

UNCLASSIFIED

AD NUMBER

AD825101

LIMITATION CHANGES

TO:

Approved for public release; distribution is unlimited.

FROM:

Distribution authorized to U.S. Gov't. agencies and their contractors; Critical Technology; 17 APR 1967. Other requests shall be referred to Assistant Chief of Staff for Force Development, Army Dept., Attn: OT-RD, Washington, DC 20310. This document contains export-controlled technical data.

AUTHORITY

AGO D/A ltr, 29 Apr 1980

THIS PAGE IS UNCLASSIFIED

THIS REPORT HAS BEEN DELIMITED
AND CLEARED FOR PUBLIC RELEASE
UNDER DOD DIRECTIVE 5200.20 AND
NO RESTRICTIONS ARE IMPOSED UPON
ITS USE AND DISCLOSURE.

DISTRIBUTION STATEMENT A

APPROVED FOR PUBLIC RELEASE;
DISTRIBUTION UNLIMITED.



DEPARTMENT OF THE ARMY
OFFICE OF THE ADJUTANT GENERAL
WASHINGTON, D.C. 20310

IN REPLY REFER TO

AGAM-P (M) (10 Apr 67) FOR OT

17 April 1967

SUBJECT: Operational Report - Lessons Learned, Headquarters,
125th Transportation Command (Terminal A)

TO: SEE DISTRIBUTION

1. Forwarded as inclosure is Operational Report - Lessons Learned, Headquarters, 125th Transportation Command (Terminal A) for quarterly period ending 31 January 1967. Information contained in this report should be reviewed and evaluated by CDC in accordance with paragraph 6f of AR 1-19 and by CONARC in accordance with paragraph 6c and d of AR 1-19. Evaluations and corrective actions should be reported to ACSFOR OT within 90 days of receipt of covering letter.

2. Information contained in this report is provided to the Commandants of the Service Schools to insure appropriate benefits in the future from lessons learned during current operations, and may be adapted for use in developing training material.

BY ORDER OF THE SECRETARY OF THE ARMY:

Kenneth G. Wickham

KENNETH G. WICKHAM
Major General, USA
The Adjutant General

1 Incl
as

DISTRIBUTION:

Commanding General

US Army Combat Development Command

US Continental Army Command

Commandants

US Army Command and General Staff College

US Army War College

US Army Air Defense School

US Army Artillery and Missile School

US Army Armor School

US Army Chemical Corps School

US Army Engineer School

US Army Military Police School

US Army Infantry School

US Army Intelligence School

US Army Medical Field Service School

STATEMENT #3 UNCLASSIFIED

This document is subject to special export controls and each transmittal to foreign governments or foreign nationals may be made only with prior approval of the Department of the Army.

DDC
RECEIVED
JAN 15 1968
RECEIVED

FOR OT RD

670149 (Continued on page 2)

Incl 27

For clearance 20310
Washington, D.C.

Sept. 7 the Army

Attw: OFAD

DEPARTMENT OF THE ARMY
HEADQUARTERS, 125TH TRANSPORTATION COMMAND (TERMINAL A)
APO 96307

AVCA-TC-XA-C-A

16 February 1967

SUBJECT: Operational Report for Quarterly Period Ending 31 January 1967

THRU: Commanding Officer
4th Transportation Command (Terminal C)
APO 96307

TO: Assistant Chief of Staff for Force Development
Department of the Army (ACSPOR, DA)
Washington, D. C. 20310

1. Section I - Significant Organizational Activities.

a. The 125th Transportation Command (Tml A) arrived in-country on 4 October 1966. The Task assigned to the command was "To Assist and Support the Director General of Ports, Vietnam in all Aspects of his Mission with a Primary Objective of Improving the Management and Operation of Saigon Port."

b. Early in this period USAID contract personnel, already working in an advisory role, were integrated into the command effort to reduce the theoretical backlog of insurmountable problems into a group of well documented and manageable specifics. The result of this investigation is a set of projects which this command feels would eliminate procedures which have not been successful in maintaining an acceptable rate of tonnage throughput. Inclosed is the Improvement Program for Saigon Port which is reflective of this command's efforts during this reporting period.

c. Late in the quarter, final implementation of the direct line advisory approach was instituted involving parallel counterpart relationships between officers of the port authority and officers of this command. This effort promises to produce substantial improvements in the operating procedures employed by the port authority in Saigon.

d. The following is a list of the commander and the principal staff officers which were involved in the functions of this command during this quarter:

Inclosure No. 1

FOR OT RD
670149

16 February 1967

2

SUBJECT: Operational Report for Quarterly Period Ending 31 January 1967

Commanding Officer - Colonel Cary A. Kennedy, Jr.
Deputy Commanding Officer - Lt Col Garratt A. Austin
S-1 - Major Kenneth L. Hayden
S-2 - Captain William L. Wells
S-3 - Lt Col Julian H. Hall
S-4 - Major Dale N. Smallcomb
JAG - Captain James C. Hagedorn

This command is organized under TOE 55-131E.

2. Section 2 - Commander's Observations and Recommendations.

a. Section 2, Part I - Observations (Lessons Learned).

(1) Personnel, Administration and Discipline

(a) ITEM: Hiring of Local Nationals.

DISCUSSION: This command has taken action to establish approximately 276 local national positions necessary to support the missions of this command. An additional 150 positions have been authorized and placement action will be taken. However, since approximately one fourth of these have been hired to date. The recent "freeze" on hiring of local nationals will have serious impact. This command has gone forward to 4th Transportation Command with a letter requesting exemption from the "freeze" action.

OBSERVATION: Continued "freeze" on the hiring of local nationals will have serious impact on the mission of this command

(b) ITEM: Rotational Hump.

DISCUSSION: This command faces a severe rotational hump during the month of September 1967. However, action has been initiated to resolve this problem through exchanges of personnel for pipeline personnel.

OBSERVATION: The rotational hump problem is one that should be given every consideration in order to effect relief.

SUBJECT: Operational Report for Quarterly Period Ending 31 January 1967

(c) ITEM: Physical Security.

DISCUSSION: During the arrival period in country the Physical Security has a tendency to be lax due to personnel not being aware of the situation of billeting facilities in Saigon.

OBSERVATION: Insure that all personnel, to be Stationed in Saigon, are properly briefed on correct procedures used to guard the billeting hotels, as well as those areas adjacent to the hotel which should be kept clear, the correct way to search a person or parcels and the US and LN Identification cards that are authorized for entrance into the billeting areas.

(d) ITEM: Traffic Offenses.

DISCUSSION: During the first month of driving, drivers usually are quite cautious about good defensive driving; but after a period of time they become aggressive, and become involved in accidents.

OBSERVATION: Insure that section leaders have a defensive driving checklist. At least once a week he should rate each driver assigned to his section. Those drivers failing to pass the check should be required to attend a defensive driving class.

(e) ITEM: Incidents.

DISCUSSION: During the first three months in country the higher rate of incidents involving disorderly conduct, curfew violations and local nationals occurs.

OBSERVATION: Insure that classes are conducted on the repercussions that can originate from the excessive use of alcohol beverages and the hazards of health and disease to which they may be exposed. The object is to insure the men are well prepared for the change in environment and customs of a foreign land.

16 February 1967

SUBJECT: Operational Report for Quarterly Period Ending 31 January 1967

- (f) ITEM: Preferring Charges for Dereliction of Duty. Article 92 (3).

DISCUSSION: When a commander concludes that there has been a dereliction of duty, the charges can be prosecuted with greater certainty if it is possible to point to a specific regulation, SOP, or a well established custom of the service clearly defining the duty of which the prospective accused stands derelict.

- (g) ITEM: Reporting Maritime Casualties.

DISCUSSION: In performing as an advisor, a military man's role is often ambiguous as to whether he is an agent of the United States or of the body being advised. Where an accident or casualty occurs in a situation where a United States serviceman is performing an advisory role, in the interest of the United States, the claim should be investigated as if the serviceman were acting as an agent of the United States.

(2) Intelligence and Counterintelligence.

- (a) ITEM: Units arriving in RVN carrying Classified Documents.

DISCUSSION: Upon arrival of a unit in country, considerable confusion exists in administrative procedures and requirements regarding classified material.

OBSERVATION: Insure that all classified documents being carried by a deploying unit are properly stored LAW AR 380-5 and accounted for during the period immediately after arrival. Insure that definite responsibilities for the documents are established and all interested personnel are aware of these responsibilities.

16 February 1967

SUBJECT: Operational Report for Quarterly Period Ending 31 January 1967

(b) ITEM: Initial Security Orientation.

DISCUSSION: Upon arrival in country (RVN) each individual is required to receive an initial security orientation. This orientation should be well planned and rehearsed. Cite examples where possible.

OBSERVATION: Items of intelligence interest will be reported promptly and accurately if the initial security orientation was effective.

(3) Plans, Operations, Training.

(a) ITEM: Initiation of Manifest Extract.

DISCUSSION: During the first week of December the documentation branch initiated the production of manifest extracts for each manifest received. The extract is a reproduction of all necessary information from the original manifest and is compiled in booklet form.

OBSERVATION: It became apparent in dealing with commercial cargo, that TCMD's were not sufficient to meet our requirements for accurately checking cargo. Extracts must be carefully checked against the original manifest to insure the accuracy and reliability of all information given to the cargo checkers so that reliable data is available for compiling the Cargo Outturn Report at the end of the documentation cycle.

(b) ITEM: Comparison of Number of Documents Prepared for Vessels during each month of the quarter.

DISCUSSION: A breakdown of the number of commercial vessels which documents were prepared of the quarter is given below:

November 1966 - 42
December 1966 - 41
January 1967 - 52

SUBJECT: Operational Report for Quarterly Period Ending 31 January 1967

OBSERVATION: The marked increase for January is due largely to a large influx of ships at Vung Tau during the later part of December and early part of January. However, the last week of January has reversed this trend, and if it continues, a decrease in the number of vessels documented during February can be expected.

(c) ITEM: Increase of LN Employees.

DISCUSSION: The Documentation Branch originally employed twenty-two (22) local national employees. During the month of December the total LN strength was increased to thirty-four (34). Additional personnel hired during January brought the total to forty-one (41) employees.

OBSERVATION: The increased number of LN employees has made necessary the requisitioning of additional equipment. Typewriters are urgently needed, but so far have not been obtainable through supply channels.

(d) ITEM: Cargo Planning Procedures.

DISCUSSION: Early in the quarter, several specific recommendations in this field were proposed and presented to the Director of the Saigon Port. These recommendations have been slow to take root but we have gradually won the confidence of the officers in the Port Authority and they are much more willing to implement our suggestions and recommendations.

OBSERVATION: Care must be taken to insure that advisory activity is not rushed into without adequate preparation and adoption of procedures which will be most applicable to the situation at hand. A necessary period to gain the confidence of the advice must be allowed.

(e) ITEM: Language Barriers.

DISCUSSION: To be most effective advisory personnel should be able to express themselves conversationally in the local language. Lack of this knowledge extends the acceptance period needed to gain the confidence of the advised.

16 February 1967

SUBJECT: Operational Report for Quarterly Period Ending 31 January 1967

OBSERVATION: Although the principal staff officers of the Port Authority speak English, their subordinates and other "action type" personnel have been very difficult to reach with on the spot suggestions. The Vietnamese personnel will often lead you to believe that they are understanding far more English than they really are and this often results in false expectations on the part of our officers.

(f) ITEM: Stevedore Training.

DISCUSSION: Stevedoring procedures and techniques reflect practices of the past and are not sufficient under the increased work load we are experiencing in the Port of Saigon.

OBSERVATION: To make an attempt at introducing new methods and ideas we have made lesson plans and training aids available to the Port Authority. They have responded with unusual enthusiasm on this project and have already conducted one 25 hour course to the ship foreman of the various stevedoring companies authorized to work in the Port. Another course is planned during the next quarter.

(g) ITEM: Implementation of the Port Tariff.

DISCUSSION: The port tariff was prepared in draft form at the beginning of this quarter and after a study of this proposed tariff, final recommendations were made and we began to press for its approval by the Vietnamese government.

OBSERVATION: The Port Tariff became effective by government decree on 1 January 1967. The tariff is now under study to insure that additions and deletions are made as necessary by the National Port Authority.

(h) ITEM: Controlling the Discharge of the Commercial Barge Fleet.

16 February 1967

SUBJECT: Operational Report for Quarterly Period Ending 31 January 1967

DISCUSSION: During the month of December and January, two projects were conducted which confirmed the value of the barge control center procedures. Certain barges were selected for discharge. The barge center was able to determine exact location of the barges in the Saigon River and adjacent canals and coordinate stevedore and agent activities to effect discharge at a predetermined location.

OBSERVATION: These two projects proved that specific barges and shipments can be located anywhere in Saigon Port Area provided that the shipment is properly documented. This ability to locate and effect discharge of any specific barge from among the more than one thousand is particularly valuable should military or economic considerations dictate immediate location and discharge of critical cargo.

(i) ITEM: Cargo Checking Operations.

DISCUSSION: As a management tool this command found it necessary to organize our own cargo checking organization independent of the port authority or the stevedore companies. A total of 426 local nationals cargo checkers were authorized for this mission. Along with supervisory personnel taken from this command, this group is organized into a provisional checker company working under the S-3. All US personnel are still assigned or attached to Hqs. Co., 125th Transportation Command.

OBSERVATION: Once authorization for hiring local nationals has been obtained there remains the significant problem of finding enough personnel who meet the requirements necessary for the position. Local national hiring should be kept to a minimum if at all possible.

(4) Logistics.

(a) ITEM: Vehicle Maintenance.

16 February 1967

SUBJECT: Operational Report for Quarterly Period Ending 31 January 1967

DISCUSSION: The deadline rate of vehicles in rear echelon units should not become excessive. This command has maintained at least a 95% vehicle availability since it arrived in country. The primary reason for attaining this percentage is the command emphasis on operator maintenance. Repair parts are available through supply channels if vigorous follow up action is maintained. This command's maintenance section has established a driver/operator practical training program for instructing each driver in the proper inspection and servicing techniques to be used on their vehicle. One half day, each week, a mechanic and the driver inspect and service the vehicle. This service is in addition to the daily required operator maintenance.

OBSERVATION: In rear echelon areas where cross country driving is at a minimum, proper maintenance will drastically reduce non-operational vehicle time.

(b) ITEM: New Army Locks.

DISCUSSION: The padlocks presently being used by the Army corrode rapidly when exposed to the weather. Many times the key will not even go into the lock after it has been sitting for a day.

OBSERVATION: Putting graphite on all moving parts of the locks does not keep them from corroding but it does make them much easier to open.

(c) ITEM: Locating Requisition Numbers.

DISCUSSION: When trying to find the status of a due-in TOE item, it is necessary to hunt through the document register. For a property book of any size, this requires searching through many pages.

OBSERVATION: As an aid, a pencil entry is made on the front of the property book page showing the requisition number. In this way, the document register or suspense file can be immediately turned to the correct page.

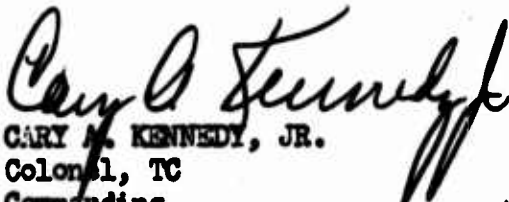
AVCA-TC-XA-C-0

16 February 1967

SUBJECT: Operational Report for Quarterly Period Ending 31 January 1967

b. Section 2, Part II, Recommendations: None.

1 Incl
as


CARY A. KENNEDY, JR.
Colonel, TC
Commanding

AVCA-TC-PTO (16 Feb 67)

1st Ind

SUBJECT: Operational Report for Quarterly Period Ending 31 January 1967

HEADQUARTERS, 4TH TRANSPORTATION COMMAND, APO San Francisco, 96307 26 MAR 1967

TO: Headquarters, Department of the Army, ATTN: ACSFOR, Washington, D.C.
20310

1. The attached Operational Report for the quarterly period ending 31 January 1967, submitted by the 125th Transportation Command (Terminal A), has been reviewed and is deemed representative for the reporting period.

2. The following are this headquarters' comments, keyed to the appropriate paragraphs in Section 2, Part 1, of the subject report:

a. Paragraph (1)(a): Request for exemption to the freeze on hiring of Local Nationals was submitted through channels to Headquarters, USARV for action. On 16 March, the command received authorization to hire 93 Local Nationals.

b. Paragraph (1)(b): Action has been initiated, in conjunction with Headquarters, 1st Logistical Command, to reduce the rotational hump by timely replacement of personnel presently assigned to the organization.

c. Paragraph (1)(d): In addition to a Defensive Driving School for demonstrated poor drivers, this headquarters will emphasize "on the spot" corrections in instances where drivers fail to exhibit proper driving habits.

d. Paragraph (2)(a): Proper storage and accountability should be maintained at all times. Custodians should be designated prior to the unit's departure from CONUS. After arrival in Vietnam, only slight modification of already established Security SOPs is necessary to conform with local requirements.

FOR THE COMMANDER:

1 Incl
as


SIMON W. LAWSON
CPT, AGC
Asst. Adjutant General

13

Improvement Program for Saigon Port

6 February 1967

Prepared by

125th Transportation Command
APO San Francisco 96307

15

INDEX

Section I

Section II

- Annex A
- Appendix 1
- Annex B
- Appendix 1
- Annex C
- Appendix 1

Section III

- Annex A
- Appendix 1
- Annex B
- Appendix 1
- Annex C
- Appendix 1
- Annex D
- Appendix 1

Section IV

- Annex A
- Appendix 1
- Annex B
- Appendix 1
- Annex C
- Appendix 1
- Annex D
- Appendix 1

Section V

- Annex A
- Appendix 1
- Annex B
- Appendix 1
- Annex C
- Appendix 1
- Annex D
- Appendix 1
- Annex E
- Appendix 1
- Annex F
- Appendix 1
- Annex G
- Appendix 1
- Annex H
- Appendix 1
- Annex I
- Appendix 1

INTRODUCTION

CIVIC ACTIONS

- Medical Support and Preventive Medicine
- Project Status
- Sanitation
- Project Status
- Civilian Employee Mess Facility
- Project Status

PORT ADMINISTRATION

- Civilian Employment Policy
- Project Status
- Port Safety
- Project Status
- Comptroller Procedures
- Project Status
- Legal
- Project Status

SECURITY

- Physical Security
- Project Status
- Personnel Security
- Project Status
- Cargo Security
- Project Status
- Traffic Control
- Project Status

OPERATIONS

- Cargo Planning Procedures
- Project Status
- Stevedore Training
- Project Status
- Implementation of Port Tariff
- Project Status
- Barge Control
- Project Status
- Cargo Clearance
- Project Status
- Storage Utilization
- Project Status
- Cargo Accounting
- Project Status
- Stevedore Evaluation
- Project Status
- Harbor and Pier Planning
- Project Status

INDEX (Cont'd)

Section VI

Annex A
Appendix 1
Annex B
Appendix 1
Annex C
Appendix 1
Annex D
Appendix 1
Annex E
Appendix 1

Section VII

Section VIII

Section IX

PUBLIC WORKS

Central Equipment Pool
Project Status
Real Estate & Equipment List
Project Status
Dunnage & Lashing Reclamation
Project Status
Fire Fighting Equipment
Project Status
Public Works Repair and Maintenance
Program
Project Status

BACKGROUND INFORMATION

CORRESPONDENCE to SAIGON PORT
AUTHORITY

CORRESPONDENCE to USAID

16.

MISSION
(TOE 55-131E)

TO COMMAND ASSIGNED AND ATTACHED UNITS ENGAGED
IN THE TRANSFER OF CARGO AND PERSONNEL IN ESTABLISHED
TERMINAL OPERATIONS, LOGISTICAL OVER THE SHORE OPERA-
TIONS (LOTS), AND IN SUPPORT OF AMPHIBIOUS OPERATIONS.

TASK :

TO ASSIST AND SUPPORT THE DIRECTOR GENERAL OF PORTS,
VIETNAM IN ALL ASPECTS OF HIS MISSION WITH A PRIMARY
OBJECTIVE OF IMPROVING THE MANAGEMENT AND OPERATION OF
SAIGON PORT.

SECTION I
INTRODUCTION

INTRODUCTION

Effective 20 January 1967, the Secretary of Public works and Communications was designated the Director General of Ports, Vietnam. Also on this date, Major Pho Quez Chu became the Director of Saigon Port.

The Director of Saigon Port is faced with the problem of increased operational requirements and decaying port facilities in the Port of Saigon. Cargo tonnage has increased as a result of the expanded military operations, USAID import programs and pure commercial activities. Consequently, the main emphasis has been placed on throughput of cargo into Vietnam and maintenance of the physical plant has been deferred due, in part, to the lack of sufficient funds required for port improvements. To further compound the problem, a high turn-over rate of qualified personnel with port management skills has been experienced.

On 2 August 1966, the Senior Committee of the Saigon Port Study Group published its findings entitled "Improvements of Saigon Port Operations," a copy of which is included in Section VII of this publication.

On 4 September 1966, the advanced party of the 125th Transportation Command, Terminal (A), consisting of 21 Officers and enlisted personnel, arrived in country and immediately conducted a study of the current operations within the Commercial Port of Saigon. Subsequent to publication of the findings of the Saigon Port Study Group, Phase I projects contained in Section II through VI of this publication have been initiated either as a result of the Study Group findings or on the recommendations of this Command.

Upon completion of Phase I projects, it is felt that the objectives of developing an efficient terminal operation will have been achieved. Once this objective has been reached, the next step, or Phase II, will be undertaken to develop an efficient Port Authority. Those projects will include, but will not be limited to: Economic Analysis, Financial Management, Operations Plans, Engineering Plans, Administration, Executive Training and Promotional Activities.

Although progress has been noted in the projects now in effect, the primary problem existing in the Commercial Import Program and the one having the greatest impact on efficient port operations continues to be market congestion. This congestion, which is of primary concern to USAID, appears to stem from several situations, all of which have a bearing on the problem if the Port of Saigon is to be maintained in a fluid condition. Of national concern is the need for development of a wholesale-retail system throughout the country, discriminatory licensing and financing of imports, controls established to curtail market manipulation and hoarding, easing of credit restrictions, and diversified utilization of other ports within Vietnam to receive commercial cargo direct from ports of embarkation.

Although the projects and programs now in being, and those scheduled for future implementation may not be a panacea for the Director of Saigon Port, the improvements noted thus far, more than warrant a continuation of this mission.

22

SECTION II
CIVIC ACTIONS

1. PROJECT: Medical Support and Preventive Medicine.
2. OBJECTIVE: To prescribe and establish health and sanitary standards for Saigon Port personnel.
3. PROCEDURES:
 - a. Coordinate and establish a medical station, with ambulance for Saigon Port and a referral system for serious injuries to a civilian hospital in Saigon.
 - b. Establish physical and age standards for employees of stevedore companies.
 - c. Establish a preventive medicine program to include immunizations, health education and control of disease spreading insects and rodents.
 - d. Coordinate with the Public Works Division of the Port Authority for development of a sanitation program with emphasis on proper disposal of human waste and garbage and availability of potable water.
 - e. Establish a quarantine system, based on US Public Health standards and regulations.
 - f. Coordinate with the veterinarian to establish regulations for the movement of animals and animal by-products in the port area.

27

1. **PROJECT:** Medical Support and Preventive Medicine

2. **STATUS OF PROJECTS:**

a. A temporary aid station has been established at warehouse 11c. Approximately 400 patients per month were being treated in this facility. During the month of January 782 patients were treated. This figure includes both Vietnamese and U.S. Military. Medical personnel at this time includes a U.S. Military doctor and a Vietnamese nurse. Original planning called for a permanent dispensary with personnel to include a Vietnamese doctor, three nurses, and eight medics for ambulance support. Real estate has been allocated for this facility and the architects blueprints have been submitted for approval. Personnel will be available as soon as the facility is ready for occupancy. U.S. military medics and ambulances are presently providing emergency support in the port area. Outlines for instructions in emergency first aid to be given Vietnamese counterparts are in progress. A referral system for serious injuries is in effect and utilizes both civilian and military hospitals in the Saigon area. A referral system to the Hospital Ship Helgoland has also been established.

b. Physical and age standards for employees of the Port Authority have been recommended and include yearly physical examination, chest x-ray, and immunizations. Standards for employees of Stevedore Companies are under discussion.

c. The various areas of preventive medicine are presently being investigated and coordinated with GVN Health Departments. A letter has been directed to the Port Authority emphasizing the importance of a rodent control program and recommending that the Port Authority request assistance from the GVN Health Department in conducting a rodent survey and implementing a control program. The World Health Organization rodent team has agreed to assist in this program if the Port Authority initiates the request.

d. Progress has been made in environmental sanitation, garbage collection and policing of the port area. Public latrines, showers and mess facilities are still in the planning phase. The need for permanent trained sanitation personnel has become increasingly more apparent and such recommendations have been submitted to the Port Authority.

e. A great deal of coordination with the several agencies involved in quarantine has been necessary to provide recommendations for improvement in this area. A committee involving representatives of MACV, USARV, World Health Organization, USAID, 20th Preventive Medicine Group, and 125th TC are presently studying the Quarantine system and recommendations to GVN Health Authorities will be made upon the completion of this study.

f. A system of notification of Veterinary personnel of all animal and animal products coming into the Saigon Port by documentation branch is in existence. The Veterinary personnel are inspecting all these products upon their arrival and report all findings.

Appendix 1 to Annex A, Section II

3. EVALUATION: A comprehensive medical program for the Saigon Port is important to the Port because of its role in improving the health of the Port personnel as well as significantly reducing the opportunities for importing and exporting communicable diseases which could easily reach epidemic proportions without such control. Based upon the need of this type of program and the recognition of the Port Authority to this program, it is recommended that the medical program be continued.

28

1. PROJECT: Sanitation.

2. OBJECTIVE: To improve sanitation facilities including garbage removal, installation of public latrine facilities, and the installation of public shower facilities for use by civilian personnel.

3. PROCEDURES:

a. Trash containers should be installed near each warehouse and other strategic points throughout the port area.

b. Garbage disposal trucks should collect refuse from containers as required.

c. Latrine and shower facilities should be located throughout the port area.

d. An inspection team or supervisor should inspect the garbage collection areas, latrine areas and shower facilities daily.

e. A rodent control team should be established to spray warehouses and garbage containers as needed.

3/

PROJECT STATUS AS OF 31 JAN 1967

1. PROJECT: Sanitation.

2. STATUS OF PROCEDURES:

a. Saigon Port Authority is constructing trash containers patterned after the Dempsey Dumpster type. There are presently 10 trash containers in the port. The Saigon Port Authority is planning to build 22 more after the Tet holidays.

b. Saigon Port Authority has made available trucks to collect refuse throughout the port.

c. Washing facilities are planned for inclusion in the mess hall.

d. Saigon Port Authority has appointed personnel to make daily inspections of all facilities, including garbage and trash collection points. When latrine and showers are established, the team will inspect these facilities also.

e. Saigon Port Authority, 4th Transportation Command and 125th Transportation have established an insect and rodent team.

3. EVALUATION: The implementation of this project will greatly improve the appearance of the port and reduce the disease potential now present due to low sanitation standards.

1. PROJECT: Civilian Employee Mess Facility.

2. OBJECTIVE:

a. To provide a balanced, wholesome diet to Local Nationals employed by USAID, Saigon Port and licensed stevedores in order to improve the overall health and work production of personnel employed within the port area.

3. PROCEDURES:

a. Determine the average daily number of civilians employed within the port area.

b. Obtain space within the port area for a kitchen and dining hall large enough to accommodate the average daily civilian population.

c. Establish a low cost meal ticket program.

d. Obtain mess kitchen equipment from USAID and port assets.

e. Staff the facility with qualified personnel. Mess administration will be required to insure proper mess management and mess accounting.

35

PROJECT STATUS AS OF 31 JAN 1967

1. PROJECT: Civilian Employees Mess Facility.

2. STATUS OF PROCEDURES:

a. The average number of civilians employed within the port is 3000.

b. A site has been obtained by Public Works Division of Saigon Port Authority. Building space is 80 feet by 140 feet. The area has been cleared of debris and is ready for construction.

c. Establishment of low cost meals will be determined by the cost of food items and other needed supplies. The Saigon Port Authority will coordinate with various organizations for assistance in this area.

d. Requirements for equipment are included in a plan being staffed by this headquarters thru USAID and Saigon Port Authority.

e. Staffing of the facility will be accomplished by Saigon Port Authority. Mess administration and management will be accomplished in three phases:

(1) Training of personnel by the 125th Transportation Command.

(2) Supervision by the 125th Transportation Command.

(3) Operation by the Saigon Port Authority.

3. EVALUATION: The typical stevedore working in the Saigon Port is undernourished and, as a result, work production is hindered. The establishment of this facility will improve the overall health of the stevedores, improve work production and provide mess facilities within the port. This project has been well received by USAID/VN, Port Authority and individual stevedore contractors. All have provided as much support as possible and the construction should begin soon. A joint area clearing program by the Port Authority and the 125th Transportation Command prepared the way for delivery of four prefabricated buildings by USAID/VN. Parts of these buildings have been delivered to the building site. The remaining sections will arrive early in the month of February.

37

SECTION III
PORT ADMINISTRATION

1. PROJECT: Civilian Employment Policy

2. OBJECTIVE: To establish a comprehensive civilian employment policy which will provide efficient uniform methods of hire and utilization of civilians throughout the port area. This excludes policies and procedures which apply to direct hire of civilians by the Port Authority.

3. PROCEDURES:

a. Make a study and analysis of existing policies and procedures concerning hire and utilization of civilians.

b. Establish short and long-term objectives which will assure the earliest possible achievement of the overall objective as stated in paragraph 2, above.

c. Provide management and supervision to assure full implementation of the project.

41

PROJECT STATUS AS OF 31 JAN 1967

1. PROJECT: Civilian Employment Policy

2. STATUS OF PROCEDURES: a. A study of existing policies and procedures of hire and utilization of civilians indicates no basic problems involved concerning the direct hire by United States forces of local nationals. Significant difficulties arise from lack of uniform policies and procedures concerning methods of hire and utilization by the stevedore contractors in the port. The existing Decree Law No 12/16/64 amended by Decree Law No. 008/65 of 8/13/65 (Incl 1) is considered comprehensive and sufficient to provide the uniformity of control and management desired. However, the decree law and amendment is in the elementary phase of implementation, with the Port Authority unable to implement the significant conditions of the decree at a rapid rate. The basic difficulty appears to be that of overcoming unwritten customs of the Vietnamese - a circumstance which is exploited by the stevedore contractor, labor unions, and "cai" (gang chief) to avoid being controlled or regulated by the decree. Contracts during the month with USAID personnel revealed a tendency to promote the Saigon Port Civilian Employment Policy as a "package" as Mr. Teddy Gleason had recommended resulting from his three visits to Saigon in 1966 and 1967. While Mr. Gleason's visits have no doubt been highly beneficial toward improvements in the Port, it is felt that greater results will be obtained by continuing vigorously with the theme of "Complete implementation of the Labor Decree Law No. 12/64 of 6/16/64 amended by Decree Law No. 008/65 of 8/13/65." These Decree and amendments are, in fact, comprehensive and give legal force in detail to establishment of the Hiring Hall, registration of workers, daily allocation of work to stevedores, central pay of individual dockers with access to stevedore company payroll records, taking social measures to assist the dockers (mess hall sanitary facilities), etc, (Copy of labor decree laws attached).

b. On 9 November 1966, it was agreed between the Director General, Saigon Port Authority and Headquarters, 125th Transportation Command that the long-range objective would be full implementation of Labor Decree Law No 12/64 of 6/16/64 amended by Decree Law No 008/65 of 8/13/65. The Port Authority representative, Mr. Nguyen Van PHAT, indicated that full implementation would "require more than a year, possibly two years." It is considered likely that the process will be accelerated due to the new Port Director's positive attitude toward the importance of the need to coordinate and control the stevedore workforce. Opening of the Hiring Hall building will be a significant event since most of the functions envisioned by the Decree Laws will be carried out by the staff of the Hiring Hall. The Hall was scheduled to be opened on 31 Jan 67. The newly appointed Port Director states that he will delay the opening just long enough to select a competent staff for the Hall. He also states that Prime Minister Nguyen Cao Ky will attend the opening ceremonies. Although the building is almost completed, unconfirmed opening date would be early March 67. The Port Director indicates that he will obtain the necessary cooperation of the stevedore companies in registration of workers and other phases of the workforce.

c. Selection (by election) of the three individual stevedore representatives will complete the makeup of the Dockers Management Board, thus providing

the supervision and management authorized to function in accordance with the Decree Law. As an estimate, this selection process may require an additional sixty (60) days. All those officials representing the Port Authority and the several Ministers of the Government of Viet Nam appear to be competent and intent to implement the Decree Law at the earliest possible date. J42

3. EVALUATION: Implementation of Decree Law No 12/64 of 6/16/64 amended by Decree Law No. 008/65 of 8/13/65 will provide the greatly needed management and regulation of stevedore operations in the Commercial Port. Although the basic actions have been taken, the project is presently at an highly critical phase which involves the solving of many complex labor-management problems. Major Chu, the Director of the Commercial Saigon Port has indicated a determination to find a means of controlling and coordinating the civilian stevedore labor force within the shortest possible time. He stated that if necessary to overcome the complex problems involved with the stevedore contractors and labor unions, it might be necessary to declare the Saigon Port a military port, and mobilize the entire workforce.

43
Republic of Viet-Nam
Office of the Prime Minister

Decree-Law No. 12/64 of 6/16/64, Prescribing Labor Regulations Applicable at the Seaports of the Republic of Viet-Nam, Amended by Decree-Law No. 008/65 of 8/13/65.

THE PRIME MINISTER

- Considering Provisional Constitutional Act No. 1 of 4 November 1963;
- Considering Provisional Constitutional Act No. 2 of 7 February 1964;
- Considering Decision of 7 February 1964 from the Military Revolutionary Council appointing Major General NGUYEN KHANH, Chairman of the M.R.C. to form the government;
- Considering Decree No. 99-TTP of 8 February 1964 prescribing the composition of the government;
- Considering Decree No. 35-CC/GT of 14 March 1965 prescribing the laws for the Commercial Port of Saigon;
- Considering Ordinance No. 15 of 8 July 1952 promulgating the Code of Labor Law of Viet-Nam;
- Considering the recommendations from the Minister of Public Work and Communications and the Minister of Labor; and
After discussion in Cabinet meeting;

ISSUES THE FOLLOWING DECREE-LAW:

CHAPTER I

GENERAL ARTICLES:

Article 1. This Decree-Law applies to those seaports in the Republic of Viet-Nam that handle such a workload as to require the permanent presence of a special type of workers called "waterfront cargo handlers."

This type of worker is hereafter referred to as a "docker."

Article 2. The Minister of Public Works and Communications will publish in Ministerial Order, the list of seaports that meet the requirements stated in Article 1, after consultation with such syndicate or occupational group, as deemed most representative of seaport business.

The Commercial Port of Saigon has met the requirements stated in Article 1.

CHAPTER II

ORGANIZATION OF DOCKERS:

Incl a. to Appendix 1 to Annex A, Section III

Article 3.

44

Item 1. - Except as otherwise stipulated in Item 2, the following types of service pertaining to sea-going and river vessels docked at any of the above-mentioned seaports must be performed by dockers:

-Loading and unloading.

-Moving goods from docks to warehouses or to open storage grounds and vice versa.

Item 2.-Exception from the above, item 2 will apply to handling the following, which may be performed by people other than dockers:

-Loading and unloading of merchant vessel outfittings:

-Loading and unloading river vessels which are not docked at the docks reserved for sea-going vessels:

-Loading goods from warehouses or open storage grounds to dray carts or trucks by permanent personnel hired by the owner of the goods.

Item 3.-After consulting concerned employers or the employers' associations and workers' unions, the Minister of Public Works and Communications will issue a Decision prescribing the conditions and procedures for applying the above exceptions at each seaport.

Article 4. At the seaports described in Article 1, dockers are classified into two categories:

1. Professional dockers.

2. Occasional dockers.

Professional dockers are those who earn their living as dockers on a permanent basis. Occasional dockers are those who come from other fields and only work as dockers on a seasonal basis.

In the distribution of work, professional dockers have absolute priority over occasional ones.

The employers, either private people, a legal person, or an employers' association, who hire dockers for the services listed in item 1, Article 3 are docker-employers, and hereafter referred to as "employers."

Employers must register, and dockers must carry a docker's card in accordance with the conditions and procedures to be prescribed in an inter-ministerial order, stipulated in the following paragraph.

To put this Decree-Law into effect, the Minister of Public Works and Communications and the Minister of Labor will issue an interministerial order based on the recommendations of the Dockers' Managing Board described

45
Article 3.

in Article 5 below. This order will prescribe the maximum strength of professional dockers authorized at each sea port, the standards of reference for the classification of dockers, the conditions and procedures for registering, issuing docker's cards, distributing work, and controlling the payment of workers by the employers, as well as the registration of employers.

Article 5. At each of the seaports described in Article 1, a permanent agency will be activated and called the Dockers' Office. The Dockers' office is hereafter referred to as "the Office".

The Office is a juristic body granted with financial and managerial autonomy.

The Office is placed under the control of a committee called the Docker Managing Board hereafter referred to as "the Board". The Board is under the supervision of the Ministry of Public Works and Communications.

Article 6 (new). "The Board includes representatives of government agencies employers, and of the workers in the harbor, of which the total, including the Chairman, will not exceed twelve persons.

The Chairman must be the Director of the Commercial Port of the locality. An alternate chairman shall be appointed according to the proposition of the Director of the Commercial Port.

The composition of the Board of the Seaport shall be determined by decree of the Minister of Public Works and Communication as prescribed by Article 2.

Article 7 (new). In the Saigon Commercial Port, the composition of the Board will include:

- The Director of the Saigon Commercial Port or representative..Chairman
- One representative of the Labor Ministry Member
- One " of the Economy Ministry "
- One " of the Justice Ministry "
- One " of the Social Ministry "
- One " of the Prefecture "
- Three representatives of the employers "
- Three " of the dockers "

Among the three representatives of the dockers, one is a representative of the workers.

The members shall be appointed by decree of the Minister of Public Works and Communications according to propositions by Minister of Labor, the Minister of Economy, the Minister of Justice, the Minister of Social Welfare, regarding the representatives of these Ministries, of the Prefect of the Capital regarding the representative of the Prefecture, and according to the list of employers' representatives and workers' representatives established by the Director of the Commercial Port according to the following procedures:

After consulting the employers or the employers' associations, the Director of the Commercial Port shall establish the list of representatives for the employers. The workers shall elect their own representatives according to procedures to be determined by the Board. The names of the employers' and workers' representatives shall be submitted to the Minister of Public Works and Communications for official appointment to the Board. #

The term of office of the Board members is two years, and they are eligible indefinitely.

Only persons can be members who are more than thirty years of age, entitled to the benefit of all citizenship rights, and who have never been sentenced by the court affecting their honor and dignity—for light or serious misdeeds, unless these sentences have expired, or the convicts have been pardoned, or special mercy has been granted.

The Board members have no salaries; however, the members and representatives of the workers have allowances for transportation for meetings according to a rate determined by a decree of the Ministry of Public Works and Communications following the propositions of the Board. These expenditures (allowances) shall be supported by the budget of the Office.

According to the same procedures as above, alternate members for every principal shall be elected. The Director of the Saigon Commercial Port shall make a proposition to the Minister of Public Works and Communications for appointment of the alternate chairman of the Board.

When the chairman or the principal members are absent or cannot continue their duty, the alternate chairman and the alternate members shall replace them de jure.

The executives of the Office assist the Board as secretaries and as reporters, but they cannot vote.

In the transition period, the said Board, which does not yet have representatives of the employers and workers, shall propose to the Ministry of Public Works and Communications procedures to establish the list of workers and the election of representatives to the Board.

Article 9 (new). The Board meets once a month.

In emergency, the Chairman may convene extraordinary meetings. At the request of five members without consideration of the parties they represent, the Board shall hold a special meeting.

The Board decisions are taken by a relative majority vote. In cases of uncertainty by equal votes in both sides, the vote of the Chairman is decisive.

17
Article 10 (new): The Board manages and supervises the "Office." The Board implements or orders the implementation of all operations in the office and represents the Office before the authorities or a third person. Principally, the Board has the following responsibilities:

- determine the general organization of the Office.
- determine the activity programs of the Office.
- propose the number of professional workers required at the seaport.
- determine the assignment of dockers.
- determine the pay system applicable to the dockers.
- study and propose the rate of contribution made by the employers requiring the services of the dockers.
- discuss and vote the budget for the Office before submission to the Minister of Public Works and Communications for approval.
- decide the financial management of the Office.
- administer and maintain the properties of the Office.
- study and recommend social measures for help to the dockers.

The Chairman shall implement all decisions made by the Board and shall be appointed by the Board to sign the Board's documents and to represent the Board in all official business.

Article 11 (new): The Office shall be administered by a manager and assisted by several employees to carry out orders from the Board, principally on the following business:

- establishment of daily records of employers' name.
- identification and classification of dockers for registration and delivery of identity cards.
- organization of all operations regarding the employment of all classes of workers in the seaport.
- assignment of gangs to the employers according to their requests.
- verification and audit of the dockers' wages paid by the employers.
- study and recommend changes in the rate of contribution that the employers must make to the operating budget of the Office.
- study and recommend general conditions for the increase or the decrease of the number of professional dockers.
- maintenance of financial records and books of the Office and development of proposals for balancing the budget.
- establishment of the budget project for the Office.

The Manager of the Office shall be appointed by the Minister of Public Works and Communications by a decree, following proposition by the Chairman of the Board after consultations with the Board members.

Article 12. In line with the foregoing articles, the employment contracts between employer and dockers can be established through a bilateral agreement, and commanded by labor regulations in force

Unless otherwise stipulated in separate agreements or collective contracts, collective labor disputes will be settled in the procedures prescribed by current labor laws.

Separate labor disputes will be settled by a mediator appointed by the Board Chairman. If the mediation fails, the disputes will be referred to the Labor Court.

Article 13. Professional dockers must regularly report in person to the Office to receive their work assignments as prescribed in the inter-ministerial Order referred to in Article 4.

Unless they can produce a justified reason approved by the Office, dockers must accept all work ~~distributed~~ to them, or will face punishments prescribed in Article 22 below.

Professional dockers may not be employed in any other capacity than those listed in item 1 of Article 3, without an authorization from the Office.

Article 14. Occasional dockers are supplementary and employed only when the professional docker strength is insufficient. Therefore, occasional dockers must not periodically report to the Office, and may take other employment without the authorization of the Office.

Article 15. At least once a month, the employers must produce for the Office the records pertaining to the employment of dockers as referred in this Decree-Law. The inter-ministerial order of Article 4 will prescribe the details for the execution of this article.

CHAPTER III

BUDGET AND RESOURCES OF THE OFFICE

Article 16. The financial management of the Office is the responsibility of the Board.

All expenses for the operation of the Office are paid by the "operating fund" of the Office.

Article 17. Following are the resources of the operating fund:

1. Contributions paid by the employers at the rate prescribed by the Ministerial Order of Article 18;
2. Subsidies and authorized loans;
3. Interviews and testamentary gifts.

Article 18. An order from the Minister of Public Works and Communications will prescribe the rate of contribution to be paid by each employer, based on

the recommendations of the Board. The contribution rate is computed on the basis of the total wages and allowances paid by the employer to professional and occasional dockers.

Article 19. Twice a year, in January and July, the Office Manager prepares and submits to the Board comparative listing of receipts and expenses in the previous 6 months, along with a report containing necessary recommendations.

The Board reviews and approves these documents and, within one month of the date of receipt, must forward them to the Minister of Public Works and Communications.

Article 20. The Office budget draft must be submitted for approval of the Minister of Public Works and Communications prior to 31 December.

Article 21. The Board will organize a reserve fund with the credit balance of the Office Operating Fund at the annual closing of account books. This Reserve Fund will pay any expenses of a permanent nature, which have not been covered by the current fund, make up for deficits in the annual receipts, and pay the necessary but contingent expenses.

A minimum of cash must be maintained at all times in the Reserve Fund to meet any necessary and permanent expenses throughout the fiscal year. This minimum amount will be determined by a Ministerial order from the Minister of Public Works and Communications, and based on the recommendations of the Board.

The Reserve Fund is a special account in the books of the Office, and is not included in the annual budget.

Use of this fund must be authorized by a Ministerial Order from the Minister of Public Works and Communications, based on the recommendations of the Board.

CHAPTER IV

MISCELLANEOUS ARTICLES

Article 22. The Director of the local commercial port will appoint sworn-in personnel to investigate and report any violations of this Decree-Law. Findings made in such investigations will be considered true until proven to the contrary.

Violations will be punished as follows.

1. Against Employers:

Reprimand, or fine from 500 to 5,000 piastres. Repetition will be punished by a fine of from 2,000 to 20,000 piastres and, as may be deemed appropriate, temporary suspension of the right to use public equipment, or temporary or permanent striking from the employer's register.

The above punishments will be decided by the Director of Commercial port upon the recommendations of the Office. 50

2. Against Dockers:

a) Reprimand.

b) In case of a docker who refuses a job assigned to him by the Office, he will lose his priority on employment as mentioned in Article 13. Moreover he will have no compensatory job since his name has been recorded as having already benefitted the priority in the distribution list.

c) Repetition will be punished by a temporary or permanent withdrawal of the docker's card and a striking from the docker's register.

The above punishments will be decided by the Director of Commercial Port upon the recommendations of the Board.

Appeals against punishments will be considered by the Minister of Public Works and Communications, whose decision is final.

All the above fines levied will be used for assistance to dockers.

Article 23. All previous regulations contrary to the provisions of this Decree-Law are considered as null and void.

Article 24. The Minister of Public Works and Communications and the Minister of Labor will issue ministerial orders prescribing the procedures for executing this Decree-Law.

Article 25. The Deputy Prime Ministers, the Ministers and Secretaries of State will, each according to his respective responsibility, execute this Decree-Law.

This Decree-Law will be published in the official Journal of the Republic of Viet-Nam.

Saigon 16 June 1964
Signed: Major General NGUYEN KHAN

1. PROJECT: PORT SAFETY
2. OBJECTIVE: To implement an effective safety program with a uniform application throughout the port.
3. PROCEDURES:
 - a. Provide internal staff element with responsibility to develop, implement and monitor port safety programs.
 - b. Perform frequent safety inspections to detect any practice or action which is in contradiction with established safety procedures.
 - c. Provide adequate procedures to assure prompt corrective action of safety violations.

1. PROJECT: Port Safety Program2. STATUS OF PROCEDURES:

a. A Port Safety Officer has been appointed in the rank of major and has been assigned the mission to review all safety recommendations made by the Safety Officer of the 125th Transportation Command. He was recently directed by his superiors to prepare an outline of the safety program and organization which will be submitted to the Port Authority for approval and implementation. The Port Safety Officer has completed the Vietnamese version of the safety program and has submitted a detailed organization and mission analysis of this program to the Port Director for evaluation and approval. The plan is currently under review. Delays have occurred in completing this review due to a recent change in Port Director.

b. The safety program under study includes the provision for safety inspectors assigned to every phase of port activity who will be responsible for monitoring stevedore operations, making physical technical inspections of equipment, providing instructional guidance to stevedore personnel, and enforcing safety regulations. A comprehensive set of safety regulations and policies have been prepared and submitted in draft form to the Port Safety Officer for inclusion in his safety proposals. It was suggested that these regulations be studied and adapted to the operational requirements of the port. The Port Safety Officer is now performing safety inspections throughout the port on a regular schedule each Monday, Wednesday and Friday. Results of these inspections are written reports delivered to the Port Director, Major Chu, who (it is reported) displays a greater interest in port safety than did his predecessor. Safety inspection check lists are now being used by port personnel. These inspection reports are kept on file after distribution has been made to the Port Director and stevedore companies concerned.

c. A staff study prepared by the Safety Officer, 125th Transportation Command, recommending a formal safety program was submitted to the Port Authority and has been accepted. The program will provide an adequate system of accident reporting, dissemination of safety promotional material, safety inspections, and stevedore safety training. In advancing the safety program, the Port Safety Officer published a bound pamphlet on safety which covers material used in his safety class several weeks ago. The pamphlet contains excellent safety advice covering all port activities. Copies have been distributed to stevedore companies and are required reading for all operations division inspectors. Efforts are being made to obtain safety poster frames for use in warehouses and port buildings. In addition, the Port Safety Officer is making plans to purchase safety posters similar to the ones which are being supplied in limited numbers from U.S. military resources.

3. EVALUATION: It is estimated that an effective safety program will be implemented early in February. Safety training classes have been conducted for stevedore personnel by the 125th Transportation Command. Based on the results of the training, the safety program should enhance port operations. The Port Safety Officer is currently performing on-the-job training in stevedore safety techniques and is gaining valuable experience in the stevedore operation field. Although only limited progress can be recorded to date in establishing a port safety program, interest and activity has increased significantly since the recent announcement of a new Director of Saigon Port. The knowledge and experience of the Port Safety Officer has improved considerably, a factor which helps explain the improvements recently noted and discussed above. The Port Safety Officer fully expects to begin work on the safety organization and personnel training during the month of February, provided he receives the official approval required from the Port Director.

5
1. PROJECT: Comptroller Procedures

2. OBJECTIVE: To establish and coordinate accounting and budgeting procedures that will provide adequate data for the management of the Saigon Port Authority.

3. PROCEDURES:

a. Proper documentation of the accounting system now in use must be accomplished. At the present time accounting is performed without written guidance. This results in inaccurate data. Each section must document the oral procedures that are in use.

b. A Comptroller Division must be organized into three basic branches. The three branch chiefs would be responsible to the comptroller who will coordinate the activities of the division.

c. The Finance and Accounting Branch will establish a detail system of accounting, preparing a chart of accounts, cost code and maintain accurate financial data for the use of the management. A section of the Accounting Branch should be responsible for the collection of all tariffs, fees and the payment of all contracts.

d. A training program must be established to train personnel in budgeting, bookkeeping and cost accounting. After training, these personnel should be required to meet written job specifications.

e. The budget should be prepared and the review of the expenditures made by a coordinated staff. In order to accomplish this, there is a requirement for appropriate review and analysis procedure to be developed for the entire staff.

Annex C, to Section III, Port Administration

PROJECT STATUS AS OF 31 JAN 1967

1. PROJECT: Comptroller Procedures2. STATUS OF PROCEDURES:

a. The Administrative Division of the Saigon Port Authority is responsible for the Administrative Section, Personnel Section, and the Finance Section. The functions and duties of each section have been documented. The basic procedures are sound, but due to lack of qualified supervisors most of the procedures are not being followed. With increased emphasis on supervision, the Port Authority is hiring additional supervisors and using the Vietnamese Military to coordinate, control and supervise. To date, three civilian supervisors have been employed.

b. A proposed organization for the Comptroller Division has been submitted to the Saigon Port Authority. This organization provides for a separate Comptroller Division and Administrative Division. A comptroller will supervise and coordinate the functions of four branches: Accounting, Budget, Management and Review and Analysis, and Internal Control. The Port Authority concurs with this organization and has made substantial progress in the Budget Branch.

c. The Port Authority has a commercial accounting system, and a chart of accounts. Emphasis will be placed on the development of detail cost codes and a management structure. The Saigon Port Authority has formed a committee to draft a decree. The Decree will transfer responsibilities for billing and collecting port tariffs from Customs to the Port Authority. The initial committee meeting was conducted on 27 January 1967. A completion date has not been established.

d. An informal training program has been established to train personnel in budgeting and bookkeeping. The training sessions are conducted by the Chief of the Finance Section and have been useful in explaining new accounting procedures. Due to the shortage of supervisory personnel, formal training has not begun. When adequate supervisors are available to provide continuity in the finance operations the Port Authority will program personnel to attend schools in the United States.

e. Substantial progress has been made in the development of a coordinated budget. The input for the budget has been prepared by each subdivision and submitted to the budget officer for edit and review. The entire budget has been submitted to a Budget Committee which is represented by each staff section. The proposed budget for CY 67 is now being submitted to the Director General of Ports for approval. The budget has been prepared in detail to include personnel cost, new projects, maintenance and up-keep of facilities, etc. The proposed budget for CY 67 includes expenditures of 210\$ V million.

58

3. EVALUATION: The Saigon Port Authority must have adequate financial and budget data to properly manage the Saigon Port. A Comptroller Division with adequate accounting, budgeting, management and review and analysis can provide timely, factual data to the Port Authority so that economies can be affected and performance improved. Through daily contact and close supervision, progress has been made toward the development of a functional Comptroller Division. The need for qualified personnel to implement and follow established procedures is essential for continuous progress.

1. PROJECT: Legal
2. OBJECTIVE: To examine customs operations and tariff rates and their effect on the rapid movement of cargo through the port; propose legal measures establishing a claims system, amending the Port Tariff and improving the operations of the port.
3. PROCEDURES:
 - a. Customs practice and procedure.
 - (1) Establish liaison with the Vietnamese officials and USAID advisors at the Port Customs House.
 - (2) Examine the procedures by which cargo clears customs.
 - (3) Determine whether obstacles exist either preventing or discouraging rapid removal from the port.
 - (4) Make recommendations.
 - b. Customs tariff rates and economic effects.
 - (1) Study the general division in the customs tariff between basic and luxury commodities and outline a list of typical rates.
 - (2) Determine the effect of the customs tariff on the importation of certain commodities and products, their wholesale and market price, and foreign exchange.
 - (3) Make recommendations.
 - c. The Port Tariff
 - (1) Conduct liaison with the drafters of the Port Tariff, to determine the intent of the provisions.
 - (2) Establish a Standing Committee of members from USAID, the Port Authority and this Command, who will function as a legislative advisory committee to amend or modify the Port Tariff.
 - (3) Examine and study in detail the Port Tariff and make recommendations to the Standing Committee.
 - d. Claims
 - (1) Determine the present procedure for the investigation and prosecution of claims arising from the port operations.
 - (2) Set up a system for reporting accidents, marine casualties, personal injury or property damage.

60
(3) Determine the general law of negligence and compensatory damages applicable in Vietnam, and the kind of proof necessary to establish a claim.

(4) Recommend a claims system, based on the above, for the expeditious and fair adjudication of claims.

PROJECT STATUS AS OF 31 JAN 67

1. PROJECT: Legal2. STATUS OF PROCEDURES:

a. Customs practice and procedure:

(1) Liaison was immediately established with both the USAID Customs Advisors (Mr. George Roberts and Mr. James Foster) and with the Vietnamese Customs Officials (Mr. Thanh and Mr. Chung). Since this relationship began, these officials have been instrumental in clearing troublesome cargo through customs, and clarifying customs practices.

(2) Mr. Helmerson of USAID and Mr. Chung explained the procedure for clearing goods through customs and provided a flow chart and an organizational chart of the Customs Office. A step-by-step outline of the process by which cargo is cleared through customs, written by Mr. Lomans, USAID Customs Advisor, has been studied.

(3) The involved process by which the custom broker or the importer himself custom-clears his cargo can take as much as three days, depending on the nature and variety of the cargo involved. Messrs. Roberts and Helmerson have been working on a more simplified system but recommendations along this line have not been accepted by the Customs Officials. Two particular problems are under study:

(a) How to provide customs clearance of cargo "off the hook" without requiring the importer to pay the manifest value of the cargo. Either a refund system must be set up, or a check-off system at shipside.

(b) How to aid importers in clearing the cargo on barges. "Bovin" teams" have been set up by Customs to clear cargo at barge discharge sites. This has been generally ineffective because importers prefer clearing their own cargo through the Customs House by declaration, and where bulk cargo is involved by the "sous palan" procedures. In coordination with Major Hughes, Chief Cargo Disposition and Movements Branch, a barge customs listing will be drawn up on an experimental, ship-by-ship basis, to set forth those barges the cargo on which is customs cleared. The Doctor Lykes was the first ship selected.

(4) No recommendations have been made by this section, but Mr. Roberts has made a proposal on problem (3)(a) above and this is pending.

b. Customs tariff rates and economic effects:

(1) The commodity list of typical rates has been drawn up.

(2) An ad hoc committee has been established, with a representative of this section as a member. The committee of three made liaison with the Saigon Chamber of Commerce, USAID Economics Branch and the Ministry of Economy, to determine the distribution system, if any, and costs of such distribution. A list of selected commodities and distribution points were selected, and an estimated forecast of the prospective flow of commodities into the port was determined.

(2) No recommendations have yet been made.

c. Port Tariff: 62

(1) Liaison was established with LTC Keed, 4th Transportation Command and Mr. Bao, both of whom had made considerable contributions to the drafting of the tariff.

(2) This section has a representative on the Port Tariff Committee which also includes Major Thanh, Saigon Port Authority and Mr. Hill, USAID. This committee was designed to offer amendments and make improvements in the tariff.

(3) Analysis of Sections A and B of the Port Tariff have been completed, and suggested changes have been drafted. A proposed revision of Section C, the Berthing Policy, will be offered, in which particular emphasis will be placed on the rights and duties of the vessel at berth and on the Rules of Priority. In addition, a separate section on Pilot and Safety Rules is under study.

d. Claims:

(1) This section established liaison with Mr. Ky and Captain Luat of the Saigon Port Authority concerning the claims system now in effect at the port. An examination was made of pending cases, how they were reported to the Port Authority, and the kind of report that was filed. It appeared that:

(a) There is no system for reporting incidents of damage or personal injury.

(b) No orderly system of administrative claims adjudication.

(c) No assurance that unpaid claims would be prosecuted to collection.

e. An investigation is being conducted on collections made for barge rentals and on the liability for damage or loss of cargo on barges. Memorandums for record were filed.

(1) To decide upon a claims reporting system and prepare a form for investigation, this section investigated claims involving the vessels National Strength, Island Mariner, The Belinda, and The Trade Banner. This section also examined the reporting requirements of the Port Tariff and is drafting proposals to be included in the Port Tariff. (See Port Tariff Project)

(2) No research has been done in this area as yet.

(3) No recommendation or proposals for claims systems have yet been made.

69

f. Future Areas of Study:

(1) To study the labor practices in force at the Port of Saigon, including those of the stevedore companies engaged at the Port.

(2) To examine the commercial laws of Vietnam to determine whether actual practices adhere to existing laws and regulations.

(3) To review Port Safety and Discharge Rules for consistency with International Maritime Conventions.

(4) To study the wharfage, warehousing, and confiscation provisions of the Vietnamese Laws.

(5) To examine specific contracts, in force and prospective.

3. EVALUATION:

a. Customs procedures play an important part in the movement of the cargo through the port. And unless streamlined and simplified, they can impede it. If the tradition-bound customs procedure of Vietnam is modified and modernized, the pace of cargo movement will quicken. On those terms, this project can make a significant contribution.

b. The movement of cargo through the port has been affected by market and monetary conditions in Vietnam, the economic policy of the nation and the great flow of US financed goods in the country. Custom tariffs have been the traditional way to restrict imports and protect industry. In an underdeveloped nation, tariffs are used to filter in subsistence, basic commodities and discourage luxury items. This project seeks to provide some of the data necessary to resolve the economic factors behind movement of cargo through the port. In addition, through an extension of this project, an investigation will be conducted to determine the distribution system of imports in Vietnam and cost of such distribution.

c. The Port Tariff, went into effect 1 January 1967. Study has commenced to uncover sections to be improved or revised. In time, unworkable provisions will be repealed and the Port Tariff will be an effective regulatory measure.

d. The project has potentially great financial benefits for the Port Authority. Unprosecuted claims represent a monetary loss. While as yet the best investigative resources available to the Port Authority and the best procedure for communicating reports of accidents or injuries have not been determined, a skeleton system for experimental purposes will represent the next stage of this project.

e. The breadth of possible problem areas and the limited resources of this section necessitates a system of priorities. Problem areas requiring more immediate action and having more manageable requirements have been undertaken. Those listed in this section will be programmed on a priority basis. The day-to-day advice given by this section to other staff members often reaches into these areas however, and so they cannot in reality be regarded as untouched. A checker contract, for example, has been prepared to increase the cargo documentation of the port, and a proposed confiscation decree has been drawn up.

65

SECTION IV
SECURITY

1. PROJECT: Physical Security
2. OBJECTIVE: To improve perimeter barriers and control access to the port area.
3. PROCEDURES:
 - a. Perimeter barriers:
 - (1) The wall barrier that protects the port should be repaired by placing top guards on the complete length of the wall.
 - (2) Guard towers should be constructed along the perimeter barrier to give complete observation of the fence line.
 - (3) Protective lights should be installed to illuminate the complete fence line.
 - (4) Joint US-VN guard teams at all entrances and exits.
 - b. Ship Security: Armed guards should be placed on all ships at moorings to prevent unauthorized approach. Guards should be assigned to each hold from opening to completion of discharge to prevent pilferage. Walking patrols should be initiated on the pier to insure that no pilferage or destruction of cargo occurs between offload and movement to either the consignee's mode or the transit storage area. Sensitive cargo should be removed from the pier area as soon as possible.
 - c. Warehouse Security: Guards should be provided on a twenty-four hour basis. A survey should be made by the security personnel guarding each warehouse to determine the type of cargo present, any pilferage that has occurred, broken boxes or crates that require recooling. All physical security deficiencies should be reported to the Harbor Police.
 - d. Boat Patrols: Joint US-VN boat patrols should provide outboard security against sabotage and pilferage. Boat patrols should maintain contact with barge security personnel.
 - e. Search Procedures: Gate guards must check all incoming vehicles and personnel to insure that no explosive or other type of damaging device enters the port. Similarly, gate guards must conduct random searches of both vehicles and personnel leaving the port area in addition to outgoing cargo inspections performed by customs personnel.

PROJECT STATUS AS OF 31 JAN 1967

1. PROJECT: PHYSICAL SECURITY2. STATUS OF PROCEDURES:

a. A project has been initiated to place top guards along the fence line.

b. Construction of towers is still in the planning stage.

c. Plans for the installation of lighting have been completed.

d. Joint US-VN guards have been placed at all entrances and exits.

e. Armed guards have not been placed on all ships due to the shortage of harbor police.

f. Harbor police are guarding warehouses but due to the shortages of police all warehouses do not have a twenty-four hour guard.

g. Joint US-VN Harbor patrols have been established and are working effectively.

h. Gate guards are checking incoming vehicles and personnel for explosives or other types of damaging devices, in addition random searches of vehicles leaving the port are being conducted.

3. EVALUATION: The physical security program has been implemented and has reduced the amount of pilferage.

1. PROJECT: Personnel Security
2. OBJECTIVE: To prescribe the policies necessary for controlled access to the port area and search procedures.
3. PROCEDURES:
 - a. A personnel control section should be jointly established by Vietnamese Harbor Police and Military Security Service located at or near the main entrance to the port area. The purpose of this office would be to issue gate passes to permanent employees of the port, stevedore employees, ARVN, US and visiting personnel.
 - b. Passes to be issued should be based on a clearance of the individual by Military Security Service. The pass itself must be distinctive in design, difficult to forge, require an official seal and signature and have a picture of the bearer affixed. The Chief of the Personnel Control Section would be charged with issuing, checking, and recovering passes of employees no longer requiring access to the port area. The passes would be color-coded to restrict movement of the bearer, visitors will obtain a pass at the main gate only after indicating in writing the place to be visited, purpose of visit and person to be visited. Bearers of these passes must leave the port through the gate in which they entered and return the pass.
 - c. Vehicle entry should be controlled in a similar manner as outlined in 3 a and b above.

PROJECT STATUS AS OF 31 JAN 67

79

1. PROJECT: Personnel Security

2. STATUS OF PROCEDURES:

- a. A personnel control section has been established.

- b. The harbor police have finalized personnel security procedures. Stevedore personnel will be issued gate passes upon completion of a police records check. The pass, although not color coded, will indicate area validity through a large letter on the pass i. e., "p" for pier access and "w" for warehouse access.

- c. Visitors must obtain a temporary pass at the main gate before entering the port.

- d. Vehicles access is being controlled in a manner similar to the personnel security procedures.

3. EVALUATION: The personnel security control has improved in the past two months and will continue to improve as badge control personnel become proficient.

75
1. PROJECT: Cargo security

2. OBJECTIVE: To establish and prescribe policies necessary to control sensitive cargo.

3. PROCEDURES:

a. Sensitive cargo in storage should be kept separate from other cargo.

b. Sensitive cargo should not be stored on barges.

c. Sensitive cargo should be guarded when left on the pier.

d. Sensitive cargo should be stored in a crib or a caged room.

PROJECT STATUS AS OF 31 JAN 1967

1. PROJECT: Cargo Security
2. STATUS OF PROCEDURES:
 - a. A plan has been initiated to separate sensitive cargo from other cargo.
 - b. Planning has been initiated to keep sensitive cargo off the barges.
 - c. A plan has been initiated to guard Security cargo while it is on the pier.
 - d. A program has been initiated to repair sensitive cargo storage rooms in the warehouses.
 - e. A program has been initiated to form teams of harbor police to spot check cargo from the ship or barge to the intransit shed and then to the consignee.
3. EVALUATION: The program to secure sensitive cargo has been devised and should reduce pilferage of sensitive cargo, once implementation is effected.

79

1. PROJECT: Traffic Control
2. OBJECTIVE: To prescribe the policies necessary for controlled traffic flow within the port area.
3. PROCEDURES:
 - a. Establish a Traffic Control Section.
 - b. Institute a traffic control pattern and regulations to eliminate traffic congestion within the commercial port area.
 - c. Institute police patrols to enforce traffic plans to include enforcement of speed limits and parking regulations.

Annex D, to Section IV, Security

81
PROJECT STATUS AS OF 31 JAN 1967

1. PROJECT: Traffic Control

2. STATUS OF PROCEDURES:

a. A traffic control section has been established.

b. A traffic control pattern has been instituted.

c. Police patrols have been established to enforce traffic regulations; effectiveness of the patrols is increasing as police become more adapt in enforcement through an improvised training program.

3. EVALUATION: The program to improve traffic flow has been fully implemented and should eliminate the traffic problems as police efficiency increases.

83

SECTION V
OPERATIONS

1. PROJECT: Cargo Planning Procedures

2. OBJECTIVE: To increase the flow of cargo through the Port of Saigon, to provide for a more coordinated system in planning the receipt of commodities and to establish more realistic discharge operations.

3. PROCEDURES:

a. Phase I. Actions to be accomplished prior to vessels arrival at Saigon Port.

(1) The shipping agent must be required to furnish the Port Authority with a sailing message from the port of origin, to include other ports of call which affect any cargo scheduled for the Saigon Port. Receipt of the sailing message will provide timely information required for port planning. This should be accomplished within 24 hours after sailing from the port of embarkation.

(2) The Port Authority must require the shipping agent to airmail, in advance, the ship's manifest and stowage diagram to the Operations Branch prior to consideration being given for berthing assignment. The availability of this advance information will facilitate advance planning which would not otherwise be possible. These two documents will provide a basis for planning the discharge of the vessel and cargo pick-up or storage as required. Ship's agent will notify Port Authority of all requirements needed to berth and discharge the vessel at which time necessary coordination will be effected. Also, the ship's agent will be required to present documentation showing the status of advance notice to the consignee.

(3) The Port Authority must institute a daily operations meeting at which shipping agents and stevedore representatives are present for discussion of the following factors:

(a) Study scheduled vessel arrivals.

(b) Coordinate plans between the ship's agent and the stevedore company to schedule discharge operations based on the advanced manifest and stowage diagram.

(4) Upon notification by Port Authority, the stevedore company will be required to present a final, detailed plan for discharge of the vessel, concentrating on such factors as the location of heavy lifts and material handling equipment required. Stevedore companies will coordinate with consignees on actual discharge date, time and berth of their cargo including its location if placed into temporary storage.

(5) The Port Authority will confirm the requirements and harbor services required and the estimated time of departure based upon prior planning with the ship's agent and stevedore company.

Annex A to Section V, Operations

b. Phase II. Actual Discharge Operations.

86

(1) The Port Authority will determine vessel movement from Cape St. Jacques to berth based on the first arrival at the Cape receiving the first available berth.

(2) The ship's agent and stevedore company will inform the Port Authority of the planned schedule of discharge.

(3) A daily operations meeting must be held to review the progress of current discharge operations.

(4) The stevedore company will be required to furnish daily status of discharge operations.

(5) Work stoppage or low rate of discharge will have to be justified to the Port Authority by the stevedore company.

(6) An adequate amount of transportation must be available to remove cargo on a timely basis.

(7) The Port Authority must establish safety standards for all aspects of port operations and enforce compliance.

(8) Daily checks must be made to determine, location of sensitive cargo.

c. Phase III. Cargo Control.

(1) The Operations Branch of the Port Authority must monitor the tonnage discharged into the several different modes and maintain the status of tonnage loaded into barges, trucks or transit sheds/ areas.

(2) The Port Authority must monitor the cargo flow status and insure that follow-up action is taken on the notification of consignees who allow cargo to remain in temporary storage beyond the authorized time.

(3) The Port Authority must maintain a constant inventory of cargo remaining onboard barges and located in the transit storage areas and insure the enforcement of confiscation regulations.

(4) Port Authority officials must work closely with customs officials in an effort to eliminate the hold-up of cargo movements due to improper processing of customs documents.

87

PROJECT STATUS AS OF 31 JAN 1967

1. PROJECT: Cargo Planning Procedures.

2. STATUS OF PROCEDURES:

a. Discharge Planning: This project is fully operational. Personnel from the Port Authority Planning Branch, Operation Division and this command are co-located in offices provided by the Port Authority. These personnel evaluate the discharge plans presented by the ship's agent to determine if adequate planning has been made for the discharge of a particular ship. Ship's agents now present their discharge plans at a specific time announced by the Port Authority based upon the ship's arrival date at Cape St. Jacques. Should the discharge plan not be approved by this joint committee, permission to bring the ship into Saigon Port is denied.

b. Discharge Operation: Discharge operations meetings are now being held daily to evaluate vessel discharge and determine necessary adjustments. Cargo planning now calls for bulk cargo to be discharged on buoy and general cargo at the quay.

3. EVALUATION: This project has been of value to the Saigon Port Authority in that it has been instrumental in improving discharge procedures. Better utilization of the existing physical plant as well as all equipment has resulted from this project. This project has clearly resulted in advance planning in conjunction with closer supervision of cargo operations within the Saigon Port.

1. PROJECT: Stevedore Training

2. OBJECTIVE: To establish a formal training program in stevedoring techniques and procedures for all commercial stevedore supervisory personnel as a means of assisting the Port Authority in achieving the following goals:

- a. Improve discharge rate.
- b. Improve pier clearance.
- c. Increase transit shed receiving, temporary storage and shipping capability.
- d. Reduce the amount of damaged, pilfered and lost cargo.
- e. Improve safety and working conditions on ship, pier, and transit areas.
- f. Improve port clearance.

3. PROCEDURES:

a. General concept: A 20 hour course of instruction on stevedore and cargo handling techniques will be presented by the Director of Saigon Port to the supervisory personnel of all stevedore companies.

b. Phase I. Planning:

(1) A special stevedore training committee will have overall responsibility for the program. First task will be to develop the program of instruction. A recommended list of subjects is attached as inclosure 1.

(2) The committee will develop lesson plans, secure classroom space, instructors, and equipment. Personnel and equipment from USAID and the 125th Transportation Command will be provided as required.

(3) ARVN operates a model warehouse facility within the port. This facility should be considered as a training aid for blocks of instruction in warehousing and documentation procedures.

c. Phase II. Presentation:

(1) The committee will notify all companies of the training program, dates, times, places and request a listing of personnel to attend.

Annex B to Section V, Operations

(2) Classes should start as soon as possible. Two hours of instruction should be presented each day from 0700-0800 and 1300-1400.

(3) Attending stevedores should be recognized as professionals. Their participation and contributions should be encouraged. They should be impressed with the fact they will be responsible for the training and performance of their longshoremen.

d. Phase III. Evaluation: The committee will follow-up instruction by actual observation to insure that teaching points are placed into practice and that supervisors and foremen are imparting their knowledge to the longshoremen. Consideration will be given to the development of a follow-up program of instruction for advanced training. Comments and suggestions will be solicited from the stevedores.

TRAINING SUBJECTS

- 1st hr: Port Tariff Rules and Regulations
- 2nd hr: Port Tariff Rules and Regulations
- 3rd hr: Safety
- 4th hr: Orientation & Display of Cargo Handling Gear
- 5th hr: Orientation & Display of Cargo Handling Gear
- 6th hr: Shipboard Operations
- 7th hr: Shipboard Operations
- 8th hr: Quay Operations or "End-of-Hook" Operations
- 9th hr: Sanitation & Police of Area
- 10th hr: Transit Shed Procedures (Receiving & Shipping)
- 11th hr: Transit Shed Procedures (Receiving & Shipping)
- 12th hr: Transit Shed Inspection
- 13th hr: Student Evaluation of Inspection
- 14th hr: Maintenance of MHE-Classroom
- 15th hr: Maintenance of MHE-Classroom
- 16th hr: Cargo Marking (Classroom)
- 17th hr: Cargo Marking (Quay)
- 18th hr: Terminal Clearance-Loading of Trucks
- 19th hr: Discharge Planning
- 20th hr: Review, Questions & Answers

Incl 1 to Annex B, Section V, Operations

43

PROJECT STATUS AS OF 31 JAN 1967

1. PROJECT: Stevedore Training

2. STATUS OF PROCEDURES:

a. A special stevedore training committee was appointed which consisted of advisors of the 125th Transportation Command (TML A) and Port Authority personnel. Following the recommended list of subjects, a Program of Instruction was formulated. The course was presented to middle managers of stevedore companies.

b. A 20 hour course of instruction on stevedore and cargo handling techniques was presented during the period 1 December to 29 December 1966 by the Director of Saigon Port, and Supervisory personnel of stevedore companies. Additional courses are planned quarterly.

3. EVALUATION: As a result of the 20 hour course of instruction, the following results were attained;

a. Stevedore companies are applying better methods of cargo operations.

b. The Port Authority has become more aware of stevedore companies' desire to improve techniques and procedures.

c. Similar courses of this nature are programmed as a result of the favorable response of the stevedore companies.

d. The course served as a tool to establish better working relations between the Port Authority and the stevedore companies.

1. PROJECT: Implementation of Port Tariff
2. OBJECTIVE: To implement the regulation and stipulations of the National Port Authority Tariff as soon as practicable and to assure the enforcement of all items written into the tariff.
3. PROCEDURES:
 - a. The tariff must be used as the instrument governing the actions of the Port Authority in achieving the highest standards of port operations.
 - b. The earliest date of approval of this document must be secured in order to obtain the necessary leverage to force substantial and immediate progress in the improvement of operations.
 - c. A continuing process of review and updating of the approved port tariff must be consistent with experience gained and future developments which may require additions or deletions to original document.

PROJECT STATUS AS OF 31 JAN 1967

97

1. PROJECT: Implementation of Port Tariff

2. STATUS OF PROCEDURES:

a. The Port Tariff is the directive which establishes the rules, regulations, and tariff applicable to the Saigon Commercial Port.

b. The Director General of Ports, Viet Nam (Sub-Brigadier General Pham Dang Lan) signed the tariff on 9 December 1966. The tariff became effective 1 January 1967.

c. The tariff is now under study to insure that additions or deletions are made to the original document. Suggested improvements will be made to the National Port Authority as required.

3. EVALUATION: The Port Tariff is a sound instrument furnishing the National Port Authority with rules, regulations and rates to facilitate effective management and operation of the Saigon Port.

1. PROJECT: Barge Control

2. OBJECTIVE:

a. To eliminate the lightering in port under-load for excessive periods of time.

b. To reduce loss and damage to cargo through pilferage.

c. To make cargo available to the consignee expeditiously.

d. To locate any barge under load in Saigon Port.

e. To detect barges under load for extensive periods of time.

f. To increase the number of better barges available for loading by reducing the turn-around time.

g. To reduce the number of lighters required in port operations to a total of 300 steel, self-sustaining barges.

3. PROCEDURES: a. In order to achieve the objectives listed above it will be necessary to take the following steps:

(1) Establish a barge control center

(2) Identify loaded barges and cargo

(3) Monitor barge discharge

(4) Conduct a barge classification census

(5) Plan a long range barge reduction and improvement program

b. The barge control center should:

(1) Require stevedores and agents to submit daily reports on the number of barges loaded and discharged. This report should include the barge registration number, date loaded, commodity, barge location and name of vessel from which cargo was discharged.

(2) Require submission of a copy of each barge manifest to the barge control center by the stevedore or agent. This will provide the means to identify a given shipment with a specific barge in order to plan for both discharge of cargo and consignee notification.

(3) Monitor time under load of all barges and direct discharge of barges on a first-loaded, first-discharged basis in order to reduce turn around time of barges and expedite availability of cargo to consignees.

(4) Conduct a classification census of all barges in the port in order to determine total lift capacity and condition of barges.

(5) Initiate long range planning with an objective of reducing the number of substandard barges serving the port and encouraging their replacement by modern steel barges with high capacity, secured hatches and self sustaining gear. The port could operate with a maximum of 300 of the better type barges and would benefit from the increased security offered by this type barge.

PROJECT STATUS AS OF 31 JAN 1967

101
1. PROJECT: BARGE CONTROL

2. STATUS OF PROCEDURES:

a. Establishment of Barge Control Center: On 12 October 1966 a barge control center was established under the direction of the Saigon Port Authority. The center receives daily reports from stevedores and agents on the number of barges loaded and/or discharged the previous day to include stevedore, barge number, vessel from which the cargo was loaded into barges, cargo description, and general location. This information is recorded on a barge status board and kept current by Port Authority personnel. Analysis of this board is the basis for directing barge discharge by the Port Authority.

b. Identification of Loaded Barges and Cargo: Initially in October, all stevedores and agents having cargo on board barges were required to submit a barge manifest for each barge to the Port Authority in order that a determination could be made as to quantity and type of cargo on board the backlogged barges. All barges loaded subsequent to the initial submission of manifests are accounted for as they are loaded through mandatory submission of a manifest to the control center by the stevedore. Due to this action, identification of barges and cargo is no longer a significant problem.

c. Monitoring of Barge Discharge: Barge discharge is monitored by the center in order to insure that a maximum percentage of the longest loaded barges are brought forward for discharge and that the principle of "first loaded, first discharged" is adhered to. While the efforts of the barge center have not always been successful in this area, it is felt that in the future it will show much improvement once the concept is fully accepted by the stevedores and consignees.

d. The barge classification became effective as of this date. The information is being collected by checkers of The Cargo Processing Company and forwarded to this office daily. This phase of the project should be sufficiently complete by 1 April to permit publishing of a barge breakout listing by type construction and capacity.

102

e. Long Range Barge Reduction and Improvement Program: This program will begin after completion of the barge classification census. Prior to any meaningful planning, it will be necessary to have a true picture of the situation as it exists so as to determine which necessary procedures and steps are to be taken and order of precedence. This information can only be obtained from a census. It is anticipated that this planning will begin 1 April 1967.

3. EVALUATION: The benefits derived from the project so far are:

a. Knowledge as to the number of loaded barges in the backlog for discharge planning purposes.

b. Knowledge of commodities and consignees required to expedite consignee notification.

c. Ability to locate any properly documented consignment on board any barge in Saigon Port.

d. Ability to identify barges longest under load and expedite the discharge.

- 03
1. PROJECT: Port Cargo Clearance
 2. OBJECTIVE: To speed the flow of commercial cargo. Through Saigon port.

3. PROCEDURES: This Command will obtain information and maintain current status of all commercial shipments through the sequence of import events beginning with licensing of import, and approval of funding by USAID and concluding with the delivery of shipments to the consignee. This Command will:

a. Maintain close contact with:

- (1) USAID representative
- (2) Ship's agents
- (3) Stevedore companies
- (4) Customs Officer
- (5) Cargo Accounting Division, Port Authority
- (6) Importers

b. Determine capability of consignee to effect prompt port clearance of cargo. Clearance problems should be resolved well in advance of ship arrivals.

c. Verify that importers have been notified before confiscation orders are issued.

PROJECT STATUS AS OF 31 JAN 67

105
1. PROJECT: Port Cargo Clearance

2. STATUS OF PROCEDURES:

a. The command has maintained contact with USAID representatives, ship's agents, stevedore companies, customs, and Cargo Accounting Division. As of this date the following number of consignees have been contacted.

(1) 6880 letters of notification were sent thru Cargo Accounting Division.

(2) 445 consignees were personally contacted.

(3) 994 letters of notification were personally delivered to financing banks.

b. Consignees personally contacted apparently possess capability to effect prompt port clearance of cargo. Letters of notification of cargo arrival are prepared and distributed as far in advance as practical in order that anticipated problems can be resolved before the ship's arrival. Data is being compiled to identify those consignees who are consistently late or slow in claiming their cargo.

c. Identified consignees have been notified prior to recommended confiscation by this command.

3. EVALUATION: Since the notification of consignees is superimposed on a system presently in existence, it cannot be determined at this time which notification system is the most effective. However, it can be stated that the present mode of notification of consignees which has proved most effective is the personal contact notification. At a later date, based upon results compiled from the different modes of notification, a statistical report will be prepared to analyze and evaluate the effectiveness of the present program of consignee notification.

117

1. PROJECT: Utilization of Storage Areas.

2. OBJECTIVES:

- a. To fully utilize all existing storage areas.
- b. To properly store all cargo by location for identification purposes.

3. PROCEDURES:

a. Place all transit sheds and outside storage areas under the direct control of the Port Authority, who in turn will lease controlled areas to stevedore companies.

b. Assign one stevedore per transit shed. If this is not possible, no more than two companies should be assigned to one transit shed. The area leased to each company should be well defined and strictly controlled.

c. Upon completing the repair of outside storage areas, the area adjacent to each transit shed will be utilized by the assigned company.

d. The Port Authority must establish definite warehousing procedures, to include:

(1) Proper transit shed layouts making all cargo accessible for delivery.

(2) Records will be maintained to facilitate location of cargo.

(3) Properly mark incoming cargo.

(4) Palletize all cargo to accommodate full usage of storage areas. The standard pallet size will be 4' X 5', stacked to a maximum height of 4'.

(5) Control access to transit sheds to reduce the possibility of pilferage.

PROJECT STATUS AS OF 31 JANUARY 1967

109
1. PROJECT: Utilization of Storage Areas

2. STATUS OF PROCEDURES:

a. The Port Authority has made no new assignment of transit sheds and outside storage areas.

b. There has been an increase of 2,400 pallets made available for use by the stevedore companies. The total number of pallets in use at the present time is approximately 15,000.

c. Significant amounts of cargo and debris were cleared from the outside storage area of transit shed 3 in preparation for hard surfacing. Small amounts of damaged cargo and debris were cleared from the outside storage areas of transit sheds 1 and 2 resulting in a slight increase of usable outside storage space.

d. The smaller stevedore companies are making noticable improvements in cargo marking procedures.

3. EVALUATION:

a. The physical appearance of the transit sheds and outside storage areas has improved.

b. Stevedore companies are showing initiative in improving their methods of operation.

///

1. PROJECT: Cargo Accounting Procedures.

2. OBJECTIVE: To establish a cargo accounting system which will document the movement of all USAID/CIP and commercial cargo through the Port of Saigon.

3. PROCEDURES: The cargo accounting system to be implemented by this command should be superimposed over the existing procedures used by commercial firms and agencies operating in the port. Documentation procedures of this command will be directed solely to the preparation of meaningful and accurate statistical reports which portray the cargo movement or flow from discharge to final port clearance. As a minimum, this system should provide accurate and timely information pertaining to the following categories of cargo movement:

- a. Cargo movements from ship to barges, truck, rail and transit sheds.
- b. Cargo movements from transit sheds to consignee's mode.
- c. Cargo movements from barges.

119
PROJECT STATUS AS OF 31 JAN 1967

1. PROJECT: Cargo Accounting Procedures.

2. STATUS OF PROCEDURES: a. Sufficient checkers have been obtained to document 70% of the CIP/USAID and commercial cargo discharged at Saigon Port.

b. A study has been initiated to plan a possible merger of the cargo accounting personnel and facilities of the Port Authority and this command.

3. EVALUATION: a. Progress to date has been above expectations and complete coverage can be expected well within the sixty days remaining in the projected time frame.

b. The proposed merger should provide the Port Authority's senior cargo accounting personnel with good training in supervising a full cycle cargo accounting system. It will also give the Port Authority direct access to more detailed and timely cargo accounting information than is available at present.

1. PROJECT: Stevedore Performance Evaluation

2. OBJECTIVE: To set standards of performance and equipment requirements for stevedore companies operating in the Saigon Commercial Port.

3. PROCEDURES:

a. The Port Authority must establish and enforce standards of performance and minimum equipment requirements for stevedore companies authorized to operate within the Saigon Commercial Port. The standards of performance and labor requirements must include the following:

(1) Management: Prior to consideration being given for stevedore operation within the Port of Saigon, a company must show evidence of ability to provide experienced management, adequate financial resources and trained supervision. Capable, experienced personnel who can meet the requirement for management and supervision must be utilized on a temporary basis to train understudies in the methods of modern and efficient stevedore operations. On-the-job training programs should be initiated to assist in eliminating labor shortages in skilled positions during the absence of regularly assigned personnel.

(2) Labor Force: The stevedore company must provide an adequate number of skilled personnel to operate material handling equipment and sufficient work force to meet daily operational requirements. The Port Authority must require that minimum working conditions be met by all stevedore companies to include adequate wage compensation, limitation on hours worked per day, improvement of medical and personal sanitation as well as provide safe working conditions.

b. The stevedore companies must assist the Port Authority in controlling access to the working area by unemployed personnel.

c. Each stevedore company must show proof of ownership of adequate MHE and cargo handling gear to efficiently discharge and transfer cargo from vessel to consignee's mode within time frame required by Port Authority. This equipment must be maintained in serviceable condition at all times.

d. The following points should be considered in the evaluation of the stevedore operations:

- (1) Pre-discharge planning
- (2) Accounting procedures
- (3) Method of discharge
- (4) Utilization of gear and equipment

- 117
- (5) Availability of MHE
 - (6) Rate of discharge
 - (7) Pier organization
 - (8) Pier clearance
 - (9) Rate of damage
 - (10) Shod clearance
 - (11) Cargo clearance
 - (12) Adequate labor force
 - (13) Supervision
 - (14) Safety
 - (15) Warehousing procedures

119
PROJECT STATUS AS OF 31 JANUARY 67

1. PROJECT: Stevedore Performance Evaluation.

2. STATUS OF PROCEDURES:

a. The Port Authority is drafting a decree which will specifically outline equipment and financial resources required of stevedore companies. This decree will be the first document issued which clearly indicates those resources which a stevedore company must have if Port Authority approval is given to operate in Saigon Port.

(1) The management and supervisory capabilities of the stevedore company was significantly improved as a result of the Stevedore Training Program. Port Authority, USAID, and this command are now cooperating on a program which will allow selected management personnel to return to the United States to study techniques used in United States ports.

(2) A part of the decree referred to in paragraph 2a above, will outline specific labor force requirements which have to be met by stevedore companies. The importance of this requirement is evidenced each day in the port as shortages of gang workers increase the tonnage discharged decreases. Improvements have been made in the areas of stevedore compensation, working hours, medical and sanitation facilities. These improvements are outlined in the Civilian Employment Policy, Medical and Sanitation Projects. Improvements in the area of safer working conditions are outlined in the Port Safety Project.

b. Progress has been made in the control of unemployed personnel in the port. The Port Harbor Police, in cooperation with local stevedore companies, has instituted a badge system to control entry into the Port complex. An additional measure has also been taken by some of the larger stevedore companies in providing company furnished badges which identify an individual with a particular company.

c. There has been no program initiated for on-the-job training of skilled personnel.

d. The previously referenced decree will set standards of performance for stevedore companies.

e. Stevedore evaluation has been conducted by observers of the 125th Transportation Command for approximately 120 days. Significant observations and recommendations have been forwarded to the Port Authority concerning three of the larger companies. Contact has been made with the Port Authority regarding the formulation of a stevedore evaluation committee composed of officers from this command and the Port Authority. Joint stevedore evaluation began on 15 December 1966.

3. EVALUATION: The evaluation of stevedore companies operating in Saigon Port has provided an important tool to the Port Authority for determining the ability of its most basic operating element. At present, daily improvement has been noted in stevedore performance and the issuance and enforcement of the performance decree is expected to effect an improvement in stevedore company performance.

120

121

1. PROJECT: Harbor and Pier Planning Procedures.
2. OBJECTIVE: To establish procedures that will promote efficient and expeditious movement of vessels into the Port of Saigon.
3. PROCEDURES:
 - a. A total stow plan of vessel to include U. S. Military, commercial and USAID must be furnished by the agent as soon as possible after arrival at Capt St. Jacques.
 - b. Upon arrival of vessel at the Cape, agent must report exact position of anchorage (to include direction from at least two landmarks), sea water draft, and length of vessel.
 - c. Basically, first vessel at the Cape should be the first vessel to discharge provided all papers are in proper order. Priority will be given to vessels carrying fruit and goods in great demand to balance the economy or to promote the "War Effort"
 - d. Vessel's agents who present a satisfactory discharge plan will receive priority over those without plan or with poor planning.
1. Shifting of vessels within the port must be minimized.

Annex I to Section V, Operations

PROJECT STATUS AS OF 31 JAN 1967

1. PROJECT: Harbor and Pier Planning Procedures2. STATUS OF PROCEDURES:

a. Stow plans are furnished to the Cargo Accounting Branch of this command for approximately 50% of the vessels loaded with USAID and Commercial Cargo. When time is essential, air transportation is provided to ship's agents by this command to secure manifests and stow plans from vessels anchored at Cape St. Jacques.

b. Agents are cooperating in furnishing specific anchorage and ship characteristics information to the Port Captain.

c. Planning meetings are held with ship's agents to allocate time for discharge of vessels.

d. Agent cooperation has been received except in those cases where problems arise beyond the control of the agent.

e. Vessels calling at Saigon Port are assigned berths or buoys on a first-come-first-served basis. This policy is on occasion varied to meet emergency conditions, both economic and military. Vessels carrying strategic cargoes necessary to combat an emergency are granted priority to unload their cargo at the next available berth, either alongside or at a buoy.

f. Contacts are being made with local agents to explain the benefits of proper discharge planning.

g. Shifting of vessels occurs only for operational necessity.

3. EVALUATION: Those procedures which have been instituted thus far, have increased the operational efficiency of the port. Liaison with agents has produced a better understanding of the problems facing the port over which they have an influence.

125

SECTION VI
PUBLIC WORKS

1. PROJECT: Centralised Equipment Pool
2. OBJECTIVE: Provide a maintenance and dispatch facility for all material handling equipment and vehicles owned by or under the control of the Port Authority.
3. PROCEDURES:
 - a. Select a suitable area for the maintenance and parking of all equipment.
 - b. Erect and equip a maintenance facility which will provide organizational and limited field maintenance service.
 - d. Maintain supply records and stock necessary repair parts.
 - e. Maintain an effective shop safety program.

PROJECT STATUS AS OF 31 JANUARY 1967

129
1. PROJECT: Centralized Equipment Pool.

2. STATUS OF PROCEDURES:

a. The location selected for the shop area is approximately 25,000 sq. ft. and is large enough to accommodate all equipment presently on hand. There are suitable facilities adjacent to this area to expand the Centralized Equipment Pool facility as more equipment is received.

b. The maintenance facility will consist of two maintenance shops, tool room, parts room, dispatch office, and administrative offices. The maintenance shops, tool room, and parts room are completed and available for use. The area is being cobblestoned and is 80% completed. Two grease pits are being constructed. The framework is being constructed and all materials except sand are on hand. Cement pouring will begin immediately upon receipt of a cement mixer and sand. The buildings are being whitewashed and windows and doors are being painted.

c. The centralized dispatch shop is complete and available for use. Policies and procedures are being established and will be ready when the Centralized Equipment Pool becomes operational.

d. Two repair parts specialists are currently working with their Vietnamese counterparts and are presently requisitioning repair parts from the Central Procurement Agency, USAID. When the Centralized Equipment Pool is operational, all records and repair parts will be maintained within its facility. An inventory has been conducted to determine how much equipment is on hand and being utilized for operations.

e. The shop safety program is being coordinated with the Port Authority Safety Officer.

3. EVALUATION: The Centralized Equipment Pool will provide an effective maintenance program for the Port Authority and through the rental of equipment, bring additional revenue to the Port Authority. Most equipment provided in the past was obtained through the USAID program and maintenance has been poor or non-existent. Out of 20 forklifts on hand, eight are deadlined. The Centralized Equipment Pool will help to organize and establish an effective maintenance training program which will provide more operational equipment.

131
1. PROJECT: Real Estate and Equipment List

2. OBJECTIVE: To determine all properties, real and fixed under the control of the Port Authority.

3. PROCEDURES:

a. A physical inventory will be conducted of USAID historical files to determine the property which has previously been turned over to Port control.

b. Review the property account records of Saigon Port Authority as a means of following up on location of items found in USAID historical files.

c. Establish real estate and equipment lists.

d. Physically inspect each property item and establish a separate file for each item. Each file will contain a thorough description of the item, size, present use and utilization date.

e. After files are completed, utilization study will be made to determine if maximum use is being realized from all assets. Adjustments will be made immediately when inadequate utilization is detected.

f. Coordinate with the Chief of Logistics, USAID, to insure that newly acquired property is immediately included in the property lists.

g. Port Material Branch and Engineering Research and Study Division will be affected so that properties obtained in these areas can be added to the inventories.

132

PROJECT STATUS AS OF 31 JAN 1967

1. PROJECT: Real Estate and Equipment List.

2. STATUS OF PROCEDURES:

a. USAID historical files were researched to determine what equipment has been turned over to port control.

b. The property records of the Saigon Port Authority were reviewed and the locations of all the equipment determined.

c. Equipment lists have been made and new equipment is added to the list as it is received. Real estate assets have been inspected and plot plans are being made.

d. All equipment has been inspected and a file is being made for each item. This should be completed by the end of February.

e. Utilization reviews of port equipment have been made. As a result of the utilization study, additional equipment items have been requested by USAID/VN for use within the port areas.

f. Coordination with USAID/VN logistics has been effected for receiving information on all incoming equipment destined for the Port Authority.

g. Liaison between this command and the Public Works Division, Port Authority has assisted in receiving timely reports of property changes and changes in the utilization of real estate holdings.

3. EVALUATION: Prior to the initiation of this project there was no central file for either equipment assets or real estate. Each division maintained their own accounting system for the assets they were utilizing. This situation made it impossible for anyone to determine utilization of Port Authority assets. In addition, no one in the port knew for certain how much equipment had been received from USAID/VN and other sources or the maintenance status of this equipment. This project has revealed inadequate maintenance procedures and a shortage of equipment assets. Additionally, real estate assets have been reallocated.

135

1. PROJECT: Dunnage and Lashing Gear Reclamation
2. OBJECTIVE: Provide a ready stock of dunnage and lashing gear for retrograde cargo operations throughout the Port Area.
3. PROCEDURES:
 - a. Select a suitable area within the port which will accommodate dunnage storage racks, lashing gear lockers and receipt and issue office.
 - b. Construct storage racks for dunnage and gear lockers for lashing gear.
 - c. Establish a reclamation team to recover, sort and store dunnage and lashing gear.
 - d. Begin a running inventory of assets received.
 - e. Establish and enforce procedures for issue of assets to stevedore companies and other authorized agencies within the port area.

PROJECT STATUS AS OF 31 JAN 1967

197
1. PROJECT: Dunnage and Lashing Gear Reclamation.

2. STATUS OF PROCEDURES:

a. A survey is being conducted for the site of the dunnage and lashing gear reclamation facility. Upon allocation of the site, construction can begin and this facility could be operational within one week. It is estimated that an area of 4000 sq. ft. will be required.

b. Building materials for storage racks and gear lockers are on hand.

c. A reclamation team will be hired upon selection of a site for the facility.

d. Reclamation of dunnage and lashing gear will begin when sufficient space is available.

e. Issuing and receiving procedures are presently being established.

3. EVALUATION: The dunnage and lashing gear reclamation facility will provide for supply economy by reclaiming dunnage material which results from off loading operations in the port area. Materials reclaimed will be sold to stevedore companies at a reduced rate to use for retrograde cargo operations.

139
1. PROJECT: Fire Fighting Equipment.

2. OBJECTIVE: To provide adequate fire fighting equipment for the Saigon Port.

3. PROCEDURES:

a. Survey the port for types and quantities of fire fighting equipment required.

b. Inventory the equipment presently on hand.

c. In coordination with USAID and the Port Authority, procure the equipment.

d. Establish and enforce a fire fighting program as follows:

(1) Appoint a Port Fire Marshall.

(2) Conduct classes for indigenous personnel in the proper operation of the equipment.

(3) Establish a method of inspection to insure that new personnel are trained and all equipment is maintained properly.

141
PROJECT STATUS AS OF 31 JAN 1967

1. PROJECT: Fire Fighting Equipment

2. STATUS OF PROCEDURES:

a. A joint survey of fire fighting requirements existing within the main port area was completed by representatives of Saigon Port Authority, USAID/VN and this command.

b. An inventory of equipment on hand was completed in November 1966

c. Additional equipment requirements, determined by the joint survey and equipment inventory were requisitioned by USAID/VN in January 1967. It is anticipated that the equipment will be received by March 1967. As the equipment is received, the Saigon Port Authority, in coordination with this command, will install and place equipment in designated areas. The Port Authority has proposed a site within the Saigon Port Authority area for a Port Fire Station. Plans are being made to adapt the area for this purpose.

d. This command has prepared and recommended an operating program for the fire fighting program. The operating program is being studied by the Public Works Division of the Port Authority. The program recommends:

(1) Appointment of a Port Fire Marshal.

(2) That classes be conducted for indigenous personnel in the proper operation of fire fighting equipment.

(3) Methods to be employed for establishing and maintaining adequate training of personnel.

(4) Procedures for insuring that equipment is being properly maintained.

3. EVALUATION: Fire fighting equipment, critically needed by a port and warehousing complex such as this, was almost non-existent on the Saigon Port. Once this project is completed, the fire protection will be brought up to standards of other modern ports throughout the world.

1. PROJECT: Public Works Repair and Maintenance Program
2. OBJECTIVES: Establish a program for the repair and rehabilitation of all port facilities.
3. PROCEDURES:
 - a. Conduct a survey of all public works and facilities within the Saigon Port jurisdiction to include lightering areas, open storage warehouses, offices and access route facilities.
 - b. Establish a priority maintenance program which will insure that critical projects are completed first and that non-critical projects are accomplished systematically.
 - c. Obtain real-estate and facilities adequate for port shop and material storage area.
 - d. Determine assets presently on hand or immediately available.
 - e. Obtain from USAID other resources any equipment, tools, or material immediately required but not on hand.
 - f. Establish a major repair team with the following mission:
 - (1) Set up an inspection system that will permit each area to be inspected at least quarterly.
 - (2) Repair those deficiencies that can be corrected immediately.
 - (3) Forward daily reports of those repairs needed, but not within the capability of the small team.

145
PROJECT STATUS AS OF 31 JANUARY 67

1. PROJECT: Public Works Repair Maintenance Program.

2. STATUS OF PROCEDURES:

a. A survey has been conducted of all public works and facilities within the Saigon Port jurisdiction, to include lighterage areas, open storage areas, warehouses, offices, and access routes.

b. A priority maintenance program has been established to insure that critical projects are completed first and that non-critical projects are deferred.

c. The port is being surveyed for a site to locate the repair and maintenance office. One building and a working area of approximately 800 sq. ft. will be required.

d. Assets presently on hand have been determined and are centralized in two areas.

e. A listing has been obtained from USAID and the Port Authority of equipment presently on hand which may fulfill requirements

f. Procedures for a major and a minor repair team have been established. Establishment of the teams is contingent upon availability of personnel which are presently being obtained through the Civilian Personnel Office.

3. EVALUATION: Prior to initiation of this project, the Saigon Port Authority had no current listing of facilities under their control, or any maintenance program for repair and rehabilitation of these facilities. Under this program, it can be determined what facilities are the most important and a priority assigned for their maintenance. A minor repair team will perform an inspection of each area at least quarterly to insure the facilities are not allowed to deteriorate to such an extent that they can no longer be repaired.

147

SECTION VII
BACKGROUND INFORMATION

7A

Senior Committee
Saigon Port Study Group
2 August 1966

SUBJECT: Improvement of Saigon Port Operations

1. PROBLEM. To determine the concept and methods of operation and procedure that will enable the newly created National Port Authority to operate the Port of Saigon more effectively and efficiently for the greater benefit of the national economy of the Republic of Vietnam.
2. FACTS BEARING ON THE PROBLEM.
 - a. Existing facilities consist of 11 deep draft berths, 4 coaster berths, 20 buoy berths and 25 warehouses of varying capacities, some with adjacent open storage areas, and various barge discharge sites, all of which are in need of repair and renovation.
 - b. No adequate port tariff exists to provide revenues for port operations and maintenance of facilities.
 - c. New construction underway and programmed will provide additional barge discharge sites along KINH TE canal, at THU DUC and NEW PORT; additional warehousing in the main port area and at THU DOC; additional deep draft berths at NEW PORT together with LST ships and additional warehousing.
3. ASSUMPTIONS.
 - a. US military and USAID sponsored tonnage will increase by 100% during the next nine months.
 - b. Current construction projects will be completed on schedule.
 - c. US military will continue to handle US sponsored and USAID/CPA cargo.
 - d. Saigon Port Authority will continue to handle commercial and CIP cargo.
 - e. When NEWPORT and FISHMARKET facilities are completed and operational, commercial facilities in the main port of Saigon presently occupied by the military will be released to the commercial port as may be mutually agreed.
4. DISCUSSION.
 - a. It is the Senior Committee's opinion that the Port of Saigon is operating today without any real direction as a result of the tremendous increase in cargo tonnage.

SUBJECT: Improvement of Saigon Port Operations

144

The Port's physical plant has deteriorated substantially and has not been maintained even to the minimal degree necessary to preserve its working ability. There have been no physical improvements over the past few years. Because of the lack of maintenance, inability to improve the physical plans and misuse of portions of the plant for depot activities the port's ability to physically handle the required tonnage throughout is seriously impaired. The physical plant must be progressively updated, the operations within the plant streamlined and as much of the depot activity as possible be removed from the Port as soon as possible, restoring the physical plant to it's transit functions.

- b. Operations within the Port are conducted by commercial stevedoring companies who are in business to make a profit, as are all commercial activities in the world. Because of the existence of antiquated official rates established in 1955 it is virtually impossible for the stevedoring companies to operate profitably without resorting to subterfuge. The official rate structure should be adjusted upward from the 1955 level to reflect today's costs, particularly in light of the recent currency devaluation.
- c. There is a practice of divided responsibility in the Port which must be eliminated. The stevedore's responsibility finishes when he places the cargo in piles in the transit area except for providing watchmen for which he charges a fairly substantial fee. The consignee's responsibility is to find his cargo in the transit area guided by the stevedore, search for his individual packages and remove them with his own labor. This is time consuming, inefficient, induces damage to the cargo, encourages pilferage and drastically slows down the cargo flow.
- d. The Port is operating under a rate structure for the use of its facilities which is much too low in addition to being inequitable. A new comprehensive tariff will assess the consignees of the cargo a fair and equitable charge for the use of the port's physical facilities. At the present time ships pay only a minimal charge and the cargo pays nothing so that the revenue derived is insufficient to maintain the physical plant. The port must be made economically self sustaining.
- e. The Port operates on a hit or miss basis with some uncertainties on the part of those organizations using the Port

149
SUBJECT: Improvement of Saigon Port Operations

Violations of unpublished rules often result in punitive action against the alleged violator. A prime requirement of any port is that its facilities be made available for use conditioned on compliance with published rules and regulations. It is imperative that a comprehensive set of rules and regulations be promulgated as soon as feasible.

- f. The allocation of transit area space between the various stevedores operating within the Port should have their assigned operating areas segregated in a single area. It is not uncommon for a stevedore unloading a ship on berth K-0 today to have to move that cargo to transit shed 9 at the opposite end of the Port for storage.
- g. The Saigon Port Authority has not exercised sufficient control over Port activities within the Port area. This is partly due to lack of rules and regulations upon which to base controls, lack of firm direction and delegation of authority and lack of trained personnel. These deficiencies require corrective action.

5. CONCLUSIONS.

- a. Conclusions and recommendations of the Subcommittees are indicated in detail in Appendices 1 through 5. Appropriate references to these recommendations are contained in the Senior Committee recommendations in Tabs A through C. Tab D contains recommendations of the Senior Committee for long range planning. Some overlap in recommendations will be noted due to the joint interest of two or more subcommittees in some areas of improvement; this overlap is remedied in the Senior Committee Summary report. (Tabs A through C).
- b. Major conclusions as approved by the Senior Committee are:
 - (1) Cargo Accounting :
 - (a) The organization and establishment of a combined Port Authority/US Military Cargo Accounting Division should be accomplished as soon as necessary arrangements can be completed. The organization should be designed to permit continued operation of the Port Authority Cargo Accounting in the event the military facility is relocated.
 - (b) The Director General of Ports should issue appropriate directives to stevedore companies and ship's agents requiring that reports and documents required by the

SUBJECT: Improvement of Saigon Port Operations

Draft regulations are to be prepared by the Subcommittee with appropriate legal assistance, cooperation with the parties concerned, and submitted for signature.

- (c) The Senior Committee approves, in principle, the Subcommittee's concept of consignee notification of cargo arrival, but recommends that the system be held in abeyance pending further study by the Subcommittee in conference with commercial interests regarding the complexity of factors involved in the following areas: (App 1, Par 6d)

- 1 Role of the stevedore
- 2 Role of the agent.
- 3 Informing consignee of cargo location in transit sheds.
- 4 When cargo is available for pick-up.
- 5 Customs and import license requirements.
- 6 Role of customs brokers.
- 7 Role of freight forwarders.
- 8 Clearing of letters of credit with banks.

(2) PORT OPERATIONS.

- (a) A realistic Port Tariff should be published covering charges for services and use of Port Authority facilities. This is being staffed separately. This tariff will provide rules and regulations under which the Port Authority will govern the operation of the Port. Also included will be a rate structure which will permit and encourage the Port Authority, stevedore contractors, agents and labor to greatly increase their effectiveness and efficiency, move more tonnage through the port, and be financially advantageous to all concerned.
- (b) The Port Authority should aggressively pursue the accomplishment of the repair and construction projects recommended by the subcommittees with due regard to the projects proposed by the Public Works Subcommittees.

SUBJECT: Improvement of Saigon Port Operations

- 151
- (c) The Senior Committee recommends that immediate actions be initiated to move out of the main commercial port all depot and office activities not connected with the intransit movement of cargo through the port.
 - (d) Their commendations contained in Tabs A through C pertaining to Port Operations should be implemented as soon as feasible. Necessary decrees and recommendations will be drafted by the Subcommittees and Port Authority officials working in coordination.

(3) ~~ORG~~ANIZATION AND ADMINISTRATION.

- (a) The Port Authority should install a cost and performance budget system with appropriate review and analysis procedures to determine where costs generate and where economies can be affected and performance improved. The administration and supervision of these systems and procedures should be a function of the Comptroller of the Port; this position to be established by the Port Authority. (App 3, Par 1g (1) - (5))
- (b) The Port Authority should develop a functional manual with a view toward a reorganization on a functional basis. (App 3, Par 1).
- (c) The supply and maintenance functions should be separate.
- (d) Further details of the Senior Committee recommendations appear in Tabs A through C.

(4) PUBLIC WORKS.

- (a) All projects proposed by the Subcommittee should be aggressively pursued in accordance with the recommended priorities indicated in Tab A, Par 4a.
- (b) A request should be made for the initiation of a US Engineer construction project for paving and hard-standing areas and adequate lighting in the main port area. 4th Transportation Command will assist in the initiation for the project.

(5) PORT SECURITY

- (a) A security pass system should be established as indicated in Appendix 5, paragraph 2.

SUBJECT: Improvement of Saigon Port Operations

- 152
- (b) Coordination should be effected between US Military, ARVN and Port Police as recommended in Appendix 5, paragraph 3, Annex C. Coordination is partially in effect now.
 - (c) Security of the East Bank of the river should be obtained as soon as possible. Since coordination with other GVN agencies is involved as well as the acquisition of equipment and facilities, the Director General should initiate appropriate requests to these agencies. The Subcommittee will assist in the preparation of these requests. USAID and US military will assist in obtaining necessary equipment and construction material. (appendix 5, par 4a, Annex c)
 - (d) Fire protection equipment should be obtained for warehouses and other port facilities. USAID will assist in obtaining fire fighting equipment.

6. RECOMMENDATIONS.

- a. That the conclusions in paragraph 5, above be approved.
- b. That the Senior Committee summary report be approved and implementation of the recommendations of the committee be initiated as soon as possible.
- c. That the Senior Committee meet a minimum of twice monthly to monitor progress of approved projects and to provide guidance, assistance and coordination to the Subcommittees and/or project officers.

TRUC, Col VNAF
Chairman, Senior Committee

TESS:

- A - Items for Port Authority Implementation
- B - Items requiring GVN Approval
- C - Items requiring USARV/USAID Approval
- D - Long Range Planning

APPENDICES:

- 1 - Cargo Accounting Committee
- 2 - Port Operations Committee
- 3 - Organization and Administration Committee
- 4 - Public Works Committee
- 5 - Port Security Committee

(To be
furnished
on request)

153
SUBJECT: Improvement of Saigon Port Operations

CONCURRENCES:

Mr. Frink, USAID _____

Lt Col Reed, 4th TC _____

Mr. Ky Port Authority _____

Approved _____

Disapproved _____

LAN, Brig Gen

Director General of Ports

Items for Implementation by Port Authority

1. Cargo Accounting.

- a. The Senior Committee recommends that a combined cargo accounting Division be initiated as recommended by the Sub Committee (Appendix 1, para 6a) 124
- b. The Senior Committee recommends that the Director General issue a port directive which will require all stevedores to submit a daily performance report to the combined Cargo Accounting Division containing the following information:
 - (1) Daily not later than 1900, total cargo discharged by ship, during the day shift.
 - (a) Combined with the above report, a manifest of cargo loaded into barges or lighters, by lighter registry number. This manifest to be submitted only for lighters completing loading. Lighter manifest should be keyed to ships manifest, indicating ship's name, ship's manifest number and bill of lading number.
 - (2) A similar report in the format set forth in para (1) and (1) (a) to be submitted by stevedores not later than 0800 daily for cargoes discharged during the night shift, (Appendix 1, para 6b)
- c. The Senior Committee recommends that the Director General issue a Port Directive requiring that ship's agents provide the combined Cargo Accounting Division one copy each of the ship's manifest and ship's stow plan 48 hours in advance of a ship's arrival at Cape St Jacques. (Appendix 1, para 6c)
- d. The Senior Committee approves in principle the subcommittee's recommendation that the Cargo Accounting Division notify consignees of cargo arrival. However, it is recommended that this be held in abeyance pending further study by the subcommittee regarding details of implementation. Additional study is required in the following areas:
 - (1) Role of Stevedores.
 - (2) Role Agents.
 - (3) Informing consignee of cargo location in transit sheds.

- 155
- (4) When cargo will be available for pick up.
 - (5) Customs and import license requirements.
 - (6) Role of customs brokers.
 - (7) Role of freight forwarders.
 - (8) Clearing of letters of credit with banks. (Appendix 1, para 6b)

2. Port Operations.

- a. Implement the recommendations to gain control of warehouses and open storage area; and establishment of a steel yard within the commercial port as recommended. (Appendix 2, para b, para c, TAB A.)
- b. Implement the recommendations to improve the physical port facilities. It is recommended that a US Army Engineering Project be established to pave roadways, hardstands and open storage areas; to improve drainage and to install adequate lighting equipment and other material. (Appendix 2, Item 3, TAB C)
 - (1) Repair of warehouses, rail system, water and electrical system should be accomplished using SPA funds. USAID will assist as requested to obtain materials.
 - (2) That the six ton gantry cranes be moved to THU DUC and equipped with individual generators to off load steel and other products. (Appendix 2, para f, Item 3, TAB C)
 - (3) Authorize the establishment of a Port Operations Maintenance team under direct supervision of the Port Manager and charge the Port Manager with maintenance responsibilities. (Appendix 2, para g, para h, TAB C)
- c. The committee recommends that the Director General continue liaison with USAID for on-the-job training as recommended. (Appendix 2, TAB F)
- d. The committee recommends that the Director General take action to establish uniform hiring policies, working hours and make funds available to the Manager of Port Operations as recommended in Appendix 2, TAB H.
- e. An area should be established for handling dangerous cargo, to include necessary warehouses.
- f. That an inspection system should be established to insure that lighterage operating within the Port area meets minimum standards for safety and adequacy to carry cargo.

Such standards to be established by the Port Authority in coordination with customs and registration officials.

3. Organization and Administration.

- a. It is the committee's opinion that the organization of the Port Authority should be evaluated as there has been no evaluation since its establishment in March 1956. It is recommended that each employee reduce to writing his daily functions that these functions be compiled and evaluated. A functional manual should then be developed and studied with a view toward reorganization of the Port Authority on a functional basis. 157

(Appendix 3, Para 1.)

- b. Further recommend that the Director General establish a cost and performance budget with appropriate cost detail codes and a system of review and analysis to evaluate performance. It is suggested that the Chief Administration Division, Saigon Port Authority be given the responsibility for these recommendations. (Appendix 3, para 1g (1) - (5).
- c. That the establishment of a committee to approve construction projects and assign priorities be approved. Enclosure (1) to Appendix 3 contains a listing of port projects currently being accomplished or contemplated. USAID and US Military should be represented on this committee. (Appendix 3, para 2d (1) and (2).
- d. The committee recommends that the establishment of an equipment and Manpowers Utilization Control Room for the SPA be deferred pending evaluation of a similar facility presently being established by the 4th Transportation Command. Appendix 3, para 3b (1).
- e. The committee recommends that a training school be established under the Port Manager, with USAID assistance, to train stevedores, hatch foreman, winchmen, signal men, checkers and material handling equipment operators. This to be undertaken as priority project. The school could be established in the Port Annex or other suitable location.

4. Public Works.

- a. Appendix 4 lists the various projects recommended by the Public Works Sub-committee to improve the Port of Saigon. The Senior Committee recommends that all projects listed therein be aggressively pursued. However, due to the magnitude of labor material and time involved, the Committee has established a scale of priorities within which they recommend that work be accomplished. These priorities are as follows:

157

<u>PRIORITY</u>	<u>PROJECT</u>	<u>PROJECT #</u>
1.	Hardstand improvement - main port area Lighting system, M&M and Khanh Hoi	2 12
2.	Access roads to Khanh Hoi Wharves Quay and fendering system	9 16
3.	Kinh Te lighterage facility Thu Duc lighterage facility	1 6
4.	Barge building and repair Port water supply system	20 17
5.	Thu Duc Hardstand area Thu Duc warehousing	4 5
6.	Chanel depth control	13
7.	Utilization of 6 ton electric gantry cranes	17
8.	Telephone communication system	10
9.	Connect and fill gap - MM3 and K0	19
10.	Channel straightening	14
11.	Electrical supply lines (underground)	18
12.	Drydock	15
13.	Establishment of buoy berths	3

b. The Senior Committee has taken notice of the fact that many of the projects are currently in being with work started. However, the priority assigned indicated the urgency for completion.

(1) No priority has been assigned to the Newport Development (project 7), or the New Fish Market Area (project 8) because the US Military has assumed the responsibility for construction which is well underway.

(2) It is recommended that a US Army Engineering project be initiated for the hardstand improvement Main Port Area (project 2), and the lighting system for M&M and Khanh Hoi Wharf areas (project 12).

- (3) See TAB B for those projects which will require support from higher authority or other authorities, to accomplish, (project 9, project 10, project 13, project 14, project 15).

c. In addition to those projects recommended by the Public Works Subcommittee, the Senior Committee recommends the following projects be accomplished:

158

- (1) Rehabilitation of the existing warehouse facilities in the main port area. To repair leaky roofs, paint buildings, install lighting to permit night work, etc.
- (2) Resurface the floors of warehousing to permit better use of MHE.
- (3) Install adequate tug facility at the Port Annex and modernize floating craft repair facilities.
- (4) Remove wrecks from the Saigon River that interfere with use of the buoy berths.
- (5) Sell for scrap the useless heavy lift crane and ships now moored in the Saigon River.
- (6) Deepen the barge channels through the Kinh Te Canal and the Cholon area to permit barge transit (8 foot draft) at any stage of tide.
- (7) Improve barge landing points in the Cholon area some of which are now virtually useless.
- (8) Evict squatters from SPA area in the Cholon area who are blocking barge landing points.
- (9) Renovate toilet facilities in the main port area to improve sanitation and the life of the workers.
- (10) Complete on a priority basis, the water point upriver above the Saigon Bridge. This will insure an adequate water supply for shipping berthed at Saigon. The supply of water for ships is critical.
- (11) Replace or rebuild, old SPA tug boats. USAID will assist.
- (12) Repair and widen road along Kinh Te Canal.
- (13) Install temporary crane pads at block 24.

159
(14) To expedite repair of the Port Authority 100 ton crane.

5. Port Security.

- a. Establish a security pass system as recommended in paragraph 2 of Appendix 5.
- b. Implement security coordination recommendations. This partially in being now. (Appendix 5, para 7, Annex C)
- c. Immediately implement port security measures recommended in paragraph 4 appendix 5, except these recommendation contained in subparagraphs 4 a1, 4b, 4c and 4h and 4l which will require coordination with higher authority or acquisition of equipment and/or personnel. (Appendix 5, para 7, Annex C)
- d. Install fire protection equipment and assign fire fighting responsibilities as set forth in paragraph 7, Annex C, USAID will assist in obtaining fire extinguishers and additional fire boat or re-equipping the present Saigon Port Authority fire boats. (Appendix 5, para 7, Annex C)
- e. Implement the recommended police authority structure as set forth in paragraph 8 of Appendix 1. (Appendix 5, para 8 Annex C)
- f. Establish lighter holding areas away from the main river berths for loaded barges, empty barges and for barges loaded with dangerous cargo.

Items for which GVN higher authority will be required

1. Cargo Accounting.

The Senior Committee approves, in principle, the subcommittee's recommendation that the US Army remove cargo from the port after 10 days to a holding area at the risk and expense of the cargo. However, the Senior Committee recommends that the Director General obtain a specific decree from the Prime Minister authorizing the recommended action. (Appendix 1, para 6e)

160

2. Port Operations.

- a. In order to give the stevedore companies full responsibility for movement of cargo from vessel to consignee's conveyance as recommended in TAB A, Appendix 2, para c; it is considered necessary that the Minister of National Economy establish an equitable rate for the through movement of cargo. It is recommended that the Director General of Ports recommend to the Minister of National Economy the establishment of the proposed committee as set forth in the above referenced TAB A.
- b. The committee, recognizing that all commodities do not lend themselves to palletization, recommends that continuing efforts be made to palletize those commodities which may be handled without unreasonable added cost. It is further recommended that the present USAID program of pallet procurement for stevedore use be completed.
- c. It is recommended that the Minister of National Economy establish a central office within the port for clearance of cargo by consignees. This office should be organized according to the divisions of MNE to enable the importer to pay all fees, taxes and charges at one time and place. This facility is urgently required and implementing instructions should be issued to the Director General of Ports NOT 31 August 1966. (TAB D, Item 4 Appendix 2, also see Appendix 3, para 3b2)
- d. The committee recommends that the Director General initiate action with the appropriate ministries of the GVN to establish revised pay scales for SPA employees. Urgent action is indicated to assure retention of experienced employees and to hire additional personnel. (See also Appendix 3, para 2b3)

3. Organization and Administration

66
a. The committee strongly recommends that the SPA place the commercial port of Saigon on a 24 hour operational basis in view of the forecast tonnages throughput and the existing cargo backlog in the port.

(1) In respect to wage ceilings, it is strongly recommended that the Director General obtain approval from the Minister of National Economy and other GVN Ministries for across the board pay raise for SPA personnel. (Appendix 3, para 3b (3) See also Appendix, TAB A, para (3).

4. Public Works.

Project 9, creating a new access road to the Khanh Hoi Wharves is strongly recommended. However, authority to relocate refugees and confiscate the necessary land for street right of way may require action by higher authority. It is recommended that this matter be studied on an urgent basis.

5. Port Security.

a. Secure east bank of Saigon River as recommended. This will require coordination with ARVN and National Police. Funds will be required for construction and acquisition search lights. USAID and US Military will assist SPA to obtain equipment and construction material. (Appendix 5, para 4a, Annex C)

b. Establish guard posts on vessels and barges. This will necessitate obtaining additional people from ARVN for guards. Appendix 5, para 4b Annex C)

c. Punishment of port workers pilfering requires a decree from GVN. Recommend that this implemented at an early date when decree is obtained.

Items for which USARV or USAID approval or assistance are required.

1. Port Operations.

- a. Recommend that US Army engineering project be initiated to pave roadways, hardstands and open storage areas, to improve drainage and install adequate lighting in the main port area. USAID assistance may be required for procurement of lighting equipment and other material. (Appendix, 2, Item 3, TAB C)
- b. Repair of warehouses, rail system and the water and electrical systems should be accomplished with Port Authority funds. USAID will assist, on request, to obtain materials. (Appendix 2, para f, Item 3, TAB C)
- c. The 6 ton gantry cranes should be moved to Thu Duc and equipped with individual generators; to be used to off load steel and other products. USAID will assist as requested. (Appendix 2, para f, Item 3, TAB C)
- d. USAID is assisting in a program of pallet procurement.

2. Public Works.

- a. Various projects listed in TAB A, paragraph 4a will require USAID and/or US Military assistance to complete. Assistance will be rendered as available and requested.
- b. USAID will assist in the installation of an adequate tug facility at the Port Annex and in modernization to floating craft repair facilities. (TAB A, para 4c (3))
- c. If requested, USAID will assist in removing wrecks from the Saigon River. (TAB A, para 4c (4))
- d. If requested, USAID will assist in deepening of barge channel in KINH TE canal and the CHOLON area. (TAB A, para 4c (6))
- e. If requested, USAID will assist in improving barge discharge sites in the CHOLON area. (TAB A, para 4c (7))
- f. USAID assistance has been rendered on the water point upriver from the Saigon Bridge. (TAB A, para 4c (10))
- g. USAID will assist in the repair or rebuild of Port Authority tugs. (TAB A, para 4c (11))
- h. USAID will assist in widening and repair of the road along KINH TE canal. (TAB A, para 4c (12))

TAB C

162

- 163
1. USAID and US Military will assist, if requested, in the preparation of temporary crane pods at Block 22, (TAB A, para 4c (13))
 - j. If requested, USAID will assist in the repair of the Port Authority 100 ton crane. (TAB A, para 4c (13))

3. Port Security.

- a. USAID and US Military will assist in establishment of a security pass system, and in the coordination of security measures. (TAB A, para 5a & b)
- b. USAID will assist in the acquisition of adequate fire protection and fire fighting equipment. (Appendix 5, para 7, Annex C)
- c. If requested, USAID will assist in establishing barge holding areas as indicated in TAB A, para 5f.
- d. Securing the east bank of the Saigon River and establishment of guard posts on vessels and barges must be coordinated with USAID and US Military. Some assistance from these agencies will be required for funds and construction materials.

Long Range Planning

- 164
1. The Senior Committee recommends that the Director General enter into discussions with the appropriate Ministries of the GVN to encourage commercial interests to construct additional public warehousing throughout Vietnam for the storage of goods. The availability of warehousing is critical at all ports. This obstructs the rapid flow of cargo from the port.
 2. The Senior Committee recommends that the Director General establish a subcommittee to study the need for additional ports in Vietnam and to improve existing ports. This subcommittee should include representatives from the US Military and USAID.
 3. The Senior Committee is of the opinion that the Director General should encourage the growth of a Vietnamese Merchant Marine to meet the needs of the nation. Accordingly, it is recommended that the Director General establish a subcommittee to study and to determine ways and means of acquiring shipping.
 4. The Senior Committee recommends that the Director General establish a long range training program to develop trained personnel for port management. This is aiming to including schooling and indoctrination abroad.
 5. That funds derived from rental of USAID furnished equipment be placed into a special fund, administered by the Director General for improvement of Commercial Marine facilities.

165

SECTION VIII
CORRESPONDENCE
TO
DIRECTOR, SAIGON
PORT AUTHORITY

167
DEPARTMENT OF THE ARMY
HEADQUARTERS, 125TH TRANSPORTATION COMMAND (TERMINAL A)
APO 96307

AVCA-TC-XA-CO

23 October 1966

Brigadier General Pham Dang Lan
Director General Port Authority
and Director Saigon Port
1 Ham Nghi

Dear General Lan,

I would like to take this opportunity to share with you some of the specific observations which I feel point out several basic problems with which we are faced in improving stevedoring operations within the port. Although random selections from reports compiled by the 125th Transportation Command will not cover all aspects concerning stevedoring activities I feel you will agree with me that these are important considerations.

The following notes on stevedoring practices reflect specific areas in which improvements can be made:

a. Most stevedore companies fail to work all hatches when a vessel is tied up at the Quay, which certainly deters any increase in the rate of tonnage flow through the port. A good example of this can be seen presently in the discharge of the Tarushima Maru by STIC Stevedore Company.

b. Insufficient numbers of personnel in the work gangs results in a lower daily tonnage discharge rate. The Tam Hiep Stevedore Company discharging the Oceanic Explorer on 20 October 1966 had only one individual in the hold palletizing hagged cargo. This fact caused several instances of the ship's gear being stopped until he could finish loading another pallet.

c. The lack of concern for the safety of employees is constantly being observed. During the discharge of the U.S. Pecos, the Trieu Tiet Stevedore Company unloaded several thousand containers of hydrochloric acid, many of which were leaking. It was apparent that no attempt had been made to provide the stevedores with any protective clothing for handling this cargo.

d. Operations at the lighterage discharge point indicate the need for a permanent supervisor to coordinate the use of material handling equipment, space assignments, and rate of discharge.

e. During the discharge of the Steel Artisan, the Sovicotra Stevedore Company did not maintain an acceptable rate of discharge. Their apparent lassitude can be pointed out in this example: on 13 Oct 1966 Sovicotra took two hours to swing the ships booms back into a working position

VCA-TC-X-60
General Lan

23 October 1966

168

after removing several heavy lifts. Wasted time is often responsible for their low discharge rates.

f. Open storage areas around shed #0 are in extremely bad condition. Although some clearing of old cargo is being done, new cargo is not being stacked in an orderly fashion. Stevedore companies must be impressed with the necessity of maintaining aiseways for MHE, as well as the proper segregation of cargo in all open storage areas.

g. Requiring the stevedore companies to increase their capability to move cargo away from the ship equal to the rate of discharge by full gangs of stevedores on board would be one of the most important single factors in increasing the tonnage flow through the port.

Again I realize that these points do not cover all aspects of stevedore operations and certainly are not intended for that purpose; however, I feel the observations mentioned in this letter point out several deficiencies that exist in daily stevedoring operations with the port.

Sincerely,

s/ Cary A. Kennedy, Jr.
t/ CARY A. KENNEDY, JR.
Colonel, TC

169
DEPARTMENT OF THE ARMY
HEADQUARTERS, 125TH TRANSPORTATION COMMAND (TERMINAL A)
APO 96307

AVCA-TC-XA-CO

24 October 1966

Brigadier General Pham Dang Lan
Director General Port Authority
and Director, Saigon Port
1 Ham Nghi

Dear General Lan,

1. During the past two months, my staff has endeavored to obtain a clearer understanding of the problems contributing to the low quality of stevedore performance at Saigon Port. The lack of formalized stevedore training is considered one of the most critical problems observed.

2. Realizing that an increase in port efficiency is dependent upon the quality of stevedore performance, efforts were made to devise a program of instruction in stevedoring principles which could be applied to training the stevedore personnel of this port.

3. I have attached two enclosures which outline a suggested training cycle covering twenty hours of instruction. These subjects, for which references and training films are available, prepare the individual for all phases of stevedoring and offer valuable guidance to those not familiar with modern stevedoring techniques.

4. I will gladly place my staff at your disposal to assist you in formulating and effecting either the attached program of instructions or one decided upon by your command.

Respectfully,

s/Cary A. Kennedy, Jr
t/CARY A. KENNEDY, JR.
Colonel, TC

2 Incl
1 Training Subjects
2 Training Aids

171

INCLOSURE 1

TRAINING SUBJECTS

- 1ST HR: PORT TARIFF RULES AND REASONS
- 2ND HR: PORT TARIFF RULES AND REASONS
- 3RD HR: SAFETY LECTURE
- 4TH HR: ORIENTATION & DISPLAY OF CARGO HANDLING GEAR
- 5TH HR: ORIENTATION & DISPLAY OF CARGO HANDLING GEAR
- 6TH HR: SHIPBOARD OPERATIONS
- 7TH HR: SHIPBOARD OPERATIONS
- 8TH HR: QUAY OPERATIONS OR END-OF-HOOK OPERATIONS
- 9TH HR: SANITATION & POLICE AREA
- 10TH HR: INTRANSIT SHED PROCEDURES (RECEIVING & SHIPPING)
- 11TH HR: INTRANSIT SHED PROCEDURES (RECEIVING & SHIPPING)
- 12TH HR: SHED INSPECTION
- 13TH HR: STUDENT EVALUATION OF INSPECTION
- 14TH HR: MAINTENANCE OF MHE-CLASSROOM
- 15TH HR: MAINTENANCE OF MHE-MAINT. SHOP
- 16TH HR: CARGO MARKING-CLASSROOM
- 17TH HR: CARGO MARKING-QUAY
- 18TH HR: TERMINAL CLEARANCE-LOADING OF TRUCKS
- 19TH HR: REVIEW
- 20TH HR: QUESTION & ANSWERS

173

ENCLOSURE 2 Training Aids

A. Training Films:

1. TF 55-937 Military Stevedoring - Part I
Loading Cargo Ships (18 Min)
2. TF 55-1005 Military Stevedoring - Part II
Cargo Handling Gear Basic Operation (15 Min)
3. TF 55-1093 Military Stevedoring - Part III
Winches and Booms (18 Min)
4. TF 55-1117 Military Stevedoring - Part IV
Drafts and Slings (16 Min)
5. TF 55-1118 Military Stevedoring - Part V
Straps and (Transportation) Bridges (14 Min)
6. TF 55-1119 Military Stevedoring - Part VI
Vehicle Loading and Stowing (16 Min)
7. TF 55-1551 Stevedoring - Part VIII - Expedients (14 Min)
8. TF 55-1744 Stevedoring - Part VII
Heavy Lifts (21 Min)
9. TF 55-1812 Introduction to the Electric Winch (7 Min)
10. TF 55-1918 Loads and Loading of General Transport Vehicles (18 Min)
11. TF 55-2183 Why Battery Should Always be Clean (6 Min)
12. TF 55-2557 Automotive Preventive Maintenance, After Operation (7 Min)
13. TF 55-2558 Automotive Preventive Maintenance, Before the Operation (7 Min)
14. TF 55-2559 Automotive Preventive Maintenance, During the Operation and the Halt (6 Min)

B. Film Strips:

1. FS 55-2 Documentation of Freight - Part I (w/sound)
2. FS 55-3 Documentation of Freight - Part II (w/sound)
3. FS 55-4 Documentation of Freight - Part III (w/sound)

ENCLOSURE 2 Training Aids (continued)

4. FS 55-5 Documentation of Freight - Part IV (w/sound)
5. FS 10-111 Warehousing - Part II: Bins, Racks, and Box Pallets
6. FS 10-110 Warehousing - Part I: Aisle Arrangement
7. FS 10-112 Warehousing - Part III: Safety Precautions
8. FS 10-125 The Care and Use of Tarpaulins

174

175
DEPARTMENT OF THE ARMY
HEADQUARTERS, 125TH TRANSPORTATION COMMAND (TERMINAL A)
APO 96307

AVCA-TC-XA-CO

24 October 1966

Brigadier General Ham Dang Lan
Director General, Port Authority
and Director, Saigon Port
1 Ham Nghi

Dear General Lan:

As a result of several discussions between members of my staff and officers of your operations section the need for some method of evaluation of stevedore performance has been recognized. With this background, it is suggested that a Stevedore Evaluation Committee be formed as a means of producing an objective study of stevedore performance within the port. This committee, composed of two officers from the Port Authority and two officers from the 125th Transportation Command, would make daily observations of individual stevedoring companies based on the enclosed checklist. Once a week this committee would meet to evaluate the performance of individual stevedore companies. Those companies not performing in accordance with established standards would be officially notified in a letter citing specific shortcomings requiring the company to take necessary steps to improve these deficiencies. After careful consideration by the Evaluation Committee of the companies which repeatedly fail to raise their standards of performance, recommendations would be submitted to your office for appropriate action.

As you already know, the discharge tonnage has been declining during the last few months. Close evaluation of the stevedoring companies and proper recommendations to them will vastly increase the daily tonnage discharged.

Major Ball of the S-3 section of my Command is designated as contact officer.

Respectfully,

1 Incl
as

s/ Cary A. Kennedy, Jr
t/ CARY A. KENNEDY, JR.
Colonel, TC

(.12 2.10)

SUBJECT

Daily Stevedore Evaluation

CMT :

Berth _____

p. Supervision

[illegible]

3. Remarks (Any Poor or Unsatisfactory observation will be noted by referring to the appropriate letter in section 2.)

128

(Signature)

181

DEPARTMENT OF THE ARMY
HEADQUARTERS, 125TH TRANSPORTATION COMMAND (TERMINAL A)
APO 96307

AVCA-TC-XA-CO

4 November 1966

Brigadier General Phan Dang Lan
Director General Port Authority
and Director, Saigon Port
1 Ham Nghi

Dear General Lan:

During the past thirty days your staff has accomplished a great deal in the improvement and rehabilitation of outside storage areas. The resurfacing of the storage area adjacent to K-9 is a prime example of the renovation which can contribute to a better and more efficient port.

In keeping with our role of observing daily operations within the commercial port activities, I see the need for additional emphasis on cleaning and organizing all outside storage areas. The following program is suggested as a means in accomplishing greater efficiency and management in these critical areas.

Stevedore companies must realize that storage space is valuable real estate that can and will be withdrawn from their use if not properly organized and managed.

The Port Authority should make weekly inspections of all storage areas. A key representative from each stevedore company should accompany Port Authority personnel on this inspection.

Increased efforts should be directed to the swift completion of resurfacing projects currently under way in areas two and nine. Rapid completion of these important projects should provide men and material for badly needed improvements in other storage areas.

Outside storage areas in the vicinity of K-0 and K-1 are particularly unsightly, poorly organized, and in the need of an intensified clean-up program. Much refuse is occupying sorely needed storage space.

AVCA-TC-XA-CO
Brigadier General Pham Dang Lan

4 November 1966

182

Again I recognize and commend your excellent progress in our mutual goal of improving the utilization and appearance of the intransit storage areas of the Port. I trust the above suggestions will receive the same positive response.

Respectfully,

s/ Cary A. Kennedy, Jr
t/ CARY A. KENNEDY, JR
Colonel, TC

193
DEPARTMENT OF THE ARMY
HEADQUARTERS, 125TH TRANSPORTATION COMMAND (TERMINAL A)
APO 96307

AVCA-TC-XA-C-0

6 November 1966

Brigadier General Pham Dang Lan
Director General, Port Authority
and Director, Saigon Port
1 Ham Nghi

Dear General Lan,

As you already know, this command has been observing and evaluating stevedore performance for about two months. We have agreed to continue this program as a joint effort of the Port Authority and the 125th Transportation Command. To add meaning to these evaluations and to provide a basis for future planning and recommendations, more information is needed regarding physical assets of each stevedore company. This information would help clarify future requirements, and equipment needs of the projected Centralized Port Service Equipment Pool.

It is proposed that a committee of officers from the Port Authority and the 125th Transportation Command conduct a joint survey of the equipment and personnel assets of each stevedore company authorized to work in the Saigon Port area.

This survey should cover the following points for each company.

- The amount of equipment, by type, owned or leased by the company including both MHE and cargo handling gear.
- The condition of this equipment and provisions for inspection, repair, and replacement.
- The maintenance program and facilities operated by each company.
- The location of gear lockers, proximity to the worksite, means of getting the proper gear to the job when required.
- The level of training and experience of current employees.
- The adequacy of the company's training program.

It is our understanding that the stevedore companies will only submit this information to your office, and will expect it to be treated as confidential material.

AVCA-TC-XA-C-O

Brigadier General Pham Dang Lan

6 November 1966

184

The above information will serve as a valuable tool in future expansion planning within the Saigon Port.

Respectfully,

s/ Cary A. Kennedy, Jr
t/ CARY A. KENNEDY, JR
Colonel, TC

185

DEPARTMENT OF THE ARMY
HEADQUARTERS, 125TH TRANSPORTATION COMMAND (TERMINAL A)
APO 96307

AVCA-TC-XA-CO

9 November 1966

Brigadier General, Pham Dang Lan
Director General, Port Authority
and Director, Saigon Port
1 Ham Nghi

Dear General Lan,

Barge discharge reports for the past sixty days reflect an increase in discharged tonnage, however, the present rates still fail to meet discharge capabilities of Saigon Port. Close observation of barge operation reveals that the following factors greatly influence the low discharge rate:

- (1) Available berth spaces are not kept sufficiently occupied.
- (2) System used to call barges for discharge is not responsive.
- (3) Present number of mobile cranes is insufficient for the number of discharge sites.
- (4) Stevedore companies do not have adequate equipment.
- (5) Those pallets provided stevedore companies are not being fully utilized.
- (6) Excessive use of small barges with restricted hatch openings slows cargo discharge.
- (7) When cargo requires physical handling by stevedores an insufficient number of stevedores are available.
- (8) Use of barges as a storage facility.

Maximum utilization of barges is vital to the life of the port, since a large portion of the port's overall capability depends entirely upon barge operations. The solution of problems cited above will contribute greatly to increasing the discharge rate, which remains our joint goal.

Respectfully,

s/ Cary A. Kennedy, Jr
t/ CARY A. KENNEDY, JR
Colonel, TC

187

DEPARTMENT OF THE ARMY
HEADQUARTERS, 125TH TRANSPORTATION COMMAND (TERMINAL A)
APO 96307

AVCA-TC-XA-CO

10 November 1966

Brigadier General Pham Dang Lan
Director General, Port Authority
and Director, Saigon Port
1 Ham Nghi

Dear General Lan,

A recently completed analysis of operations at block 22 has disclosed several shortcomings which require corrections before operations can be substantially improved in this area.

a. Operations of the Quay are often without direction and organization. Cargo continues to mount waiting final clearance, creating congestion and reducing mobility in the area. Poor spacing along the Quay results in a lower total utilization of available berthing space.

b. Presently, there is a large amount of old cargo that should be cleared from the Quay. Cargo in the outside storage area has been stacked with little regard for security or prevention of damage.

c. Control of barge movements is not being rigidly monitored.

d. There is no traffic control on the Quay and along the road adjacent to the shed. The high density of trucks and MHE in this area necessitates the formation of a traffic control plan.

e. The entrance/exit roadway, as well as the entire storage area, is in need of resurfacing. A hard surface, all weather capability is necessary to obtain maximum utilization of this facility.

f. It is imperative that measures to accelerate pier construction at block 22 be given top priority in planning of new projects.

The 125th Transportation Command stands ready to assist in formulating necessary plans as required that will improve the operations of the lighterage discharge sites.

Respectfully,

CARY A. KENNEDY, JR
Colonel, TC

DEPARTMENT OF THE ARMY
HEADQUARTERS, 125TH TRANSPORTATION COMMAND (TERMINAL A)
APO 96307

189

AVCA-TC-XA-CO

11 November 1966

Brigadier General, Pham Dang Lan
Director General, Port Authority
and Director, Saigon Port
1 Ham Nghi

Dear General Lan,

Within the RVN Army there are many officers who have been trained in Transportation doctrine and procedures. Some of these officers have been specifically trained in stevedore operations and are ideally prepared to assist in the task of improving the operations of the Saigon Port.

It is in the best interest of the Port of Saigon to have the most qualified military personnel available to do the job.

It is respectfully requested that action be taken to have the following named officers, who have completed the Stevedore Officer Course at the US Army Transportation School, assigned to the National Port Authority as soon as possible:

Captain Ngo Ngoc Kiem	1st Lt. Nguyen Van Hue
Captain Le Van Yrong	1st Lt. Tran Thien Phuong
1st Lt. Tran Ngoc Quynh	1st Lt. Vu Lu Trinh
1st Lt. De Van Nhuan	2nd Lt. Le Chi Cong
1st Lt. Dang Na Kion	2nd Lt. Lan Thanh Giang
1st Lt. Nguyen Van It	

The training these officers have received, along with the experience of your present staff, will greatly enhance the program for improving the port operations.

Respectfully

s/ Cary A. Kennedy
t/ CARY A. KENNEDY, JR
Colonel, TC

191
DEPARTMENT OF THE ARMY
HEADQUARTERS, 125TH TRANSPORTATION COMMAND (TERMINAL A)
APO 96307

AVCA-TC-XA-CO

12 November 1966

SUBJECT: Evaluation Trieu Tiet Stevedores

TO: Director General
National Port Authority
Saigon Port

1. During this period of observation the Trieu Tiet Stevedoring Company was confined primarily to discharging operations at the buoy and operations of their intransit storage area, shed #10.
2. Discharging operations by this company have shown a marked improvement over the past few weeks. Notable among their current activities has been the introduction of several new items of cargo handling gear and the increased number of personnel working in each gang. Operations unloading the Elaine in the stream have pointed to an improved pre-discharge planning and the increased availability of barges to receive cargo under the ship's tackle.
3. Examples of both good and poor supervision have been observed during the past week. In one instance the Trieu Tiet supervisor on buoy operation was very active in directing the discharge at a constant and acceptable pace, while supervision of unloading barges at the lighterage discharge point has been unassuming and slow.
4. The Trieu Tiet Stevedoring Company is documenting cargo during intransit storage and preparing daily tonnage flow reports to the Port Authority.
5. No effort is being made to mechanize the activity of Trieu Tiet inside the shed and pallets have not yet been introduced into their internal operations. Some segregation of cargo according to consignee is evident but a gross lack of storage discipline and inventory listings slows the flow of cargo out of the shed.
6. The above comments are the result of active and continuous observation by officers of this command and are submitted to the Port Authority to establish a mutual exchange of information consistent with our missions of improving Port operations.

s/ Cary A. Kennedy, Jr
t/ CARY A. KENNEDY, JR
Colonel, TC
Commanding

193

DEPARTMENT OF THE ARMY
HEADQUARTERS, 125TH TRANSPORTATION COMMAND (TERMINAL A)
AFO 96307

AVCA-TC-XA-CO

14 November 1966

SUBJECT: Stevedore Training Course

Brigadier General, Pham Dang Lan
Director General, Port Authority
and Director, Saigon Port
1 Ham Nghi

Dear General Lan,

This folder contains the entire program of instructions for the Stevedore Training Course, including a syllabus and lesson plans.

It is recommended that Vietnamese Army Officers be appointed as instructors. It would be extremely difficult for American Officers to instruct due to language differences. This Command will provide assistants to aid in the conduct of the classes.

After Officers are appointed as instructors, the combined Stevedore Training Committee should meet to make final arrangements for the conduct of the Course.

CARY A. KENNEDY, JR
Colonel, TC
Commanding

195
DEPARTMENT OF THE ARMY
HEADQUARTERS, 125TH TRANSPORTATION COMMAND (TERMINAL A)
AFO 96307

AVCA-TC-XA-CO

16 November 1966

Brigadier General, Pham Dang Lan
Director General, Port Authority
and Director, Saigon Port
1 Ham Nghi

Dear General Lan:

Reference is made again to the many officers within the RVN Army, who have been trained in Transportation doctrine and procedures.

Personnel with training in the basic fundamentals of transportation procedures can be readily orientated to any Transportation field and/or mission and can be of great value to an organization possessing a mission, such as the one assigned your command.

It is again respectfully requested that action be taken to have the officers listed in Inclosure 1, who have completed training at the US Army Transportation School, be assigned to the National Port Authority.

Respectfully,

1 Incl
as

/s/ Cary A. Kennedy, Jr
/t/ CARY A. KENNEDY, JR
Colonel, TC

<u>RANK</u>	<u>NAME</u>	<u>RANK</u>	<u>NAME</u>
Cpt	Nguyen Ngoc Van	1st Lt	Tran Ngoc Quynh
Cpt	Doan Ba Tri	1st Lt	Do Van Nhuan
Cpt	Nguyen Van Long	1st Lt	Dang Ba Kiem
Cpt	Nguyen Van Hien	1st Lt	Nguyen Van It
Cpt	Le Kim Khoi	1st Lt	Nguyen Van Hue
Cpt	Tran Kien	1st Lt	Tran Thien Phuong
Cpt	Nguyen Quang Dinh	Cpt	Ngo Ngoc Kiem
1st Lt	Ha Van Chuyen	Cpt	Le Van Trong
1st Lt	Pham Van Huan	1st Lt	Vu Lu Trinh
1st Lt	Nguyen Van So	2nd Lt	Le Chi Cong
Cpt	Nguyen Dinh Thong	2nd Lt	Lam Thanh Giang
Cpt	To Thai Thanh	Cpt	Do Phan Ngoc
Cpt	Luu Van Muoi	1st Lt	Pham Van Hien
Cpt	Nguyen Tu Khanh	1st Lt	Tran Tao Lap
1st Lt	Le Van Thanh	1st Lt	Bui Ngoc Thuan
1st Lt	Duong Van Nu	1st Lt	Le Ba Tong
1st Lt	Ngo Van Phat	WO	Tran Van Ngoc
1st Lt	Huynh Kim Hai	WO	Nguyen Cong Sum
Cpt	Ta Dac Vong	WO	Dinh Viet Giang
Cpt	Duong Quang Sang	WO	Nguyen Van Vinh
1st Lt	Ly Xuan Hoi	1st Lt	Nguyen Van Hai
1st Lt	Nguyen Van Son	1st Lt	Nguyen Van Ngon
1st Lt	Tran Ngoc Quynh	1st Lt	Ta Van Ban
1st Lt	Do Van Nhuan	1st Lt	Nguyen Dang Ngot
Cpt	Nguyen Van Luan	2nd Lt	Nguyen Van Ky
Cpt	Cao Van Phuoc	2nd Lt	Vu Binh Nho
Cpt	Duong Quan Sang	2nd Lt	Nguyen Quang De
Cpt	Nguyen Quang Dinh	1st Lt	Nguyen Van Hue
Cpt	To Thai Thanh	1st Lt	Tran Thien Phuong
Cpt	Ngo Ngoc Kiem	Cpt	Le Ngoc Tran
Cpt	Nguyen Duy Nghi	Cpt	Iham Huu Binh
Cpt	Nguyen Van Hien	1st Lt	Tang Van Hung
1st Lt	Dang Ba Kiem	2nd Lt	To Ngoc Anh
1st Lt	Nguyen Van It	WO	Thai Van Be
Cpt	Do Phan Ngoc	WO	La Quang Ngoc
1st Lt	Pham Van Hien	Cpt	Phan Huong
2nd Lt	Nguyen Ngoc Hoan	Cpt	Ta Van Duc
Sgt	Nguyen Van Thai	1st Lt	Le Ngoc Lanh
Sgt	Hoang Van Kiem	2nd Lt	Nguyen Quy Phuc
Sgt	Vu Van Thu	1st Lt	Nguyen Van Thanh
Sgt	Pham Duc Lien	1st Lt	Dao Sa Vong

RANKNAME

1st Lt	Tran Dan
1st Lt	Nguyen Van Do
WO	Vu Ngoc Vy
WO	Dang The Minh
1st Lt	Tran Tao Lap
1st Lt	Bui Ngoc Thuan
1st Lt	Le Ban Tong
1st Lt	Cao Van Cua
2nd Lt	Bui Tran Vuong
2nd Lt	Ninh Phuoc Du
2nd Lt	Nguyen Trong Phat
2nd Lt	Nguyen Mau Quy
2nd Lt	Nguyen Van Nghi
2nd Lt	Pham Huu Khuong
WO	Tram Van Ngoc
WO	Nguyen Cong Sum
WO	Dinh Viet Giang
WO	Nguyen Van Vinh
1st Lt	Nguyen Van Hai
1st Lt	Nguyen Van Ngan
1st Lt	Ta Van Van
1st Lt	Nguyen Dang Ngot
2nd Lt	Nguyen Van Ky
2nd Lt	Vu Binh Nho
2nd Lt	Nguyen Quang Da
Cpt	Le Ngoc Tran
Cpt	Pham Huu Binh
1st Lt	Tang Van Hung
2nd Lt	To Ngoc Anh
WO	Thai Van Be
WO	La Quang Ngoc

DEPARTMENT OF THE ARMY
HEADQUARTERS, 125TH TRANSPORTATION COMMAND (TERMINAL A)
APO 96307

199
AVCA-TC-XA-C-0

16 November 1966

Brigadier General Pham Dang Lan
Director General, Port Authority
and Director, Saigon Port
1 Ham Nghi

Dear General Lan:

During the past month the Trieu Tiet Stevedoring Company was evaluated on discharging operations at the buoy and operation of their intransit storage areas, shed # 0.

Discharging operations by this company have shown a marked improvement over the past few weeks. Trieu Tiet has introduced several new items of cargo handling gear and increased the number of personnel working in each gang. Operations unloading the Elain in the stream have pointed to an improved pre-discharge planning and the increased availability of barges to receive cargo under the ship's tackle.

Examples of both good and poor supervision have been observed during the past week. In one instance the Trieu Tiet supervisor on buoy operation was very active in directing the discharge at a constant and acceptable pace, while supervision of barge operations at the lighterage discharge point has been careless and slow.

The Trieu Tiet Stevedoring Company is documenting cargo during intransit storage and preparing daily tonnage flow reports to the Port Authority.

No effort is being made to mechanize the activity of Trieu Tiet inside the shed and pallets have not yet been introduced into their internal operations. Some segregation of cargo according to consignee is evident but a gross lack of storage discipline and inventory listings slows the flow of cargo out of the shed.

The above comments are the result of active and continuous observation by officers of this command and are submitted to the Port Authority to establish a mutual exchange of information consistent with our mission of improving Port operations.

Respectfully,

/s/ Cary A. Kennedy, Jr
/t/ CARY A. KENNEDY, JR
Colonel, TC

201
DEPARTMENT OF THE ARMY
HEADQUARTERS, 125TH TRANSPORTATION COMMAND (TERMINAL A)
APO 96307

AVCA-TC-XA-CO

16 November 1966

Brigadier General, Pham Dang Lan
Director General, Port Authority
and Director, Saigon Port
1 Ham Nghi

Dear General Lan:

In reviewing our proposals to provide for the organization of safety teams to promote better safety practices at Saigon Port, it was thought advisable to recommend methods which will best accomplish those ends envisioned for a safety program at the port.

The organization of safety teams is, of course, only a first step, although an important one, in making a start toward a workable safety program. In order to make this program effective and binding on all concerned, several important tasks must first be accomplished.

The basis of a sound safety program is the formulation of safety regulations which apply to all areas of port operations. At present, such regulations do not exist for this port. Therefore, an initial step must be made to draw up an agreed-upon set of rules approved and enforced by the Port Authority. Once established, these rules can be published and made available to all personnel engaged in port operations. The safety teams, acting also as safety inspectors, will be able to enforce safety rules throughout the port, and report on their effectiveness as applied to port operations.

In addition to safety rules, and the teams to enforce them, the port should have an active "in-progress" safety program designed to educate personnel in safety principles and offer methods for improving safety devices and procedures. An organization best suited for implementation of this program is a Department of Safety, or Safety Division, having the following responsibilities:

- a. receive reports made by safety teams.
- b. compile accident statistics.

16 November 1966

- c. promulgate safety literature and posters.
- d. establish an effective accident prevention program.

207

Another valuable tool in promoting safety is the formation of a Safety Council composed of members from all stevedore companies active at the port. The council would meet at least once each month to review port safety violations and accidents; make suggestions for improving safety procedures and promote a competitive safety award program.

The success of the safety measures discussed above depends largely on the quality of safety education presented to stevedore and port personnel. In addition, safety inspectors must be personnel of the highest caliber and dedicated to their job as the "eyes and ears" of the Port Authority.

It is hoped that you will agree that the foregoing represents an immediately attainable and equally realistic goal for safety at the port of Saigon.

Respectfully,

CARY A. KENNEDY, JR
Colonel, TC

203

DEPARTMENT OF THE ARMY
HEADQUARTERS, 125TH TRANSPORTATION COMMAND (TERMINAL A)
APO 96307

AVCA-TC-XA-CO

18 November 1966

Brigadier General Pham Dang Lan
Director General, Port Authority
and Director, Saigon Port
1 Ham Nghi

Dear General Lan,

The statistical section of the 125th Terminal Command would like to make certain that the information compiled by it is the most accurate available. To do this requires feeder information from the Saigon Port Authority for cross-checking purposes.

The following reports pertaining to CIP, GVN, and commercial cargo would be of great value:

1. Vessel forecast to include ships at buoy and berth, at the cape and on hold.
2. Daily discharge by mode.
3. Daily clearance by mode.
4. The number of barges underload each day.
5. Cargo handled through the shed areas to include cargo received, delivered, and awaiting clearance.

Prompt action is recommended in order to assure the most reliable statistics in the very near future.

Respectfully,

s/ Cary A. Kennedy Jr
t/ CARY A. KENNEDY JR
Colonel, TC

205
HEADQUARTERS
125TH TRANSPORTATION COMMAND (TERMINAL A)
APO 96307

AVCA-TC-XA-CO

19 November 1966

Brigadier General Pham Dang Lan
Director General, Port Authority
and Director, Saigon Port
1 Ham Nghi

Dear General Lan:

Your government has passed Decree No 010/SLU, dated 28 July 1966, requiring confiscation of property which has been in the Saigon Port Customs Area for longer than thirty days.

As you know, your staff and mine is attempting to keep a record of all cargo flowing through the port. It would be very helpful if a member of your staff would furnish a list of goods nominated to be confiscated. It would also be helpful in the future if we would receive a copy of each decision by the Ministry of Finance ordering confiscation, and a copy of each decision determining which government agency is to remove the goods. These lists and decisions should sufficiently identify the consignee, type and quantity of cargo, ship, date of arrival in the warehouse, and the warehouse where the goods are stored.

Because of the USAID interest in cargo imported under the Commercial Import Program, and a need for keeping records of the cargo flow, it is necessary that a receipt be obtained which shows when and by whom the cargo is removed from the port area pursuant to confiscation. It is requested that the official removing the cargo from the port area furnish such a receipt by signing a copy of the US Army Transportation Control and Movement Document (TCMD), listing the cargo and date of removal. Upon notification by your headquarters, a member of this command will furnish the TCMD and, if desired, accompany the Vietnamese officials who are to confiscate the cargo.

I hope you will consider our request favorably and that you will call upon us whenever we may be of assistance. I thank you for your assistance and cooperation.

Respectfully,

/s/ Cary A. Kennedy, Jr
/t/ CARY A. KENNEDY, JR
Colonel, TC
Commanding

201

DEPARTMENT OF THE ARMY
HEADQUARTERS, 125TH TRANSPORTATION COMMAND (TERMINAL A)
APO 96307

AVCA-TC-XA-C-O

23 November 1966

Brigadier General Pham Dang Lan
Director General, Port Authority
and Director, Saigon Port
1 Ham Nghi

Dear General Lan,

The cargo discharging operation of the My Viet stevedoring company has been evaluated during the month of November and has shown improved handling procedures.

Comments from an officer of this command taken from a report submitted on the 17th of November stated that the discharge operation of the Luen Tung by My Viet stevedores was well organized and efficiently supervised. This company was averaging around 20 long tons per hour per hatch. Their cargo handling gear was very appropriate for the bagged cement cargo and there were adequate numbers of personnel in each work gang.

Along the quay further evidence of pre-discharge planning is beginning to manifest itself in operations similar to the discharge of the Galle by My Viet stevedores. Availability and utilization of MHE is slowly improving, especially among the new associations of stevedores. A combined effort among these previously separate companies should produce higher rates of discharge and faster pier clearance.

Along with several other companies My Viet continues to have a problem in the area of safety violations and in the availability of trained supervision but, overall, this company reflects the rising trend in efficiency of cargo handling operations.

Respectfully,

s/ Cary A. Kennedy, Jr.
t/ CARY A. KENNEDY, JR.
Colonel, TC

DEPARTMENT OF THE ARMY
HEADQUARTERS, 125TH TRANSPORTATION COMBAND (TERMINAL A)
APO 96307

269

AVCA-TC-XA-CO

25 November 1966

Brigadier General, Pham Dang Lan
Director General, Port Authority
and Director, Saigon Port
1 Ham Nghi

Dear General Lan:

As you are well aware, there has been a great deal of discussion concerning confiscation of goods which have been in the Saigon Port area longer than thirty (30) days. It is our understanding that Premier Ky has directed that all such property should be considered automatically confiscated and be removed by General Vien. Apparently no action is being taken by General Vien because there has been no direction as to which specific goods are to be removed.

It is recommended that the attached two lists of goods, which appear qualified for confiscation, be forwarded to General Vien with a request by you that he remove them. It is suggested that information copies of your letter be sent to other interested agencies including customs.

List one consists of those goods which remain in the port area although previously nominated for confiscation. List two consists of goods in transit areas and sheds which appear to be unclaimed or junk items.

Prompt removal of these items would assist in clearing the port as well as encourage consignees to remove their cargo in a timely manner. Action on this matter would indicate your interest in carrying out the order of Premier Ky.

Respectfully,

s/ Cary A. Kennedy, Jr.
t/ CARY A. KENNEDY, JR.
Colonel, TC

DEPARTMENT OF THE ARMY
HEADQUARTERS, 125TH TRANSPORTATION COMMAND (TERMINAL A)
APO 96307

211
AVCA-TC-XA-CO

5 December 1966

Brigadier General Pham Dang Lan
Director General, Port Authority
and Director, Saigon Port
1 Ham Nghi

Dear General Lan,

The month of November has produced some excellent results on the project of stevedore evaluation. During this period, joint evaluations of stevedoring companies by representatives from the Port Authority terminal operations branch and the operations section of the 125th Transportation Command have provided numerous daily observations of stevedoring procedures in the Port.

These daily evaluations are producing a file of chronological reference material which will be useful in several ways. First, it is apparent that recorded daily observations are of invaluable assistance in showing the progress made in the efficiency of stevedoring operations. Another important aspect of this program will be the knowledge gained concerning specific recurring weaknesses in the procedures employed by individual stevedoring companies. Integrating these observations into the bi-weekly stevedore meeting now being conducted by the Port Authority terminal operations branch will, in time, produce additional gains in the rising trend in the efficiency of cargo handling operations within the Saigon Port.

Finally, this effort to get our officers "out with the action" will provide an educational tool that can be especially useful in the orientation of newly assigned personnel of the Port Authority. This project will require physical contact with daily problems of cargo handling by our staff officers and should certainly produce new ideas which can be pointed out to the stevedores by the Port Authority to improve the overall efficiency of stevedoring operation within the port.

Respectfully,

s/ Cary A. Kennedy, Jr.
t/ CARY A. KENNEDY, JR.
Colonel, TC

213

DEPARTMENT OF THE ARMY
HEADQUARTERS, 125TH TRANSPORTATION COMMAND (TERMINAL A)
APO 96307

AVCA-TC-XA-CO

7 December 1966

Brigadier General, Pham Dang Lan
Director General, Port Authority
and Director, Saigon Port
1 Ham Nghi

Dear General Lan,

This Command wishes to commend the Saigon Port Authority, especially Major Phuong and Captain Trinh, for the implementation and commencement of the Stevedore Training Course. This program will serve as a tool to instill new ideas in stevedoring and improve management skill.

Although the number of students in this initial class is relatively small, it is felt that interest and enthusiasm is being generated so that attendance will increase as the course cycle is repeated.

Respectfully,

s/ Cary A. Kennedy, Jr.
t/ CARY A. KENNEDY, JR.
Colonel. TC

DEPARTMENT OF THE ARMY
HEADQUARTERS, 125TH TRANSPORTATION COMMAND (TERMINAL A)
APO 96307

215 AVCA-TC-XA-CO

7 December 1966

Brigadier General, Pham Dang Lan
Director General, Port Authority
and Director, Saigon Port
1 Ham Nghi

Dear General Lan,

The ship discharge and cargo clearance rates continue to fall short of the performance rate expected of this port. This is directly responsible for port congestion, the excessive demurrage rates being incurred by vessels discharging at Saigon, and to some extent, has a detrimental effect on the national economy as the introduction of essential goods is being delayed.

If we utilize the berths to the maximum for general cargo and buoys to the maximum for bulk cargo into barge, the backlog of ships at Vung Tau could be cleared in a short time. Berth discharge of general cargo ships permits maximum use of trucks for direct delivery to consignee.

It is felt, therefore, that the need exists for an additional incentive to force the shipping agents and importers to accept their responsibilities, and to add more weight to the requirement for cargo discharge planning now in effect.

To accomplish the above objective, recommend that a decree be published establishing a minimum acceptable daily discharge rate of 1,000 long tons per day on berth and 600 long tons per day on buoy. This decree should further state that failure to achieve this rate for five consecutive days will cause the vessel to be removed immediately from its assigned berth or buoy and returned to the cape and placed at the bottom of the priority list for subsequent berthing in the port.

AVCA-TC-XA-CO
General Lan

7 December 1966

216

It is hoped that you will consider this recommendation favorably,
and that you will call upon us if we may be of assistance.

Respectfully,

s/ Cary A. Kennedy, Jr.
t/ CARY A. KENNEDY, JR.
Colonel, TC

217

DEPARTMENT OF THE ARMY
HEADQUARTERS, 125TH TRANSPORTATION COMMAND (TERMINAL A)
APO 96307

AVC.-TC-XA-C-O

16 December 1966

Brigadier General, Pham Dang Lan
Director General, Port Authority
and Director, Saigon Port
1 Ham Nghi

Dear General Lan,

The establishment of the requirement for an approved ship's discharge plan prior to call-up has been a significant step toward the realization of smooth, coordinated and efficient ship discharge and port clearance.

For this program to achieve maximum effectiveness, there are certain guidelines which should be used by those members of your staff who are responsible for the approval of discharge plans and the subsequent supervision and evaluation of discharge operations, and are basic to successful operations in any port:

- a. Quay berths are allocated to ships on the premise that they will be used for direct discharge to truck or discharge of general cargo to transit areas and sheds.
- b. Discharge of general cargo which is not customs cleared into barges from ships berthed at the quay is excluded except by special arrangement at the time of submission of the ship discharge plan.
- c. Buoys are allocated to ships on the premise that they will discharge bulk cargo to barges. Any general cargo discharged to barges should have been customs cleared for direct delivery to consignees unless an exception is granted at the time of approval of the discharge plan.

The effectiveness of this policy, however, is dependent upon close cooperation and coordination between Port Operations and the Office of the Port Captain.

Adherence to this policy will:

- a. Reduce the amount of general cargo on barges thus reducing loss and damage..

AVCA-TC-XA-C-O
General Lan

16 December 1966

218

- b. Reduce double-handling of general cargo and increase direct delivery to truck.
- c. Increase the availability of large barges for bulk cargo.
- d. Achieve higher quay and buoy discharge rates (i.e. 1,000 tons per day per berth, and 800 tons per day at buoy).
- e. Decrease the number of barges under load.

As has been demonstrated many times in the past, the excellent response of your staff in this matter can be counted upon.

Respectfully,

s/ Cary A. Kennedy, Jr.
t/ CARY A. KENNEDY, JR.
Colonel, TC

219
DEPARTMENT OF THE ARMY
HEADQUARTERS, 125TH TRANSPORTATION COMMAND (TERMINAL A)
APO 96307

AVCA-TC-XA-A

23 December 1966

Brigadier General, Pham Dang Lan
Director General, Port Authority
and Director, Saigon Port
1 Ham Nghi

Dear General Lan,

It appears that progress is being made in the desired direction of implementation of Republic of Viet Nam Decree Law No. 12/64 of 6/16/64, prescribing labor regulations applicable at the seaports of the Republic of Viet Nam, amended by Decree-Law No. 008/65 of 8/13/65. I refer particularly to the application of this Decree Law as it applies to the Commercial Port of Saigon and the progress reported by Mr. Nguyen Van Phat of your office. Positive action is indicated by the report of meeting between Mr. Phat, Major Hayden of this headquarters, and Mr. Chris Arcomona, Labor Consultant, USAID, on 9 November 1966. A copy of that report (Memorandum for Record dated 9 November 1966, Subject: Civilian Port Labor Procedures) is attached.

Although the opening date of the hiring hall has been changed from November to late this month (prior to 31 December 1966 as indicated by the Joint Port Improvement Committee Report of 22 November 1966) this still indicates progress; and I am hopeful that the formal opening of the hiring hall will speed up more complete implementation of the existing Labor Decree Law.

I am firmly convinced that only through full implementation of the existing Labor Decree Law referenced above can the Commercial Port Authority attain the required regulation and efficient utilization of the stowedore labor force.

1 Incl
Memo for Record

s/ Cary A. Kennedy, Jr.
t/ CARY A. KENNEDY, JR.
Colonel, TC

221

DEPARTMENT OF THE ARMY
HEADQUARTERS, 125TH TRANSPORTATION COMMAND (TERMINAL A)
APO 96307

AVCA-TC-XA-A

9 November 1966

MEMORANDUM FOR RECORD

SUBJECT: CIVILIAN PORT LABOR PROCEDURES

1. ON THIS DATE, THE FOLLOWING PERSONS MET AT THE SAIGON PORT AUTHORITY BUILDING AT 0905 HOURS:

MR. NGUYEN VAN PHAT, LABOR REPRESENTATIVE, SAIGON PORT

MR. CHRIS ARCONONA, LABOR CONSULTANT, USAID

CPT KENNETH L. HAYDEN, S-1/ADJUTANT, 125TH TRANS COMD

2. THE BACKGROUND, ANALYSIS, LONG-RANGE, AND IMMEDIATE GOALS INVOLVED IN THE IMPLEMENTATION OF LABOR DECREE-LAW NO. 12/64 OF 6/16/64 AMENDED BY DECREE-LAW NO. 008/65 OF 8/13/65 WERE DISCUSSED. MR. PHAT STATED THAT IT WILL REQUIRE MORE THAN A YEAR, POSSIBLY TWO YEARS TO FULLY IMPLEMENT THE PROCEDURES. MR. PHAT STATES THAT THE MAIN DIFFICULTIES IN OBTAINING A PERMANENT ACCURATE REGISTER OF DOCKERS, AND FULL IMPLEMENTATION OF THE SYSTEM, ARE:

a. MANY DOCKERS HAVE A FEAR OF THE SYSTEM. SOME FEEL THAT IT WILL BE USED AS A METHOD TO CONSCRIPT THEM INTO THE VIETNAMESE MILITARY SERVICE. SOME FEEL THAT MINOR POLICE RECORDS WILL CAUSE THEM TO LOSE THEIR JOBS.

b. MANY OF THE STEVEDORES AND DOCKERS DO NOT UNDERSTAND THE USEFULNESS OF THE SYSTEM.

c. THE "CAI" OR GANG CHIEFS, DO NOT WANT TO SEE THE SYSTEM IMPLEMENTED BECAUSE THEY PRESENTLY PAY THE DOCKERS -- TAKING A CUT FROM

Inclosure 1

9 November 1966

227

MEMORANDUM FOR RECORD

SUBJECT: CIVILIAN PORT LABOR PROCEDURES

EACH DOCKER'S PAY. OF THE PRESENT NAMES ON THE REGISTER, THE CAI ACCOUNT FOR APPROXIMATELY 10% OF THE TOTAL REGISTER.

3. MR. PHAT PRESENTLY HAS A REGISTER OF 2324 DOCKERS WHO HAD AUTHORIZED PASSES AND WORKED IN THE PORT AS OF 1 JANUARY 1966. MR. PHAT STATES THAT THE REGISTER IS NOT ACCURATE AND REQUIRES UPDATING. THE SOURCE OF REGISTERED DOCKERS IS FROM LISTS OBTAINED FROM EACH STEVEDORE COMPANY OPERATING IN THE PORT. ON 17 NOVEMBER 1966, THERE WILL BE A MEETING OF THE DOCKERS MANAGEMENT BOARD, AT WHICH TIME MR. PHAT WILL ASK EACH STEVEDORE COMPANY TO FURNISH AN UPDATED LIST FOR REVISION OF THE PRESENT REGISTER. MR. PHAT ALSO EXPECTS TO OBTAIN MORE REGISTERED DOCKERS THROUGH THE OFFICE OF THE MINISTER OF LABOR.

4. THE FOUNDATION OF THE HIRING HALL (DOCKERS OFFICE) HAS BEEN COMPLETED. MR. PHAT STATES THAT PRESENT REPORTS INDICATE THE FRAME AND ROOF WILL BE COMPLETED NEXT WEEK. THE WALLS, WINDOWS, AND DOORS SHOULD BE COMPLETED IN TWO WEEKS. MR PHAT PRESENTLY HAS THREE WORKERS AS PART OF THE STAFF FOR THE HIRING HALL. IT IS ANTICIPATED THAT APPROXIMATELY TEN (10) PERSONS WILL BE REQUIRED TO STAFF THE HIRING HALL.

5. IT WAS AGREED THAT THE CONCEPT OF THE HIRING HALL MUST BE UNDERSTOOD BY THE INDIVIDUAL DOCKERS. THIS IS CONSIDERED ESSENTIAL FOR EFFECTIVE IMPLEMENTATION OF THE HIRING HALL AND THE PROVISIONS OF THE DECREE-LAW. IN ORDER TO GIVE IMPETUS TO THE PROGRAM, MR. PHAT STATES THAT HE WILL BEGIN THE FOLLOWING IN TWO WEEKS (TO START ON THE OPENING DATE OF THE HIRING HALL):

223
AVCA-TC-XA-A

MEMORANDUM FOR RECORD

SUBJECT: CIVILIAN PORT LABOR PROCEDURES

9 November 1966

a. THROUGH THE MINISTER OF LABOR, MR. PHAT WILL ARRANGE FOR RADIO ANNOUNCEMENTS EACH SATURDAY 0730 TO 0830 HOURS WITH INFORMATIVE, FAVORABLE INFORMATION CONCERNING THE HIRING HALL AND INTENDED PROCEDURES.

b. PLACE INFORMATION CONCERNING THE HIRING HALL ON BULLETIN BOARDS IN WAREHOUSES AND THROUGHOUT THE PORT AREA.

c. PUBLISH A SMALL BOOKLET TO GIVE TO EACH DOCKER EXPLAINING THE INTENDED SYSTEM -- TO INCLUDE INFORMATION CONCERNING SOCIAL SECURITY AND SICK BENEFITS.

6. MR. PHAT STATES THAT IT WILL BE NECESSARY TO EFFECT THE PAY OF INDIVIDUAL DOCKERS MUCH THE SAME AS THE PROCEDURE IS NOW, I.E., THE CAI WOULD PAY -- FOR A PERIOD OF 3 TO 6 MONTHS. AT THE END OF THIS INITIAL PERIOD, MR. PHAT STATES THAT PAYMENT COULD BE MADE FROM THE STEVEDORE COMPANY TO THE DOCKER -- UNTIL THE FINAL PHASE, WHEN PAYMENT WOULD BE MADE DIRECT AT THE HIRING HALL.

7. UPON OPENING THE HIRING HALL, MR. PHAT PROPOSES TO USE THE INDIVIDUAL RECORD OF NUMBER OF DAYS EMPLOYED PER MONTH AND REGISTER AS "PROFESSIONAL" THOSE DOCKERS WHO AVERAGE TWENTY DAY'S WORK PER MONTH FOR A SPECIFIED PERIOD OF TIME. THIS SHOULD PROVIDE AN IMPROVED PERMANENT REGISTER (IT IS ALSO PROPOSED TO UTILIZE THIS PAY RECORD AT OTHER PORTS IN VIET NAM).

8. AFTER A SATISFACTORY REGISTER OF PROFESSIONAL DOCKERS IS DEVELOPED, AN ELECTION OF DOCKERS' REPRESENTATIVES ON THE DOCKERS MANAGEMENT BOARD WILL BE CONDUCTED.

AVCA-TC-XA-A

9 November 1966

224

MEMORANDUM FOR RECORD

SUBJECT: CIVILIAN PORT LABOR PROCEDURES

9. MR. PHAT NOTED THAT THERE ARE NOW SEVEN (7) STEVEDORE COMPANIES
OPERATING IN THE PORT.

s/ Kenneth L. Hayden
t/ KENNETH L. HAYDEN
Captain, AGC
S-1/Adjutant

225

DEPARTMENT OF THE ARMY
HEADQUARTERS, 125TH TRANSPORTATION COMMAND (TERMINAL A)
APO 96307

AVCA-TC-XA-C

31 December 1966

Brigadier General, Pham Dang Lan
Director General, Port Authority
and Director, Saigon Port
1 Ham Nghi

Dear General Lan,

In looking over the achievements of the barge control center, it is indeed gratifying to note the progress made in reducing the number of barges underload in Saigon Port.

In November, according to records of the barge control center, there was a record number of 785 barges underload as of 30 November. The current number reported underload as of 30th December is 649. This represents both a 18% reduction in the number of loaded barges and a like increase in the number of barges made available for further use.

This is indeed progress of which all concerned can be justly proud.

There is one area in which I respectfully suggest that more progress could and should be made in order to better realize the potential of the barge control center.

The selection of barges for daily discharge should, as a minimum objective, include at least fifty percent of the barges underload for the longest period of time and application of the principle of "first loaded, first discharged".

As a first step, I recommend that the barges underload be divided into two categories. Category I would include those barges underload for more than sixty days and category II would include barges underload sixty days or less.

AVCA-TC-XA-C
General Ian

31 December 1966

226

Discharge of barges based on fifty percent from each category of the total number selected for discharge daily would, within a four week period, reduce the time of the barge longest underload from over six calendar months to under four calendar months, this estimate is based on the condition that this effort be commenced during the first week in January and assuming a minimum discharge capability of ninety barges per week.

Upon achieving the objective of a maximum under load time of four months, the category I period could be reduced to include barges under load for more than thirty days. This would allow more concentration on the very large backlog of barges loaded in October which, according to records, is 248. If this project can be successfully pursued, the end of February will show a tremendous reduction in the percentage of cargo aboard barges for more than sixty days which is currently approximately 45% of the total.

Should you favorably consider proceeding with the suggested program, the coordinating officer of this headquarters is Major Thomas W Hughes, "battery switch" extension 91.

Respectfully,

s/ Cary A. Kennedy, Jr.
t/ CARY A. KENNEDY, JR.
Colonel, TC

227

DEPARTMENT OF THE ARMY
HEADQUARTERS, 125TH TRANSPORTATION COMMAND (TERMINAL A)
APO 96307

AVC/-TC-XA-CO

Brigadier General Pham Dang Lan
Director General, Port Authority
and Director, Saigon Port
1 Ham Nghi

Dear General Lan,

In order for the Statistical Section of the 125th Terminal Command to compile operational statistics, certain feeder information is needed. Therefore, it is requested that the Port Authority provide the following information.

1. Vessel status report

- a) Names of vessels on berth and buoy
- b) Names of vessels at Cape St. Jacques and on hold
- c) Manifested tonnage on each ship

2. Tonnage Reports

- a) Vessel to truck daily
- b) Barge to warehouse daily
- c) Barge to truck daily
- d) Vessel to barge daily
- e) Vessel to warehouse daily
- f) Warehouse to truck daily

3. Inventory Reports

- a) Amount of cargo awaiting clearance in warehouse area daily
- b) The number of barges underload daily

AVCA-TC-XA-CO

Also, it is recommended that the stevedore companies be required to submit their tonnage and inventory information, as stated above, to the Port Authority Operations Division and provide the 125th Transportation Command with an information copy of all such reports. 228

For the purpose of entering all required information, a suggested format is enclosed.

The statistical information requested will be of vital importance in gauging the port operations and will assist in determining capabilities and priorities.

Action officer for this command is LT Torch, S-3 Operations.

Respectfully,

1 Incl
as

s/ Cary A. Kennedy, Jr.
t/ CARY A. KENNEDY, JR.
Colonel, TC

Stevedore Company _____

Date _____

Period Beginning _____

Period Ending _____

Recorder's Signature _____

DAILY SITUATION SAIGON COMMERCIAL PORT

I. Tonnage

1. Discharge

- a. Vessel to truck
- b. Vessel to barge
 - 1. Customs Cleared
 - 2. Not Customs Cleared
- c. Vessel to Warehouse

2. Clearance

- a. Warehouse to truck
- b. Barge to truck

3. Barge unload
Barge to Warehouse

Tot Disch (1a+1b=1c)

Tot Clnc (1b1+2a+2b)**Total Handle**

Inventory

1. Warehouse Areas
2. Number of Barges underload

Total[illegible]

231

DEPARTMENT OF THE ARMY
HEADQUARTERS, 125TH TRANSPORTATION COMMAND (TERMINAL A)
APO 96307

AVCA-TC-XA-C

4 January 1967

Brigadier General, Pham Dang Lan
Director General, Port Authority
and Director, Saigon Port
1 Ham Nghi

Dear General Lan,

Increasing the number of trained personnel, within the Port Authority and commercial stevedore companies, has been recommended through the concept of a USAID financed training program in the United States. On 29 October 1966 a request for a list of civilian and military personnel to be considered for participation in this program was forwarded to your headquarters. It now appears that this program may be approved.

Request a list of selected civilian and military personnel be provided this headquarters at your earliest convenience in order that arrangements may be completed in the United States.

Respectfully,

s/ Cary A. Kennedy, Jr.
t/ CARY A. KENNEDY, JR.
Colonel, TC

233
DEPARTMENT OF THE ARMY
HEADQUARTERS, 125TH TRANSPORTATION COMMAND (TERMINAL A)
APO 96307

AVCA-TC-XA-C-O

5 January 1967

Brigadier General, Pham Dang Lan
Director General, Port Authority
and Director, Saigon Port
1 Ham Nghi

Dear General Lan,

Continuing observation of individual stevedoring companies by officers of the Port Authority and this command have shown specific trends of performance by each company. HAP SANG Stevedoring Company has been under close observation for the last month and the following items point out specific areas which should be brought to their attention for improvement.

The cargo handling gear used by HAP SANG in discharging boxed general cargo is never adequate to allow an increased tonnage output. This company rarely employs pallets and pallet handling bridges for unloading operations. Increased pressure should be placed on HAP SANG to increase and modernize their cargo handling gear.

The utilization and organization of intransit storage area # 4K operated by this company has affected their overall tonnage discharge rate. Without proper planning and a more active supervision in this area, HAP SANG will never be able to advance beyond a mediocre level of discharge.

Stevedore gangs employed by this company are seldom sufficient in number to rig cargo for discharge at an acceptable pace. HAP SANG rarely works a vessel at its maximum capacity of discharge.

The lack of concern for the safety of employees is constantly being observed. Presently this company is unloading several thousand containers of acid from the U. S. Conqueror and their employees have not been provided with any sort of protective clothing or handling gear.

In closing I would again present the fact that this company as

AVCA-TC-XA-C-0
General Lan

5 January 1967

234

well as others working in the Saigon Port must develop a more urgent attitude toward increasing the daily discharge tonnage rate. All must constantly explore new methods and procedures that will eliminate inefficient discharge operations during the peak import period just ahead.

Respectfully,

s/ Cary A. Kennedy, Jr.
t/ CARY A. KENNEDY, JR.
Colonel, TC

235

DEPARTMENT OF THE ARMY
HEADQUARTERS, 125TH TRANSPORTATION COMMAND (TERMINAL A)
APC 96307

AVC.-TC-XI.-C

9 January 1967

Brigadier General, Pham Dang Lan
Director General, Port Authority
and Director, Saigon Port
1 Nam Nghi

Dear General Lan,

As the improvement of the Saigon Port facilities continues, it has become ever more apparent that a rodent control program should be initiated. An effective rodent elimination program, plus the continuing of the clean-up campaign which will remove rodent breeding areas, can result in an effective reduction of the rat and mouse population in the port area.

This elimination program can be conducted with a reasonable degree of success by the use of rodenticides in the standard tubular bait boxes. Several good rodenticides are available including red squill, ANTU (alpha-Naphthylthiourea), Warfarin, and Sodium Fluoroacetate (1080). Red squill is the poison commonly used in the military section of the port.

The bait boxes, which can be made with a minimum amount of lumber and effort, are necessary for the safe and effective distribution of the poison in the port area. They also are necessary to inhibit the deterioration of the rodenticides by protecting it from inclement weather.

To potentiate the above program, all ships at berth at this port must be required to have rat guards effectively placed on all ropes extending between the ship and dock. This will eliminate the possibility of movement of rodents to or from the ships and hence eliminate the possibility of repopulating the port area with rodents from foreign lands.

It is recommended that a rodent survey of the port be conducted by personnel trained in rodent control. A survey of this nature would provide valuable information concerning rodent population, the absence or presence of plague infected rats, and the most effective means of implementing an effective rodent elimination program. The World Health Organization performs such services upon request. This command has requested a survey and the World Health Organization has agreed to conduct it the second week of January.

AVCA-TC-XA-C
Brigadier General, Pham Dang Lan

9 January 1967

236

A rodent control program is a very important program in any port in order to limit the destruction of foodstuffs and the possible spread of diseases. Such a program would be a very important phase of port improvement and would warrant your immediate consideration.

Respectfully,

s/ Cary A. Kennedy, Jr.
t/ CARY A. KENNEDY, JR.
Colonel, TC

287
DEPARTMENT OF THE ARMY
HEADQUARTERS, 125TH TRANSPORTATION COMMAND (TERMINAL A)
APO 96307

AVCA-TC-XA-C-O

15 January 1967

Brigadier General, Pham Dang Lan
Director General, Port Authority
and Director, Saigon Port
1 Nam Nghi

Dear General Lan,

One of the most important means of documenting daily performance of the stevedore companies working in the Saigon Port is our joint stevedore evaluation efforts. Periodically, our officers have noted some of the outstanding areas as well as some recurring deficiencies of each stevedoring association. Currently, particular concern has been noted over the consistently slow rate of discharge observed at K-0 which is operated by STIC. We can point out some of our specific observations to indicate the areas in which improvement is necessary.

The lack of adequate predischage planning by STIC in the discharge of general cargo often results in a serious shortage of intransit storage space which is finally reflected in the low daily tonnage figures.

Necessary emphasis should be placed on this company to improve in this important area of their responsibility.

Another shortcoming which affects operations is the condition and quantity of cargo handling equipment utilized by the STIC stevedoring company. This is not only detrimental to efficient handling but often leads to serious safety violations and the possibility of work stoppage when old and worn equipment fails.

Our continued mutual interest in this type of productive analysis should produce significant rewards in the overall improvement of cargo handling operations in the Saigon Port.

Respectfully,

/s/ CARY A. KENNEDY, JR.
/t/ CARY A. KENNEDY, JR.
Colonel, TC

239

DEPARTMENT OF THE ARMY
HEADQUARTERS, 125TH TRANSPORTATION COMMAND (TERMINAL A)
APO 96307

AVCA-TC-XA-C

16 January 1967

Brigadier General Pham Dang Lan
Director General, Port Authority
and Director, Saigon Port
1 Ham Nghi

Dear General Lan,

The status of barges under load has again been reviewed and it is significant that, the number of barges loaded with general cargo has shown little or no reduction while the average time under load continues to increase.

A sampling of the number of barges under load, reported daily to your barge control center, indicates information is not reported to you accurately from the stevedores and agents. Several reports as of 14 January 1967 were given to you at least 20 days late. If you are ever to obtain the controls required to effectively manage port operations it is mandatory for all reporting agencies to submit accurate and timely information.

A concerted effort is being made by your staff and mine along with Sovicotra and USAID to expedite through-put clearance of cargo at Block 22. While this effort is producing good results, Sovicotra is still loading general cargo barges at a faster rate than they are being discharged.

I believe that the time has come to take the following action:

Strictly enforce the rule of discharging old barges first.

Prohibit the off loading of general cargo into any barge unless the cargo has been custom cleared prior to discharge from the ship.

Encourage consignees to custom clear cargo on cargoes from the barge manifest. This will permit barge discharge at private discharge points and relieve the pressure on Block 22. Approximately 30% of the barges contain bulk cargo which should not be difficult to clear thru customs in this manner.

AVCA-TC-XA-C
General Lan

16 January 1967

240

General Lan, the above situation is serious and I firmly believe we must take immediate and firm action to implement the above recommendations. This situation can only be resolved through personal and direct guidance from your office.

Respectfully,

/s/ Cary A. Kennedy, Jr.
/t/ CARY A. KENNEDY, JR.
Colonel, TC

DEPARTMENT OF THE ARMY
HEADQUARTERS, 125TH TRANSPORTATION COMMAND (TERMINAL A)
APO 96307

AVCA-TC-XA-C

241
Director,
Saigon Port
1 Ham Nghi

Dear Major Chu:

To emphasize the importance, of the new Port Tariff, the Officers and Non-Commissioned Officers of the command were recently tested on the contents of the tariff.

This examination was given to insure that all Officers and Non-Commissioned Officers were knowledgeable with the contents of the Port Tariff.

It is suggested that the personnel of the Saigon Port Authority be administered a similar examination on the Port Tariff. A copy of the examination is attached as inclosure 1.

Sincerely,

1 Incl
as

s/Cary A. Kennedy, Jr.
t/CARY A. KENNEDY, JR.
Colonel, TC

Copy Furn: Mr Truong Van Thuan
Secretary of Public Works
and Communications

DEPARTMENT OF THE ARMY
HEADQUARTERS, 125TH TRANSPORTATION COMMAND (TERMINAL A)
APO 96307

AVCA-TC-XA-C

28 Jan 1967

143
Director,
Saigon Port
1 Ham Nghi

Dear Major Chu:

During the first week of January this command forwarded a letter to the Director General of Ports, emphasizing the importance of an effective rodent control program in the Port of Saigon.

To initiate a project on rodent control, this command forwarded a request to the World Health Organization for assistance in conducting a rodent survey of the Saigon Port Complex. However, the World Health Organization informed this headquarters that the request for a survey must be initiated by the Port Authority and approved by the Public Health Department. This request must be forwarded to Mr. M. J. Wilson, World Health Organization, 285 Hien Vuong, Saigon.

It is recommended that the Port Authority submit a request to the World Health Organization for assistance in initiating an effective rodent control program. This headquarters has designated CPT Walker, Command Surgeon, as project officer and he is available for assistance and coordination.

Sincerely,

s/Cary A. Kennedy, Jr.
t/CARY A. KENNEDY, JR.
Colonel, TC

Copy Furn: Mr Truong Van Thuan
Secretary of Public Works
and Communications

245
DEPARTMENT OF THE ARMY
HEADQUARTERS, 125TH TRANSPORTATION COMMAND (TERMINAL A)
APO 96307

AVCA.-TC-XA-C

30 Jan 1967

Director,
Saigon Port
1 Ham Nghi

Dear Major Chu:

The Officers and Non-Commissioned Officers of this command were recently administered a test on the new Port Tariff. This test was given to emphasize the importance of the document and to insure that personnel of this command were knowledgeable with the contents of the Port Tariff.

It is suggested that the personnel of the Saigon Port Authority be administered a similar examination on the Port Tariff. A copy of the examination is attached as inclosure 1.

Sincerely,

1 Incl
as

s/Cary A. Kennedy, Jr.
t/CARY A. KENNEDY, JR.
Colonel, TC

Copy Furn: Mr Truong Van Thuan
Secretary of Public Works
and Communications

247

SECTION IX
CORRESPONDENCE
TO
USAID

249
DEPARTMENT OF THE ARMY
HEADQUARTERS, 125TH TRANSPORTATION CO. AND (TERMINAL A)
APO 96307

AVCA-TC-XA-C

19 November 1966

SUBJECT: Status of Ships at Capt

TO: USAID VIET NAM
Assistant Director for Logistics
APO 96243

1. The Vessel Status Report of ships at Capt St. Jacques waiting for movement to Saigon Port lists four ships with AID Cargo, the Day-mantis Gafos, Helen K., Whitehall and Agathopolis.

2. Request you furnish this headquarters the present vessel call-up status of AID interest ships at the Cape so that we can advise the Port Authority on effective utilization of the Port's facilities.

FOR THE COMMANDER:

/s/Julian L Chamberlain
/t/JULIAN L CHAMBERLAIN
CWO, W-2 USA
Assistant Adjutant

51
DEPARTMENT OF THE ARMY
HEADQUARTERS, 125TH TRANSPORTATION COMMAND (TERMINAL A)
APO 96307

AVCA-TC-XA-C

25 November 1966

SUBJECT: Projected Steel Imports

TO: USAID, VIET NAM
Assistant Director for Logistics
ATTN: Logistics Division
APO 96243

1. It is requested that this command be furnished an estimate of the future discharge dates of CIP steel now aboard vessels at Capt St. Jacques. Also request the amount of projected steel imports for the period 1 December 1966 thru 1 February 1967. As an example, information now available indicates that the U.S. Conqueror is located at Capt St. Jacques with 9,000 L/T of CIP steel aboard.

2. With this information it will be possible for the Port Authority to plan for the maximum utilization of berth and buoy spaces in the Port of Saigon. In addition, this information will expedite the discharge and clearance of vessels with steel and other bulk cargoes aboard.

FOR THE COMMANDER:

/s/L. T. Busenleener
/t/L. T. BUSENLENER
1st Lt, AGC
Asst Adj

DEPARTMENT OF THE ARMY
HEADQUARTERS, 125TH TRANSPORTATION COMMAND (TERMINAL A)
APO 96307

VCA-TC-X -CO

17 December 1966

253
Mr. L. S. Wehrle
Associate Director for
Program and Economic Policy
USAID Vietnam

Dear Mr. Wehrle,

Reference is made to your memorandum of 8 December 1966, subject Saigon Port.

The Command's capability for cargo checking aboard ship is limited and is not what we desire nor what could be done with additional people. Action has been started to augment this unit with local national personnel to be provided by a contract with a local firm. This contract, when completed, will provide the personnel to adequately check all CIP/Commercial cargo.

The warehouse inventories compiled by this headquarters are considered to be accurate. It is true that some figures obtained from the Stevedore companies are utilized, again, due to the present lack of personnel. However, before this data is used it is verified by a physical check of the cargo when discrepancies are discovered between this command's documents and the stevedore's documentation. Action is being initiated to obtain additional personnel, through direct hire, to augment the present checkers in the warehouse.

Accurate and valid documentation can only be accomplished when adequate personnel are available to cover the complete operation. The actions mentioned above are being expedited to provide the necessary personnel.

Respectfully,

/s/Cary A. Kennedy, Jr
/t/CARY A. KENNEDY, JR
Colonel, TC

255

DEPARTMENT OF THE ARMY
HEADQUARTERS, 125TH TRANSPORTATION COMMAND (TERMINAL A)
APO 96307

AVCA-TC-XI-C

19 December 1966

SUBJECT: Aging Cargo

TO: Mr. L. S. Wehrle
Associate Director for
Program and Economic Policy
USAID Vietnam

1. Attached is a list of selected items from the inventory of cargo remaining in the transit sheds for more than 20 days, as of 18 December 1966.

2. Request necessary action be taken to expedite the removal of these shipments in accordance with our previous discussion on this subject.

1 Incl
cs

/s/Cary A. Kennedy, Jr.
/t/CARY A. KENNEDY, JR.
Colonel, TC
Commanding

1 Incl
wd

Info Copies to

Commanding General
1st Logistical Command
APO 96307

Commanding Officer
4th Trans Comd (Terminal C)
APO 96307

257

DEPARTMENT OF THE ARMY
HEADQUARTERS, 125TH TRANSPORTATION COMMAND (TERMINAL A)
APO 96307

AVCA-TC-X-C-1

22 December 1966

SUBJECT: Status of Special Barge Project

TO: Mr. L. S. Wehrle
Associate Director for
Program and Economic Policy
USAID Vietnam

1. Project: Location and discharge of barges, cargo documentation and consignee notification.
2. Barges and Location:
 - a. SG 14124-located at B-13 (General cargo).
 - b. HF 55-located at block 22 (Carbon, black).
 - c. HF 664-located at block 22 (Soda ash, Resin and lithopone).
3. Discharge: Was scheduled for 26 Dec at which time the stevedores went on strike. 1 Barge, AGJ 2120 was discharged on 21 Dec and cargo was placed in intransit shed at Block 22.
4. Immediate Problems:
 - a. Inability to discharge barges due to strike.
 - b. Failure of consignees to pick up cargo from block 22.
Consignees were notified by 125th Trans Comd by hand carried letter on 21 and 22 December and yet cargo remains in intransit sheds as of this date. Follow up notification is being effected to day by 125th Trans Comd, Support Services Branch. Consignees are:
 - (1) SRL, 156 Pasteur, Saigon.
 - (2) Dan Hung, 205-207 Vo Tanh St, Saigon
5. Anticipated Future Problems:

Possible failure of other consignees to pick up cargo which will be discharged from three remaining barges.

AVCA-TC-XA-C-1

SUBJECT: Status of Special Barge Project

Recommended Solution:

258

That USAID exert its influence on consignees to encourage immediate pick-up of discharged cargo in order to free storage space and reduce possibility of pilferage. Mr. Deitz of USAID has been given a manifest extract containing consignee addresses.

FOR THE COMMANDER:

/s/Harold W. Cox
/t/HAROLD W. COX
Capt, TC
Asst Adjutant

Copy Furn: Commanding General
1st Logistical Command
APO 96307

Commanding Officer
4th Trans Comd (Terminal C)
APO 96307

259

DEPARTMENT OF THE ARMY
HEADQUARTERS, 125TH TRANSPORTATION COMMAND (TERMINAL A)
APO 96307

AVCA-TC-XA-C

22 December 1966

SUBJECT: Status of Special Barge Project

TO: Mr. L. S. Wehrle
Associate Director for
Program and Economic Policy
USAID Vietnam

1. Project: Location and discharge of four barges, cargo documentation and consignees notification.

2. Barges and Location:

- a. SG 14124 located at B-13 (general cargo)
- b. HF 55 located at B-9 (carbon black, bags, general cargo)
- c. AGJ 2120 located at Block 22 (medical supplies)
- d. HF 664 located at Block 22 (bags soda ash, resin and lithopone)

3. Discharge: Two barges are scheduled for discharge on 26 December at Block 22 (SG 14124 and HF 55). Two are being discharged today at Block 22, (AGJ 2120 and HF 664). All discharge to be performed by SCOUTS.

4. Documentation: To be performed by Cargo Processing Co (Prov) 125th Trans Comd.

5. Consignee Notification: To be effected by Support Services Branch, 125th Trans Comd by letter or personal visit.

6. Immediate Problems: None

AVCA-TC-XA-C

SUBJECT: Status of Special Barge Project

262

7. Anticipated Problems: None

FOR THE COMMANDER:

/s/Harold W. Cox
/t/HAROLD W. COX
Capt, TC
Asst Adjutant

Info Furn: Commanding General
1st Logistical Command
APO 96307

Commanding Officer
4th Trans Comd (Terminal C)
APO 96307

261

DEPARTMENT OF THE ARMY
HEADQUARTERS, 125TH TRANSPORTATION COMMAND (TERMINAL A)
APO 96307

AVC-10-KA-C

23 December 1966

SUBJECT: Location of Cargo as requested by Local Importer

TO: Mr. Walter M. Moore, Chief
Commercial Import Division
USAID, Vietnam

1. Reference, memorandum, subject as above, dated 9 December 1966 from Walter M. Moore, Chief, Commercial Import Division, USAID.

2. Records of SOVICOTRA and AN-LAC Con Ty indicate the following disposition of cargo:

a. Case 1A - Discharged from the President Jefferson onto barge #1641. The cargo was then discharged at Block # 22 outside storage area on 28 November 1966, and is presently located there.

b. Case 1B - Discharged from the President Van Buren onto barge # HF 9884, which is presently moored at the discharge point in front of Block # 22.

c. Case C - Discharged from the President Taylor onto barge # HF 113, which is presently moored at buoy number three (3).

d. Case D - Same as 2C above.

e. Case E - Same as 2C above.

f. Case F - Discharged from the President Monroe onto barge #8048. This cargo was discharged at berth K-1 onto trucks 14 December 1966

3. The location of barges were checked as stated. Had the importers coordinated with the stevedores they would have been able to locate their cargo as indicated in Para 2 above.

wd all incl

s/ Cary A. Kennedy, Jr.
t/ CARY A. KENNEDY, JR.
Colonel, TC

DEPARTMENT OF THE ARMY
HEADQUARTERS, 125TH TRANSPORTATION COMMAND (TERMINAL A)
APO 96307

3
AVCA-TC-XA-C-0

27 December 1966

SUBJECT: Aging Cargo - List #2

TO: Mr. L. S. Wehrle
Associate Director for
Program and Economic Policy
USAID, Vietnam

1. Attached is list #2 of selected items from the inventory of cargo remaining in the transit sheds for more than 20 days, as of 23 Dec 66.

2. Request necessary action be taken to expedite the removal of these shipments in accordance with our previous discussion on this subject.

wd all incl

s/ Gary A. Kennedy, Jr.
t/ GARY A. KENNEDY, JR.
Colonel, TC
Commanding

Copy Furn: Commanding General
1st Logistical Command
APO 96307

Commanding Officer
4th Transportation Command (Terminal C)
APO 96307

265

DEPARTMENT OF THE ARMY
HEADQUARTERS, 125TH TRANSPORTATION COMMAND (TERMINAL A)
APO 96307

AVCA-TC-XA-C

28 Dec 1966

SUBJECT: Status of Special Barge Project

TO: Mr. L. S. Wehrle
Associate Director for
Program & Economic Policy
USAID, Vietnam

1. References: a. Letter this headquarters, subject as above, dated 21 Dec 1966.

b. Letter this headquarters, subject: Transmittal of Manifest Extract, dated 27 Dec 1966, ATTN: Mr. John Derek.

2. Location of barges, 27 Dec 1966:

a. SG 14124 -----Buoy #13.

b. HF 55 -----Block #22.

c. HF 664 -----Block #22.

3. On 21 Dec 1966 the following events occurred:

a. Barge #ACJ 2120 was discharged at block #22 and the cargo was placed inside the shed. Consignees for this cargo are:

(1) Sarl, 156 Pasteur St., Saigon.

(2) Dan Hang, 205-207 Vo Tanh St., Saigon.

b. Barge #664 discharged two truck loads of Resin to consignee vehicles. As of this date further discharge of cargo has not been effected.

4. The current labor situation is a contributing factor to non-discharge of barges subsequent to 26 Dec 1966. However, there is no immediate explanation for the work stoppage of barge #664 on 21 Dec 1966.

5. The consignees, listed in para 3 above, were again contacted by the command on 27 Dec 1966. Both consignees stated they had made arrangements for transportation of their cargo. As of this date the cargo has not been picked up.

AVCA-TC-XA-C

28 December 1966

260

SUBJECT: Status of Special Barge Project

6. Request necessary action be taken to expedite the removal of these shipments.

s/ Cary A. Kennedy, Jr.
t/ CARY A. KENNEDY, JR.
Commanding

Copy Furn: Commanding General
1st Logistical Command
APO 96307

Commanding Officer
4th Transportation Command (Terminal C)
APO 96307

DEPARTMENT OF THE ARMY
HEADQUARTERS, 125TH TRANSPORTATION COMMAND (TERMINAL A)
APO 96307

267
AVCA-TC-X-C

30 December 1966

SUBJECT: Status of Special Barge Project

TO: Mr. L. S. Wehrle
Associate Director for
Program & Economic Policy
USAID, Vietnam

1. Reference is made to letters this headquarters, subject as above, dated 21 Dec and 28 Dec 1966.
2. Location of barges 30 Dec 1966:
HF 664 - Block #22 (under partial load).
3. As of this date barges #ACJ 2120, SG 14124, and HF 55 have been discharged.
4. Barges #SG 14124 and HF 55 were discharged 23 and 24 Dec 1966 respectively.
5. This headquarters is in the process of notifying consignees whose cargo has been discharged and remains in the transit shed.

s/ Cary A. Kennedy, Jr.
t/ CARY A. KENNEDY, JR.
Colonel, TC
Commanding

Copies Furnished: Commanding General
1st Logistical Command
APO 96307

Commanding Officer
4th Transportation Command (Terminal C)
APO 96307

269

DEPARTMENT OF THE ARMY
HEADQUARTERS, 125TH TRANSPORTATION COMMAND (TERMINAL A)
APO 96307

AVCA-TC-X-C-O

31 December 1966

SUBJECT: Aging Cargo - List #3

TO: Mr. L. S. Wehrle
Associate Director for
Program and Economic Policy
USAID, Vietnam

1. Attached is list #3 of selected items from the inventory of cargo remaining in the transit sheds for more than 20 days, as of 30 Dec 66.

2. Request necessary action be taken to expedite the removal of these shipments in accordance with our previous discussion on this subject.

wd all incl

s/ Cary A. Kennedy, Jr.
t/ CARY A. KENNEDY, JR.
Colonel, TC
Commanding

Copy furnished: Commanding General
1st Logistical Command
APO 96307

Commanding Officer
4th Transportation Command (Terminal C)
APO 96307

DEPARTMENT OF THE ARMY
HEADQUARTERS, 125TH TRANSPORTATION COMMAND (TERMINAL A)
APO 96307

271
AVCA-TC-XA-C

31 December 1966

SUBJECT: Participant Training for Vietnamese Port Operations Personnel

TO: Assistant Director for Logistics
United States Agency for
International Development
Vietnam

1. Reference: a. Department of State Message 1393, subject as above dated 16 Dec 66 (Incl 1).

b. Memorandum, Mr. C. I. Frink, ADL/TMB, subject as above dated 24 Dec 66 (Incl 2).

2. Port operations are entirely under Vietnamese civilian control and have never been under Vietnamese military control. Those Vietnamese military personnel in the Port Authority occupy civilian positions and that organization has never been under the control of the Vietnamese Joint General Staff. The Director General of the Port Authority reports directly to the Control Executive Committee. The US military advises and assists the Port Authority and has been conducting training on a broad base since arrival of the advanced party of this command on 4 September 1966. Training is an integral part of Phase I and II of the overall program for port development and management improvement.

3. Three training programs have been proposed by this command to the Vietnamese Port Authority. One program provides for training of civilian workers in commercial terminal operations within the United States. The second program involves the training of port management level employees within the United States during 1967 and 1968. Both programs require the Vietnamese authorities to submit to USAID the names of individuals with the appropriate background and job position to benefit from this type of training. The Director-General of Ports indicates that nomination of students may not be completed for some time. It appears that personalities and politics are factors to be dealt with. The third training program has been successfully completed by the Port Authority on 29 December 1966. On that date, the first class of stevedore foremen were graduated from an intensive training program jointly conducted by the Port Authority and the 125th Transportation Command. Additionally, through daily staff officer counterpart meetings between officers of this command and the Port Authority, extensive on-the-job training has been accomplished.

MACA-TC-XA-C

SUBJECT: Participant Training for Vietnamese Port Operations Personnel

272

4. A roster of Vietnamese Army Officers, who have attended various courses of instruction at the US Army Transportation School, Ft. Eustis, Virginia, was compiled and forwarded to the Port Authority on 16 November 1966 (see Incl 3). The Port Authority has not acted on the recommendation that these officers be assigned to the Port Authority.

5. As previously mentioned, the overall Port Improvement Program developed and implemented by this headquarters subsequent to 4 September 1966, consisting of Phase I and Phase II, is directed to the establishment of a competent, reliable Port Authority. The training recommendations incorporated in this program, closely parallel the training program proposed in reference 1 (a) above.

6. The uncertainty of Vietnamese politics continues to pose a threat to port stability. In the past, executives have been arbitrarily removed, both individually and en masse and replaced by inexperienced personnel. Consequently, there is no assurance that executives trained in the United States would be utilized in the Port Authority upon their return. Vietnamese authorities are also justifiably concerned over the possibility of executive trainees finding more profitable employment with private firms.

7. In spite of the above possible objections, it is recommended that all possibilities be explored in the development of a training program which will contribute to competent, well-trained management within the Port Authority. Unless this goal can be met, it appears American presence constitutes the only insurance of stability and continuity in the Saigon Port Authority.

3 Incl
as

/s/Cary A. Kennedy, Jr
/t/CARY A. KENNEDY, JR
Colonel, TC
Commanding

3 Incl
wd

Copy Furn: Commanding General, MACV
ATTN: J-4
APO 96307

Commanding General, USARV
ATTN: G-4
APO 96307

Commanding General, 1st Log Comd
ATTN: Director of Trans
APO 96307

Commanding Officer
4th Trans Comd (Tml C)
APO 96307

273

DEPARTMENT OF THE ARMY
HEADQUARTERS, 125TH TRANSPORTATION COMMAND (TERMINAL A)
APO 96307

AVCA-TC-XA-C

4 January 1967

SUBJECT: Special Barge Project #2

TO: Mr. L. S. Wehrle
Associate Director for
Program and Economic Policy
USAID, Vietnam

1. Project: Locate, discharge, and document the cargo remaining on barges loaded in June 1966 from the SS Merrimac by Tam Hiep Stevedore Company, to include consignee notification.

2. Barge Numbers and Manifests (incl 1) provided by the stevedore company are:

HF 394	HF 8985
HF 1307	HF 8996
HF 2410	HF 9143
HF 7802	SG 10290
HF 8254	SV 10792

3. This command is now in the process of locating and verifying barge numbers and cargo. Barges #HF 8985, #HF 7802, and #HF 9143 are scheduled for discharge at Berths K-4 on 4 January 1967. Additional discharge information will be furnished as available.

4. Request necessary action be taken to expedite removal of these shipments.

wd all incl

s/ Cary A. Kennedy, Jr.
t/ CARY A. KENNEDY, JR.
Colonel, TC
Commanding

Copies furnished:

Commanding General
1st Logistical Command
APO 96307

Commanding Officer
4th Transportation Command (Tml C)
APO 96307

275
DEPARTMENT OF THE ARMY
HEADQUARTERS, 125TH TRANSPORTATION COMMAND (TERMINAL A)
APO 96307

AVCA-TC-XA-C

5 January 1967

SUBJECT: Special Project - Block 22

TO: Mr. L. S. Wehrle
Associate Director for
Program and Economic Policy
USAID, Vietnam

1. In an effort to increase the efficiency of barge discharge operations at Block 22, a Task Force has been organized as outlined in Inclosure #1. Representatives of USAID, Saigon Port Authority, and Sovicotra have agreed to fully support this operation.

2. An inventory of cargo located at Block #22 as of 4 Jan 1967 is attached as Inclosure #2.

3. Request your assistance in expediting consignee pick-up of cargo.

2 Incls
ns

/s/Cary A. Kennedy, Jr
/c/CARY A. KENNEDY, JR
Colonel, TC
Commanding

2 Incls
wd

Copy Furn: Commanding General
1st Logistical Command
APO 96307

Commanding Officer
4th Trans Comd (Tml C)
APO 96307

277

DEPARTMENT OF THE ARMY
HEADQUARTERS, 125TH TRANSPORTATION COMMAND (TERMINAL A)
APO 96307

AVCA-TC-XA-C

5 January 1967

SUBJECT: USAID Sponsored Cargo

TO: Mr. Donald G. MacDonald
Director of the U. S. Agency for International Development
Vietnam

1. Reference:

a. Sec State Message number 12-3387, dated 30 Dec 66.
(Incl 1).

2 b. MACV Message number 51548, dated 010754 Dec 66.

2. USAID representatives have requested comments on the message from the Secretary of State (reference 1a). Reference 1b provides a complete analysis of the problem discussed in the State message and remains valid. In addition, the following comments are provided.

3. There are currently 10 ships holding at Cape St Jacques with approximately 90,000 tons of fertilizer aboard. Consignees cannot or will not receive this cargo and as a result, USAID/Saigon has been requested by the Port Authority to obtain cargo disposition instructions. USAID representatives have stated that every effort is being made to obtain adequate warehouse space which will open the wholesale distribution system of Vietnam and relieve the market congestion problem.

4. As of 30 December there were 24,426 tons of cargo in commercial transit areas of the port awaiting pick up by consignees. Ten days is the free time allowed, however 83% of this cargo is more than 10 days old. USAID has been provided weekly inventory data with requests that action be taken to expedite the port clearance of cargo into the Vietnamese economy.

5. The Port of Saigon is completely capable of discharging the cargo back-log upon notification by USAID that it will be accepted at designated depot areas, commercial warehouses, or by private importers.

1 Incl
as

/s/Cary A. Kennedy, Jr
/t/CARY A. KENNEDY, JR
Colonel, TC
Commanding

1 Incl
wd

Copy Furn: CG, MACV, CG USARV, CG LST LOG, CO 4TH TC

DEPARTMENT OF THE ARMY
HEADQUARTERS, 125TH TRANSPORTATION COMMAND (TERMINAL A)
APO 96307

219
AVCA-TC-XA-JA

7 January 1967

SUBJECT: Disposition of Silver Nitrate

TO: Mr. William C. Wild
The Associate Director
U.S. Agency for International Development
Vietnam

1. Several shipments of silver nitrate were confiscated by the Republic of Vietnam on 5 October 1966 and designated for reexport consistent with USAID policy to restrict the import of silver nitrate. When this command became aware that no action had been taken to remove the silver nitrate, efforts were made to trace and locate it. A summary of the actions taken is attached as inclosure 1.

2. It is requested that this command be given shipping instructions to permit prompt export of the confiscated silver nitrate. It is recommended that an intensive effort be made by USAID to retrieve any other silver nitrate still outstanding or determine, insofar as practicable, what disposition was made of these shipments by consignees.

3. This command will assist in any manner required.

wd all incl

s/ Cary A. Kennedy, Jr.
t/ CARY A. KENNEDY, JR.
Colonel, TC
Commanding

Copies furnished:

CO, 4th Trans Comd (Tml C)
CG, 1st Log Comd
CG, MCV
CG, USRV

281

DEPARTMENT OF THE ARMY
HEADQUARTERS, 125TH TRANSPORTATION COMMAND (TERMINAL A)
APO 96307

HA-TC-XI-C

9 January 1967

SUBJECT: Aging Cargo - List #4

TO: Mr. L. S. Wehrle
Associate Director for
Program and Economic Policy
USAID, Vietnam

1. Attached is list #4 of selected item from the inventory of cargo remaining in the transit sheds for more than 20 days, as of 6 Jan 1967.

2. Request necessary action be taken to expedite the removal of these shipments in accordance with our previous discussion on this subject.

1 Incl
as

/s/Cary A. Kennedy, Jr
/t/CARY A. KENNEDY, JR
Colonel, TC
Commanding

1 Incl
wd

Copy Furn: Commanding General
1st Logistical Command
APO 96307

Commanding Officer
4th Trans Command (Tml C)
APO 96307

283
DEPARTMENT OF THE ARMY
HEADQUARTERS, 125TH TRANSPORTATION COMMAND (TERMINAL A)
APO 96307

AVCA-TC-XA-C

10 January 1967

SUBJECT: Situation Report - Barges Loaded on 6 June 1966

TO: Mr. L. S. Wehrle
Associate Director for
Program and Economic Policy
USAID, Vietnam

1. The objective of this barge project is to discharge the oldest barges under load and clear the cargo from the port.
2. The following is a list of the eleven barges loaded 6 June 1966:

HF 7802	SV 10792
HF 1307	SV 8254
HF 8985	MT 20
HF 9143	KA 394
HF 7742	HF 2410
	SV 10290

The first ten barges indicated in the list above have been discharged during the period 4 through 10 January 1967. The discharge site is K-5 in the Saigon Port complex. The last barge SV 10290 will be transferred from the holding area, Van-Don, to K-5, this date.

3. The cargo from the ten unloaded barges is stacked on the pier at K-5. Some of it has been claimed and cleared. All consignees have been notified by the stevedore company (Tam Hiep), the Ship's Agent (Anglo Vietnam), and this headquarters.

4. Attached to this report are tally sheets for all barges discharged except MT 20, HF 394, and HF 2410. The tally sheets for these barges will

AVCA-TC-XA-C

10 January 1967

284

SUBJECT: Situation Report - Barges Loaded on 6 June 1966

be completed shortly. Included also are the tally sheets for the cargo which has been cleared from the pier by the consignee.

wd all incl

s/ Cary A. Kennedy, Jr.
t/ CARY A. KENNEDY, JR.
Colonel, TC
Commanding

Copy Furn: Commanding General
1st Logistical Command
APO 96307

Commanding Officer
4th Transportation Command (Terminal C)
APO 96307

DEPARTMENT OF THE ARMY
HEADQUARTERS, 125TH TRANSPORTATION COMMAND (TERMINAL A)

293 AVCA-TC-XA-C-0

11 January 1967

SUBJECT: Situation Report - Barges Loaded on 6 June 1966

TO: Mr. William Wild
Associate Director for Program
and Economic Policy
USAID, Vietnam

1. To date ten of the eleven barges have been discharged. Barge SV 10290, remains to be discharged. It was scheduled to arrive at the quay yesterday afternoon or evening. However, it was not moved from the holding area and was rescheduled to arrive at K-5, 1000 hours, this date. Further delays will prompt direct contact with the stevedore company to insure the discharge of that barge.

2. The unloading of barge SV 10290 will complete the discharge portion of this project. Port clearance of the cargo will be the remaining task.

3. Attached are tally sheets for Barge, HF 2410, and for the cargo which has cleared the port.

2 Incl

1. Barge to Pier
2. Pier to Truck

/s/Cary A. Kennedy, Jr
/t/CARY A. KENNEDY, JR
Colonel, TC
Commanding

2 Incl

wd

Copy Furn: Commanding General
1st Logistical Command
APO 96307

Commanding Officer
4th Trans Comd (Tml C)
APO 96307

287
DEPARTMENT OF THE ARMY
HEADQUARTERS, 125TH TRANSPORTATION COMMAND (TERMINAL A)
APO 96307

AVCA-TC-XA-C-C

12 January 1967

SUBJECT: Situation Report - Barges Loaded 6 June 1966

TO: Mr. William Wild
Associate Director
Office of Director
US..ID, Vietnam

1. There is little change in the status of the special barge project concerning the eleven barges loaded on 6 June 1966.
2. Barge SV 10290 has not arrived at the quay. A meeting with the Port Authority and a representative of Tam Hiep, the Stevedore Company, at 1500 hours 12 June 1966, should determine when the barge will be off-loaded.
3. Some cargo was removed from the quay in the past 24 hours. The tally sheets are due in and will be forwarded as soon as they are received.

s/ Cary A. Kennedy, Jr.
t/ CARY A. KENNEDY, JR.
Colonel, TC
Commanding

Copy Furn: Commanding General
1st Logistical Command
APO 96307

Commanding Officer
4th Transportation Command (Terminal C)
APO 96307

89
DEPARTMENT OF THE ARMY
HEADQUARTERS, 125TH TRANSPORTATION COMMAND (TERMINAL A)
APO 96307

14 January 1967

AVC/-TC-XA-C-O

SUBJECT: Situation Report - Barges Loaded 6 June 1966

TO: Mr. William Wild
Associate Director for
Program and Economic Policy
USAID, Vietnam

1. Barge SG 10290 arrived on K-5, the afternoon of 12 July 1966. The discharge operation was completed 13 January 1967. This is the last barge of the eleven loaded from the S.S. Merrimac on 6 June 1966.

2. Approximately seventy-five per cent of the cargo off loaded from the eleven barges remains on the pier awaiting port clearance.

3. Attached are talley sheets for barges, MT 20, EA 394, and SG 10290 and for the cargo which has cleared the port.

2 Incl

1. Barge to Pier
2. Pier to Truck

/s/Cary A. Kennedy, Jr.
/t/CARY A. KENNEDY, JR.
Colonel, TC
Commanding

2 Incl
wd

Copy Furn: Commanding General
1st Logistical Command
APO 96307

Commanding Officer
4th Trans Comd (Terminal C)
APO 96307

291

DEPARTMENT OF THE ARMY
HEADQUARTERS, 125TH TRANSPORTATION COMMAND (TERMINAL A)
APO 96307

AVCA-TC-RA-C-O

14 January 1967

SUBJECT: Special Barge Project #2 - Lessons Learned

TO: Mr. William Wild
Associate Director for
Program and Economic Policy
USCID, Vietnam

1. On 3 January 1967 special barge project #2 was undertaken to discharge those barges loaded 6 June 1966. The barges were loaded from the S.S. Merrimac by TAN HIEP Stevedore Company. The Ship's Agent was Anglo Vietnam.

2. The Port Authority and the Stevedore Company were notified of the project and the Port Authority allocated a portion of K-5 for discharge operations. The barge manifests were obtained and reproduced by this Command. TCAD's were prepared and notification letters were sent to each consignee. The first barge was discharged 4 January 1967 and the eleventh and final barge was discharged on 13 January 1967.

3. Lessons learned as follows:

a. Cargo can be identified aboard barges thru information available from the Port Authority, Ship's Agents and Stevedore Companies.

b. Stevedore Companies can locate barges and coordinate discharge.

c. Consignees, with cargo loaded on barges, can be identified by referring to the vessel manifest from which the cargo was discharged.

AVC.-TC-X.-C-O

14 January 1967

292

SUBJECT: Special Barge Project #2 - Lessons Learned

d. Consignee port clearance of cargo, off-loaded from barges,
is slow.

s/ Cary A. Kennedy, Jr.
t/ CARY A. KENNEDY, JR.
Colonel, TC
Commanding

Copy Furn: Commanding General
1st Logistical Command
APO 96307

Commanding Officer
4th Trans Comd (Terminal C)
APO 96307

293

DEPARTMENT OF THE ARMY
HE DOU BTERS, 125TH TRANSPORTATION COMMAND (TERMINAL A)
APO 96307

AVCA-TC-A-C

14 January 1967

SUBJECT: Aging Cargo - List #5

TO: Mr. William Wild
Associate Director
Office of Director
USAID, Vietnam

1. Attached is list #5 of selected items from the inventory of cargo remaining in the transit sheds for more than 20 days, as of 13 Jan 1967.

2. Request necessary action be taken to expedite the removal of these shipments in accordance with our previous discussion on this subject.

1 Incl
as

/s/Cary A. Kennedy, Jr
/t/CARY A. KENNEDY, JR
Colonel, TC
Commanding

1 Incl
wd

Copy Furn: Commanding General
1st Logistical Command
APO 96307

Commanding Officer
4th Trans Command (Tml C)
APO 96307

295
DEPARTMENT OF THE ARMY
HEADQUARTERS, 125TH TRANSPORTATION COMMAND (TERMINAL A)
APO 96307

AVCA-TC-XA-CO

14 January 1967

SUBJECT: Letter of Transmittal

TO: Mr. William Wild
Associate Director for
Program and Economic Policy
USAID, Vietnam

Transmitted herewith are manifests of Sovicotra barges to be unloaded during the period of 13-16 Jan 1967. As per agreement with Sovicotra stevedores, the consignee notification should state that all cargo in these barges will be in warehouse 22 by 18 January 1967.

1 Incl
as

CARY A. KENNEDY, JR.
Colonel, TC
Commanding

1 Incl
WD

Copy Furn: Commanding General
1st Logistical Command
APO 96307

Commanding Officer
4th Trans Comd (Terminal C)
APO 96307

297

DEPARTMENT OF THE ARMY
HEADQUARTERS, 125TH TRANSPORTATION COMMAND (TERMINAL A)
APO 96307

AVCA-TC-XA-CO

14 January 1967

SUBJECT: Situation Report - Block 22 Task Force

TO: Mr. William Wild
Associate Director for
Program and Economic Policy
USAID, Vietnam

1. During the week of 8-13 January 1967 the operation at Block 22 showed that the personnel working the warehouse and barges are slow and inefficient. However, the operation was not running at full capabilities due to the lack of consignee pick-up and the number of cranes in operation. The trend towards the end of the week was an increase in activity. Although tonnages do not support the increased activity, the number of pieces handled does support it. During this period two good points can be brought forth. First, all the barges scheduled to be offloaded 6-12 January 1967 were offloaded ahead of schedule. Secondly, the stevedores involved started a general cleanup and clearance of the warehouse and surrounding area.

2. Statistics - 8-13 January 1967

a. Tonnage handled	Total	Daily Average
(1) From barge to truck	159.5 s/t	31.9 s/t
(2) From warehouse to truck	560.1 s/t	112.1 s/t
(3) Total tonnage out	719.6 s/t	144.0 s/t
(4) From barge to warehouse	573.6 s/t	114.7 s/t
b. Pieces handled	19,392	3,878
c. An average of three cranes were used each day.		
d. Barges worked	32	6.4

AVCA-TC-XA-CO

14 January 1967

278

SUBJECT: Situation Report - Block 22 Task Force

3. Problem Areas and Solutions

a. Problem - Adhering to the established schedule to bring in barges for discharge at Block 22.

Solution - A meeting was held between the Saigon Port Authority Barge Control Center and the stevedores concerning a barge call-up schedule. The schedule is on a weekly basis and gives the stevedore the option of scheduling the barges in a manner most convenient for him.

b. Problem - The manifests on barges scheduled into Block 22 could not be obtained in time to be effective.

Solution - An agreement was reached with Sovicotra that when the barge listing was posted a copy of the manifest for each barge would be forwarded to the Block 22 Task Force. The barges will be handled as a group and no specific barge will be selected for discharge on a given date. Upon receipt of manifests, a copy will be sent to all parties involved in the clearance of Block 22.

s/ Cary A. Kennedy, Jr.
t/ CARY A. KENNEDY, JR.
Colonel, TC
Commanding

Copy Furn: Commanding General
1st Logistical Command
APO 96307

Commanding Officer
4th Trans Comd (Terminal C)
APO 96307

299
DEPARTMENT OF THE ARMY
HEADQUARTERS, 125TH TRANSPORTATION COMMAND (TERMINAL A)
APO 96307

AVCA-TC-XA-C-M

15 January 1967

SUBJECT: Location of Cargo

TO: Mr. William Wald
Associate Director
Office of Director
USAID Vietnam

1. In reply to your request 29 December 1966 concerning location of cargo, the following information is submitted:

a. Consignee Cong Ty Ky Nghe Giay Vietnam:

(1) Vessel: Steel Recorder. Reference B/L Numbers 1-63852, 1-63465, 1-63829, 1-63828, 1-64252, as of 12 January the cargo had not been discharged from the vessel.

(2) Vessel: President Madison. Reference B/L 4, cargo has gone to consignee. B/L 369, thirteen pieces are in Warehouse Seven Bay A-5 and three pieces are in Warehouse Eight, Bay B/1, at Saigon Port.

(3) Vessel: Sindh. Reference B/L 17, cargo is aboard barge number CHALAND 11517 in Saigon Port.

(4) Vessel: Charles Lykes. Reference B/L 56, cargo is aboard barges HF 9141, HF 8733 and HF 9063 in Saigon Port. This cargo has been available to the consignee since discharge of the vessel but he has failed to request the barges for discharge. The agent is more than happy to have them discharged at any time.

(5) Vessel: President McKinley. B/L 133, cargo is aboard barges HF 10535, HF 11843, and HF 10517, in Saigon Port. The cargo has been available to consignee but he has not requested delivery of the agent An-Lac.

b. Consignee Inimex:

(1) Vessel: Felicity. Reference B/L P-2, cargo may be found at Quay 1, Le Quang Liem, Cholon.

AVCA-TC-XA-C-M

15 January 1967 300

SUBJECT: Location of Cargo

(2) Vessel: Lipscomb Lykes. Reference B/L 15, cargo was discharged on 5 January at Block 22 and may be picked up there.

(3) Vessel: Chicot. Reference B/L 16, cargo may be found at Quay Bur Huy Bich, Cholon bridge number one.

(4) Vessel: Irracouaddy. Reference B/L 40, cargo is aboard HF 6836 in Saigon Port.

(5) Vessel: Green Wave. Reference B/L 17, cargo may be found at Phu-An (Thi-Nghe).

c. Consignee Plantations De Terres Rouges:

(1) Vessel: East Sea. Reference B/L 59, the cargo is aboard barges HF 1194, HF 8568, SG 13243, HF 12103, HF 10185, HF 7801, and HF 1207 in Saigon Port.

(2) Information on Steel Apprentice B/L 47714 and Van Buren B/L 267 is still being researched and the results will be forwarded as soon as possible.

2. Information was obtained from stevedore companies and shipping agencies serving the respective consignees.

s/ Cary A. Kennedy, Jr.
t/ CARY A. KENNEDY, JR.
Colonel, TC
Commanding

Copy Furnished:

Commanding General
1st Logistical Command
APO 96307

Commanding Officer
4th Trans Comd (Terminal C)
APO 96307

30 |
DEPARTMENT OF THE ARMY
HEADQUARTERS, 125TH TRANSPORTATION COMMAND (TERMINAL A)
APO 96307

AVCA-TC-XI-C-M

16 January 1967

SUBJECT: Location of Cargo

TO: Mr. William Wild
Associate Director
Office of Director
USAID Vietnam

1. In reply to your request 29 December 1966 concerning location of cargo, the following information is submitted:

a. Consignee Cong Ty Ky Nghe Giay Vietnam:

(1) Vessel: Steel Recorder. Reference B/L Numbers 1-63952, 1-63465, 1-63828, 1-64252, as of 12 January the cargo had not been discharged from the vessel.

(2) Vessel: President Madison. Reference B/L 4, cargo has gone to consignee. B/L 369, thirteen pieces are in Warehouse Seven, Bay A-5 and three pieces are in Warehouse Eight, Bay B/1, at Saigon Port.

(3) Vessel: Sindh. Reference B/L, cargo is aboard barge number CH. LIND 11517 in Saigon Port.

(4) Vessel: Charles Lykes. Reference B/L 56, cargo is aboard barges HF 9141, HF 8733 and HF 9063 in Saigon Port. This cargo has been available to the consignee since discharge of the vessel but he has failed to request the barges for discharge. The agent is more than happy to have them discharged at any time.

(5) Vessel: President McKinley. B/L 133, cargo is aboard barges HF 10535, HF 11843, and HF 10517, in Saigon Port. The cargo has been available to consignee but he has not requested delivery of the agent An-Lac.

b. Consignee Inimex:

(1) Vessel: Felicity. Reference B/L P-2, cargo may be found at Quay 1, Le Quang Liem, Cholon.

(2) Vessel: Lipscomb Lykes. Reference B/L 15, cargo was discharged on 5 January at Block 22 and may be picked up there.

VCA-TC-XA-C-1

SUBJECT: Location of Cargo

302

(3) Vessel: Chicot. Reference B/L 16, cargo may be found at Quay Bur Buy Bich, Cholon bridge number one.

(4) Vessel: Irraouaddy. Reference B/L 40, cargo is aboard HF 6836 in Saigon Port.

(5) Vessel: Green Wave. Reference B/L 17, cargo may be found at Phu-An (Thi-Nghe).

c. Consignee Plantations Des Terres Rouges:

(1) Vessel: East Sea. Reference B/L 59, the cargo is aboard barges HF 1194, HF 8568, SG 13243, HF 12103, HF 10185, HF 7801, and HF 12075, in Saigon Port.

(2) Information on Steel Apprentice B/L 47714 and Van Buren B/L 267 is still being researched and the results will be forwarded as soon as possible.

2. Information was obtained from stevedore companies and shipping agencies serving the respective consignees.

/s/Cary A. Kennedy, Jr
/t/CARY A. KENNEDY, JR
Colonel, TC
Commanding

Copy Furnished:

Commanding General
1st Logistical Command
APO 96307

Commanding Officer
4th Trans Comd (Terminal C)
APO 96307

307

DEPARTMENT OF THE ARMY
HEADQUARTERS, 125TH TRANSPORTATION COMMAND (TERMINAL A)
APO 96307

AVCA-TC-NA-C-M

19 January 1967

SUBJECT: Barges Awaiting Customs Clearance

TO: Mr. William Wild
Associate Director
Office of Director
USAID, Vietnam

1. Information received from the Barge Control Center, Saigon Port Authority, indicates 633 barges are under load awaiting customs clearance. Of this total, approximately 30% are reported to be loaded with bulk cargo.

2. Request your assistance in contacting the consignees, incl 1, and encouraging them to immediately clear their cargo through customs. Action on their part will reduce the work load at barge discharge sites under customs control and reduce the back log of loaded barges awaiting customs clearance.

3. Depending on the success of this operation the 125th Transportation Command will continue to identify barges which may be custom cleared from the barge manifest.

1 Incl
Barge Listing
(four pages)

/s/Cary A. Kennedy, Jr
/t/CARY A. KENNEDY, JR
Colonel, TC
Commanding

1 Incl
wd

Copy Furn: Commanding General
1st Logistical Command
APO 96307

Commanding Officer
4th Trans Command (Tml C)
APO 96307

305

DEPARTMENT OF THE ARMY
HEADQUARTERS, 125TH TRANSPORTATION COMMAND (TERMINAL A)
APO 96307

AVCA-TC-XA-C

20 January 1967

SUBJECT: Confiscation Program

TO: Mr. William Wild
Associate Director
Office of Director
USAID, Vietnam

1. Reference Confiscation Lists forwarded to the Associate Director for Program and Economic Policy on 5 December 1966.

2. The following items have been confiscated since the last Daily Situation Report #9 was submitted on 22 Dec 1966.

<u>NUMBER</u>	<u>NOMENCLATURE</u>	<u>WHSE NO</u>
15 bundles	Steel Pipe	3
1 crate	Personnel Effects	7
93 cartons	Pharmaceutical	7
1 each	Stainless Steel Sink	7
1 each	Hand Pump Sample	Block 22
4 each	Radical Arms	2
	Scrap Metal	3 (outside)
	Scrap Metal (angle iron)	3 (outside)
	Cotton Yarn	3 (outside)
	Scrap Sheet Metal	3 (outside)
	Powdered Bulk Cargo	3 (outside)

s/ Cary A. Kennedy, Jr.
t/ CARY A. KENNEDY, JR.
Colonel, TC
Commanding

Copy Furnished:
CG, 1st Log Comd
CO, 4th Trans Comd

307

DEPARTMENT OF THE ARMY
HEADQUARTERS, 125TH TRANSPORTATION COMMAND (TERMINAL A)
APO 96307

. :IVC4-TC-XA-C

21 January 1967

SUBJECT: Aging Cargo - List #6

TO: Mr. William Wild
Associate Director
Office of Director
USAID, Vietnam

1. Attached is list #6 of selected items from the inventory of cargo remaining in the transit sheds for more than 20 days, as of 20 January 1967.
2. Request necessary action be taken to expedite the removal of these shipments from the intransit storage areas.

1 Incl
as

/s/Cary A. Kennedy, Jr
/t/CARY A. KENNEDY, JR
Colonel, TC
Commanding

1 Incl
wd

Copy Furn: Commanding General
1st Logistical Command
APO 96307

Commanding Officer
4th Transportation Command (Terminal C)
APO 96307

DEPARTMENT OF THE ARMY
HEADQUARTERS, 125TH TRANSPORTATION COMMAND (TERMINAL A)
APO 96307

379
AVCA-TC-XA-CO

24 January 1967

SUBJECT: Situation Report - Block 22 Task Force

TO: Mr. William Wild
Associate Director
Office of Director
USAID, Vietnam

1. During the week 14-20 January 1967, cargo movement at Block 22 decreased from the previous week. Cargo discharged from barges into the warehouse and the number of barges worked each day remained the same as the previous week. The number of pieces of cargo handled was 33% lower than last week. The total tonnage of cargo leaving the warehouse was 67% lower than last week. The decrease in cargo movements can only be attributed to consignees failing to remove their cargo.

2. Statistics 14-20 January 1967:

a. Tonnage handled	Total	Daily Av
(1) From barge to truck	13.4 s/t	2.2 s/t
(2) From warehouse to truck	300.4 s/t	50.1 s/t
(3) Total tonnage out	313.8 s/t	52.3 s/t
(4) From barge to warehouse	661.8 s/t	110.3 s/t
b. Number pieces handled	14633	2440
c. An average of three cranes were used each day.		
d. Number of barges worked	38	6.3

3. PROBLEMS & SOLUTIONS:

a. Problem - The procedure used to identify consignees of cargo in warehouse 22 is ineffective because it provides insufficient information.

Solution - USAID personnel using current warehouse inventories and ship manifests were able to identify a number of consignees. USAID also initiated a new system to match consignees to cargo, using a tally book as the prime document.

AVCA-TC-XA-CO

24 January 1967

SUBJECT: Situation - Block 22 Task Force

A test copy of the tally book was provided to the OIC-Block 22 Task Force. Indications show that this system could be the answer to the problem of quickly identifying consignees.

b. Problem - Barge status reports were not made available to the Block 22 Task Force.

Solution - Further liaison was made with 1st Lt Whoa of the Saigon Port Authority. Daily barge situation reports are now being forwarded to OIC-Block 22 Task Force.

s/ Cary A. Kennedy, Jr.
t/ CARY A. KENNEDY, JR.
Colonel, TC
Commanding

Copy Furn: Commanding General
1st Logistical Command
APO 96307

Commanding Officer
4th Trans Comd (Terminal C)
APO 96307

311

DEPARTMENT OF THE ARMY
HEADQUARTERS, 125TH TRANSPORTATION COMMAND (TERMINAL A)
APO 96307

AVCA-TC-XA-C

25 January 1967

SUBJECT: Comments on Draft Message—Subject "Cargo Responsibility"

TO: Mr. William Wild
Associate Director
Office of Director
USAID, Vietnam

1. Reference:

a. Message, Secretary of State, Washington, D. C., subject: Cargo Responsibility, unclassified cite STATE 120725.

b. USAID Vietnam draft message in reply to reference a above.

2. This Command concurs with your draft message, reference 1b, only if the following changes are made:

a. Paragraph 3 and 4 to be eliminated in their entirety and the subject matter contained there in be deleted from your reply.

b. Paragraph 5b; add the following to the last sentence--
rate of discharge - - - - without regard to barge discharge capability
or ability of consignee(s) to receive cargo.

1 Incl
Ref a & b

1 Incl
wd

Copy Furn: Commanding General
1st Logistical Command
APO 96307

Commanding Officer
4th Transportation Command (Tml C)
APO 96307

/s/ Cary A. Kennedy, Jr
/t/ CARY A. KENNEDY, JR
Colonel, TC
Commanding

313
DEPARTMENT OF THE ARMY
HEADQUARTERS, 125TH TRANSPORTATION COMMAND (TERMINAL A)
APO 96307

AVCA-TC-XA-C-S

28 January 1967

SUBJECT: Situation Report - Bloc 22 Task Force

TO: Mr. William Wild
Associate Director
Office of the Director
USAID, Vietnam

1. During the period 21-27 January 1967, overall cargo movement at Bloc 22 increased from the previous week. Cargo discharged from barge to warehouse and the number of barges worked decreased from last week. The decrease can be attributed to the lack of warehouse space. The total tonnage of cargo clearing the warehouse was 54% higher than last week. The number of pieces of cargo handled was 29% higher than the previous week.

2. Statistics 21-27 January 1967:

a. Tonnage Handled	Total	Daily Average
(1) From barge to truck	10.4 s/t	1.7 s/t
(2) From warehouse to truck	472.0 s/t	78.7 s/t
(3) Total tonnage out	482.4 s/t	80.4 s/t
(4) From barge to warehouse	463.5 s/t	77.2 s/t
b. Number of pieces handled	18,839	3,140
c. An average of three cranes were used each day.		
d. Number of barges worked	29	4.8

3. Major Phong, operations officer of the Port Authority has suggested a new plan for the coming week which should increase the throughput tonnage considerably. This plan involves the utilization of 70 meters of new discharge area adjacent to Block 22. It is planned to allow Sovicotra Stevedore Company to utilize this space to discharge barges having cargo urgently needed and wanted by the importers.

AVCA-TC-XA-C-S

28 January 1967

314

SUBJECT: Situation Report - Bloc 22 Task Force

This new operation will be limited to movement from barge to truck. Customs duties will be paid in advance to preclude delay or interference by customs officials. CPT Matteus, OIC of Bloc 22 will monitor this operation. This may prove to be an excellent method to improve throughput tonnage.

s/ Cary A. Kennedy, Jr.
t/ CARY A. KENNEDY, JR.
Colonel, TC
Commanding

Copy Furn: Commanding General
1st Logistical Command
APO 96307

Commanding Officer
4th Transportation Command (Terminal C)
APO 96307

316

DEPARTMENT OF THE ARMY
HEADQUARTERS, 125TH TRANSPORTATION COMMAND (TERMINAL A)
APO 96307

AVCA-TC-XA-C

28 January 1967

SUBJECT: Aging Cargo - List #7

TO: Mr. William Wild
Associate Director
Office of Director
USAID, Vietnam

1. Attached is list #7 of selected items from the inventory of cargo remaining in the transit sheds for more than 20 days, as of 27 January 1967.
2. Request necessary action be taken to expedite the removal of these items from the intransit storage areas.

1 Incl
as

/s/Cary A. Kennedy, Jr
/t/CARY A. KENNEDY, JR
Colonel, TC
Commanding

1 Incl
wd

Copy Furn: Commanding General
1st Logistical Command
APO 96307

Commanding Officer
4th Transportation Command (Terminal C)
APO 96307

DEPARTMENT OF THE ARMY
HEADQUARTERS, 125TH TRANSPORTATION COMMAND (TERMINAL A)
APO 96307

317

AVC-TC-XA-C-1

28 January 1967

SUBJECT: Location of Cargo

TO: Mr. William Wild
Associate Director
Office of Director
USAID, Vietnam

1. With reference to your letter of 10 January 1967 concerning location of cargo, the following information is submitted:

a. Vessel: Island Mariner, reference B/L 20312149 Long Beach, the cargo may be found in warehouse #9 at Saigon Port.

b. Vessel: West Sea, reference B/L 5 Calcutta, the cargo is aboard the following barges: 54 cases aboard AGZ 2745, 207 cases aboard HF 7065, 243 cases aboard AGY 1994, and 126 cases aboard DH 33 at Saigon Port.

c. Vessel: Roula, reference B/L 41 Genes, the cargo was picked up by consignee on 3 January, from warehouse #3 at Saigon Port. Reference B/L 1, the missing carton containing an Olympia Typewriter has not been found as of this date and should be presumed a shipment shortage.

d. Vessel: East Sea, reference B/L ESW 24-SAI, the cargo can be found in bays 36-38 at warehouse at Block 22. Reference B/L 31 Singapore, the cargo is in bay 25 of warehouse at Block 22.

e. Vessel: Irrauaddy, reference B/L 1 Madras, the cargo is located at 4-6 and 4-7 warehouse #2 (Outside) Saigon Port.

f. Vessel: President Jefferson, reference B/L 284 New York, the cargo is aboard the barge HF 5599 at Block 22. Reference B/L 174 New York, the cargo was picked up by consignee on 21 Jan 67.

g. Vessel: Archandros, reference B/L 206, 113, 52, 51, 210, 211, 421, (KOSE-KOBE), the cargo is aboard HF 1957 in Saigon Port.

h. Vessel: Fulda, reference B/L 6126959 Keelung, the cargo is aboard barge C 55 at Saigon Port.

AVCA-TC-XA-C-1

SUBJECT: Location of Cargo

316

i. Vessel: Neptune, reference B/L 370 and 388 Osaka, the cargo is aboard barge HF 9601 in Saigon Port.

j. Vessel: Plate Exporter, reference B/L 593 KOBE, cargo is still aboard vessel at Cape St Jacques. Vessel is scheduled by agent to arrive 2 February in Saigon.

k. Vessel: Sargodha, reference B/L 39 Copenhagen, the cargo is on barge HF 661 in Saigon Port.

2. The above information was obtained from stevedores and shipping agencies serving the consignee.

/s/Cary A. Kennedy, Jr.
/t/CARY A. KENNEDY, JR.
Colonel, TC
Commanding

Copy Furnished:

Commanding General
1st Logistical Command
APO 96307

Commanding Officer
4th Trans Comd (Terminal C)
APO 96307

319

DEPARTMENT OF THE ARMY
HEADQUARTERS, 125TH TRANSPORTATION COMMAND (TERMINAL A)
APO 96307

AVCA-TC-XA-C-S

30 January 1967

SUBJECT: Letter of Transmittal

TO: Mr. William Wild
Associate Director
Office of the Director
USMID, Vietnam

Transmitted herewith are manifests and barge schedule for barges to be offloaded during the period 27 Jan - 2 Feb 1967. As per agreement with stevedores involved, the consignee notification should state that all cargo in these barges will be in warehouse 22 by 4 February 1967.

/s/Cary A. Kennedy, Jr.
/t/CARY A. KENNEDY, JR.
Colonel, TC
Commanding

Copy Furn: Commanding General
1st Logistical Command
APO 96307

Commanding Officer
4th Trans Comd (Terminal C)
APO 96307

321
DEPARTMENT OF THE ARMY
HEADQUARTERS, 125TH TRANSPORTATION COMMAND (TERMINAL A)
APO 96307

AVCA-TC-XA-CO

USAID VIETNAM

Associate Director for Program
and Economic Policy
ATTENTION: Mr. Wehrle

Dear Mr Wehrle,

The attached study represents the current status of barge discharge areas in Cholon from data provided by the Saigon Port Authority.

Formal requests are being made to the customs authorities by the Port Authority to provide customs personnel for the sites indicated. (see inclosure 1). We have suggested that these sites be used for the discharge of previously cleared cargo until customs officials become available.

We estimate that over 600 barges are currently under load awaiting customs clearance and discharge, including approximately 30,000 tons of steel. Early staffing and operation of these sites is imperative.

Recommend that the Vietnamese Customs Authorities be advised of the desirability and necessity for placing customs inspectors at the Cholon barge sites indicated at the earliest possible date.

Your cooperation in this matter will be appreciated.

Respectfully,

1 Incl
as

/s/Cary A. Kennedy, Jr
/t/CARY A. KENNEDY, JR
Colonel, TC

1 Incl
wd

323

DEPARTMENT OF THE ARMY
HEADQUARTERS, 125TH TRANSPORTATION COMMAND (TERMINAL A)
APO 96307

SUBJECT: IIA Port Advisors

TO: Director
United States Agency for International Development
Saigon, Republic of South Vietnam
ATTN: Mr. John Logan

1. On the 27th of November 1966 the IIA Port Advisors, now on duty in the Port of Saigon, complete their contract and return home.

2. It has become evident that personnel with extensive port experience, such as the IIA men now here, will be required at the Port of Saigon longer than originally planned.

3. Projects started by this original team will require continued supervision by experienced personnel in order for the projects to be successful. It became evident during this first six month period that the original team was too small to provide the extensive supervision that is required in the Saigon Port.

4. Although the 125th Transportation Command (TMC A) has been assigned the mission of advising the Port Authority on the operations of the Port, experienced personnel, in all facets of port operations, are needed to augment and work with the 125th Transportation command.

5. It is requested that experienced personnel, in the numbers and in the specific skill areas, as outlined below, be provided to assist in the supervision of projects now started and those to be initiated in the future in an effort to improve the operations at the Port of Saigon.

- a. Superintendents: Combined Ship and Dock experience.
(4) 2 Ship and 2 Warehouse.
- b. Warehouse Men: Dock Boss type.
(7) One man for each two warehouses.

SUBJECT: ILM Port Advisors

c. Ships Men:

Stevedore Boss type or Hatch Boss type. 324
(7) One man for each two ships.

d. Safety Men:

Experienced in Safety factors, both ship and dock.

(2) One for ship operations and one for pair and warehouse operations.

(30)

/s/Cary A. Kennedy, Jr.
/t/CARY A. KENNEDY, JR.
COLONEL, TC
Commanding

325
DEPARTMENT OF THE ARMY
HEADQUARTERS, 125TH TRANSPORTATION COMMAND (TERMINAL A)
APO 96307

AVCA-TC-XA-C

USAID VIETNAM
Associate Director for Program
and Economic Policy
ATTN: Mr. L. S. Wehrle

Dear Mr. Wehrle,

Attached as inclosures are copies of the latest posted lists concerning the confiscation program.

Inclosure 1 is a copy of the confiscation list with annotations as to the status of the cargo to date. Efforts were made to determine the status of all items; however, in five cases indicated on the list, no information could be obtained.

Respectfully,

2 Incl
as

2 Incl
wd

/s/Cary A. Kennedy, Jr.
/t/CARY A. KENNEDY, JR.
Colonel, TC