for professional training.

III. THE RESEARCH DIVISION

The Research Division is responsible for studying problems relating to the reorganization of administration, and the improvement of work methods, for gathering documents necessary to research, and for organizing a library on administrative science.

a. Problems to be studied are generally proposed by various Departments; the latter request the Institute to study for them, either only by the Institute itself, or with the help of members of MSUG.

In order to facilitate its activities, the Division often sets up sub-committees, each specializing in one problem.

In 1957 an Inter-Department commission was formed, which was to plan the modification of the status of civil servants to make it fit with the present time; and a second sub-committee was to reconsider different civil servant problems to make best use of new opinions about public functions. Since the beginning of August, 1957, the Institute set up a committee in charge of preparing the "Dictionary of Administration and Economics." This Committee is subdivided into many sub-committees: Subcommittee of Administration, Subcommittee of Finance, Subcommittee of Economics, Subcommittee of Constitutional and International Law. The Committee in charge of the preparation of the Dictionary is still working now. The Law Subcommittee has met many times to continue its work of weeding out words which are not connected
with constitutional and international law. Besides, this subcommittee has helped the Department of Information to study the North Vietnamese Communist Constitution and this work has been completed now.

A number of other research works have also been finished.

- The Subcommittee for the status project of the Academic Instruction Section has finished its task; the project will be reported to the President.
- The Subcommittee of Administration has finished its task of removing various kinds of terms and is defining administrative terms.
- The study of the administrative organization of Saigon-Cholon.
- The Study of Vietnamese rural problems.
- The participation of Vietnam in EROPA.
- The drafting of the Decree to form the Insurance Consulting committee.

The regime of religious organizations and different political groups.

With the efficient help from the Michigan State University Advisory Group, the Institute has organized a research subcommittee to study administrative cases; this subcommittee is often on visit-tours to villages, towns, offices, enterprises, etc., to make on-the-spot studies on the administrative and financial situations as well as the work methods of those places. From 1958, the Subcommittee has studied many cases such as:

- The Cai-Rang rice cooperative.
- The case study of the construction of a half self-supported primary school at Khanh-Hoa.
- The Cai-San refugees' request for a money loan to buy tractors.
- The problem of land and land-limit at the village of Tan-Mai.
- The fish sauce cooperative at Phu-Quoc island, etc.

Besides, realizing the lack of books on the science of administration written in Vietnamese language, the Institute has just formed a Subcommittee to translate English books into Vietnamese. This Subcommittee began to meet on December 12, 1958, to fix the priority order for those books.

In order to disseminate the research and study works of the Division, the Institute has issued a journal of Administrative Research. This Review first appeared in 1957 but it only worked by fits and starts. From 1958 on, owing to the effective cooperation of teachers, lecturers, and high officials in the administration, this Review has been issued monthly and has been increased in quantity to satisfy the demands of different Departments and Directions. At the present time Volume IV has come to its number five and nearly 1,000 copies have been sent to subscribers.

The up-to-date 1959 Administrative Year Book has been finished and sent to different Departments for suggestions. The Departments having made their suggestions; the Year Book is being translated into other languages (English, French...).
b. **Library.** As regards the library organization, the Institute has been able to set up a sufficient library from 1955. So far, the Library has about 10,000 books and more than 150 kinds of review in Vietnamese, English and French on sociology and particularly economics, political science and administration.

The Library not only provides N.I.A. teachers and students with cultural documents but it also serves as a research place for all government agencies and the MSUG. Since 1958, about 350 books have been circulated monthly; in May, 1959, the amount of books lent out amounted to 469.

In the course of April and May 1959 the Library had been sending 2,500 leaflets in Vietnamese to various Departments, Directions, Services and to Saigon daily newspaper editors' offices. More than 200 leaflets in English had also been sent to Foreign Embassies in Saigon. 109 lists of general classification of books in the Library and 200 monthly reviews of the Library have been sent to provinces.

Owing to the scientific organization and the clever training of the library personnel the small personnel of the library has been able to perform the above duties. A subcommittee in charge of purchasing books for the Library has been set up and held its first meeting on December 1, 1958. Besides, the Institute has held lectures for the benefit of the Library personnel, such as the lecture of Mr. Chapin, Library Advisor, in November, 1958, and that of Miss Sanchez, Philippines Administrative Librarian in May, 1959.

c. **The role of MSUG.** The MSUG cooperation with NIA in research is important. Firstly, MSUG has to furnish, for the benefit of NIA, a library fairly provided with English and French books on the administrative sciences, and research specialists as advisors, whose mission is to propose research projects to NIA.

IV. **FORECASTING.**

By examining the past five years of activity of the National Institute of Administration, we realize that the Institute has been and is trying its best to improve the method of work and organization, to extend its range of activity through the whole nation, and to deserve to be:

- A centre of formation of outstanding high officials for Vietnamese administration.
- A centre of exchange of training experiences (not only among the domestic branches of public administration but also with friendly nations within the EROPA framework.
- The basic organism for research and documentation on administrative problems, especially problems relative to social—psychological, technical or legal factors.

In order to carry out those projects effectively, the Institute is planning to build a headquarters larger and better equipped, and to recruit more professors and lecturers to meet the needs of the academic section.
The Institute has decided that its future headquarters should be built at a site near the crossroads of Tran Quoc Tuan and Cao Thang extended. The American Aid Budget and the National Budget will release a sum of VNS 32,000,000 for construction. The new Institute will include a boarding house for students.

To increase the personnel of the academic section, the Institute has set up a program according to which a number of former graduates of the Institute, or of other universities will be sent abroad to be trained; and on their return to Viet Nam those people will have to join the teaching staff of the academic section. At present the number of students preparing their Ph.D. in U.S.A. amounts to seven. The Institute plans to send abroad 3 more students every year.

With a head office completely equipped, and a qualified teaching staff which is increasing in number, the Institute will be able to carry out an enlarged activity program in 1960.

a. Academic activity. The statute of the general section students will be modified: besides scholarship students the Administrative Committee has approved the principle of recruiting non-scholarship students; these two categories of students will enjoy the same privileges after they have passed the final examination at the Institute.

Side by side with the General Section there is a Tham Su Section, the course duration of which is two years; and those civil servants who are holders of the First Cycle High School certificate and have done five years' service are also eligible for this section. Ordinary students who wish to attend this section must be holders of the second part of the Baccalaureate.

A number of students of the Tham Su Section will be prepared by a Preparatory Section, which chooses students native to the Highlands and trains them especially in Vietnamese and general knowledge.

The Advanced Section will be reorganized too so that the programs will be in accordance with the aim of forming high ranking officials possessing a thorough knowledge of administrative, economic, and financial problems.

The evening courses will be changed into the Administrative Capacity Section, whose graduates will enjoy additional privileges. Correspondence courses will be organized to meet the needs of provincial civil servants.

b. In-Service Training Activity. Through panel discussions on the management of in-service training, the Institute hopes to give a better and more correct idea of the in-service training movement and future training methods.

The number of provincial training centres will be increased to enable the provinces to organize training courses.
An essential need in provincial in-service training is training materials. The division plans to print a number of training materials, under the form of booklets from 100 to 150 pages dealing with such subjects as:

- Technique of in-service training (organization, method)
- Program of in-service training (administration, economy, finance, etc.)

c. Research and Documentation Activity. Also aiming at disseminating educational books, and research works, the Research Division plans to print 3 categories of books:

- Educational books (policy, administration, economy, finance)
- Translated books (on the same branches as above)
- Research and documentation books.

The Administrative Research review will be regularly published every month. The content of subjects treated will be varied so that every time the journal may present at least:

- 1 subject on politics or constitution.
- 1 subject on administration.
- 1 subject on economics.
- 1 subject on finance.
- 1 subject on social affairs.
- Proceedings of the State Council.
- Administrative news.

The research program will be carried on with the collaboration of the MSU Group. As in previous years the program includes 3 categories:

- the NIA and MSUG joint program.
- The research program with the collaboration of different government departments.
- The research program of the teaching staff of the Institute academic section.