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Tech. Assistance - Public Ad.*

Review of

**MUTUAL
COOPERATION**

in **PUBLIC
ADMINISTRATION**

for **1957**

**International Cooperation Administration
Public Administration Division
Washington, D. C.**

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F O R E W O R D

The REVIEW OF MUTUAL COOPERATION IN TECHNICAL COOPERATION is a successor to the TCPA NEWSLETTER. Like its predecessor, it summarizes public administration projects under way overseas. This issue reviews the calendar year 1957.

The REVIEW is published by the Public Administration Division of the International Cooperation Administration for the use of public administration technicians overseas, universities and other contracting and cooperating agencies and organizations, and other persons interested in the current activities and accomplishments of the technical cooperation program in public administration.

PAD technicians overseas are urged to send comments, photographs, suggestions, and reports of methods and achievements that may be applicable in other countries to the editor, Carol Piper.

G. W. Lawson, Jr.
Chief, Public Administration Division

TABLE OF CONTENTS

	<u>Page</u>
<u>FOREWORD</u>	1
<u>PUBLIC ADMINISTRATION DIVISION, ICA/W - NEWS AND NOTES</u>	4
ASPAs International Section Newsletter	6
International Review of Administrative Sciences	6
Other Publications	7
Technical Resources	8
Training	9
Participant Follow-up as Part of the Total Training Effort	10
Personnel	12
<u>PUBLIC ADMINISTRATION AT WORK OVERSEAS</u>	14
Latin America	15
Far East	40
Europe	52
Near East, Africa and South Asia	57
<u>ATTACHMENTS</u>	
A - Overseas public administration positions filled and vacant as of December 31, 1957.	69
B - Area summary of public administration participants trained by ICA in the U.S. during calendar year 1957.	70
C - Public administration participants in the U.S. December 31, 1957, by country and field of training.	71
D - Public Administration Participants trained by ICA in U.S. during calendar year 1957, by country of origin and field of training.	72
E - ESAPAC - UN Advanced School for Public Administration in Central America.	73
<u>ILLUSTRATIONS</u>	
Organization Chart, PAD/W	Inside Front Cover
Latin America Program Branch, PAD/W	15
University of San Andres, La Paz, Bolivia	17
Far East and Europe Program Branch, PAD/W	40
Opening Session of Far East P.A. Conference, Manila, December, 1957	41
Indonesian In-Service Training	42
Near East, Africa, South Asia Program Branch, PAD/W	57
<u>REGIONAL MAPS OF ICA PUBLIC ADMINISTRATION PROGRAM AND PARTICIPANTS CALENDAR YEAR 1957</u>	
Latin America	14
Far East	39
Europe	51
Near East, Africa and South Asia	56

TABLE OF CONTENTS.

<u>Country or Region</u>	<u>Page</u>	<u>Country or Region</u>	<u>Page</u>
<u>LATIN AMERICA REGIONAL</u>	15	<u>NEAR EAST, AFRICA AND</u>	
		<u>SOUTH ASIA REGIONAL</u>	57
Argentina	16	Afghanistan	58
Bolivia	17	Ceylon	58
Brazil	20	Ethiopia	59
Chile	23	Ghana	60
Colombia	24	Greece	60
Costa Rica	25	India	60
Cuba	26	Iran	60
Dominican Republic	27	Iraq	63
Ecuador	27	Israel	64
El Salvador	28	Jordan	65
Guatemala	29	Lebanon	65
Haiti	30	Liberia	65
Honduras	31	Libya	65
Mexico	32	Pakistan	66
Nicaragua	33	Somalia	67
Panama	33	Southern Rhodesia	67
Paraguay	34	Tunisia	67
Peru	36	Turkey	67
Uruguay	37		
Venezuela	38		
<u>FAR EAST REGIONAL</u>	40		
Cambodia	42		
Indonesia	42		
Japan	43		
Korea	44		
Laos	45		
Philippines	45		
Taiwan	47		
Thailand	47		
Vietnam	48		
<u>EUROPE REGIONAL</u>	52		
Austria	52		
France	52		
Germany	53		
Italy	53		
Spain	54		
Yugoslavia	55		

PUBLIC ADMINISTRATION DIVISION, ICA/W — NEWS AND NOTES

With each additional year of experience we can see increased recognition and understanding in the U.S. and in other countries of technical cooperation in public administration as a catalyst which helps change conversation and plans relating to economic development into economic progress. In the U.S. public administration has, until fairly recently, stressed techniques and methods in budgeting, purchasing, accounting, personnel management, records management, and so on. Public administration technical assistance projects have most often been established on these specialized bases, and to a certain extent this pattern will necessarily continue. But there is a growing awareness that public administration embraces a much broader management concept; that it must be concerned with people and their development; and that it must be an outgrowth of the political, social and cultural environment of the country. As one part of an attack on this problem, PAD continues to encourage the growth of local facilities for training in management which, though frequently focused on techniques of management have a far broader objective - the development of human resources in the local atmosphere.

There is also a growing awareness of the need for administrative organization, managerial talent and work methods in support of U.S. technical assistance programs in such fields as health, education, and agriculture. PAD is taking the initiative in collaborating with other ICA/W offices, and is urging USOM public administration advisors to do likewise, to work out plans for strengthening ministries to the point that they can effectively administer programs and projects as U.S. technical assistance in that area is phased out.

The FY 1959 Program Guidelines (which, incidentally, should be "must" reading for every public administration advisor) raised some important questions about meeting the need for more skilled personnel in management and in technical fields in the less developed countries. We need to intensify our exploration of all possibilities within the Mutual Security Program for a broader based program of assistance in public administration. For example, what are the possibilities under Public Law 480 (the Agricultural Trade Development and Assistance Act of 1954) and under or in support of the Development Loan Fund authorized by the Mutual Security Act of 1957? As a means of helping to meet the need for more trained administrators in the Far East, the ICA Training Officers' Conference in Colombo and the Far East Regional Public Administration Conference in Manila proposed the use of support drawn from the Asia Economic Development Fund for expanded training and educational activities for administrators. These are typical of some of the questions to which the field staff as well as the "backstoppers" in Washington must give much more attention during the next year.

PAD/W, in addition to our usual activities of stateside back-

Public Administration Division, ICA/W -- News and Notes - Continued

stopping which includes advisory services to ICA on public administration country programming and project implementation, found 1957 an exceedingly heavy year of participation in working groups, personnel panels, etc., all of which are of importance to the program and to the general management of ICA. We are working with the Office of Personnel as members of various advisory panels created under the new career system. Through this means we hope to assist in strengthening our public administration activities as well as to make a contribution to improved recruitment and career development in ICA. Coordination of training activities within ICA and between ICA and IES is another area receiving a great deal of attention through regular working groups. PAD/W also has the opportunity of meeting with USOM Directors, Deputies, and other key USOM staff during their orientation for discussions of public administration technical assistance and public administration programs.

To supplement the effective ICA-UN coordination efforts in the public administration field abroad, PAD/W continues to meet informally with UNTAA/PAD every few months to talk over current and proposed projects. This practice has over the course of several years served to strengthen coordination and to work out areas of complementary activities. As time permits, we are increasing our contacts with an active participation in professional societies, especially the American Society for Public Administration, the International Institute of Administrative Sciences, the Public Personnel Association, and the American Association of the Collegiate Schools of Business. We are gradually developing contacts with foundations, such as Ford, Rockefeller, and the Asia Foundation to make known the value and importance of certain projects. As a result of such discussions some of the foundations have undertaken work in areas of mutual interest.

ASPA INTERNATIONAL SECTION

The International Section of the American Society for Public Administration published in summer 1957 the first issue of International Public Administration, a quarterly newsletter "for persons concerned with comparative, international, and foreign affairs administration and with technical assistance and assistants in public administration". The International Section is the official U.S. member of the International Institute of Administrative Sciences (IIAS), Brussels, and is acting for IIAS in reporting on professional activities on a worldwide basis. We find this a useful and valuable tool to keep abreast of developments. It is hoped this idea might be picked up by local societies, such as those in the Philippines and in Korea, and that they will affiliate with IIAS.

INTERNATIONAL REVIEW OF ADMINISTRATIVE SCIENCES

Increasing awareness by many countries of the need for strengthening their government administration and of the integral relationship between effective administration and economic development has resulted in many local, bilateral and multilateral projects aimed at improving public administration. For an exchange of experience and knowledge arising from these projects, the International Institute of Administrative Sciences (IIAS) was encouraged to establish in 1953 a regular international publication, Progress in Public Administration, covering developments in public administration throughout the world; with emphasis on developments in the underdeveloped countries. IIAS is an international agency, with headquarters in Brussels, whose membership consists of governments, individual public officials, and university representatives. The United Nations and ICA and its predecessor agencies each made a financial contribution toward the support of the publication.

In early 1957, in response to requests for more substantial articles in Progress in Public Administration and for the inclusion of more news items in the International Review of Administrative Sciences, IIAS merged the two periodicals into a quarterly journal under the title International Review of Administrative Sciences, which is issued quarterly in three separate editions -- English, French and Spanish. ICA and the UNTAA continued to give some financial support, and this year PAD/W has sent copies of the Review in bulk to our public administration technicians overseas for distribution internally to key officials of the host government so that they will become familiar with IIAS as well as with what is being done in other countries. We welcome comments on the content and usefulness of the new Review.

IIAS has members in the following countries (the names underlined are those of states which have joined as Member States, or which have

International Review of Administrative Sciences - Continued

a National Section): Argentina, Australia, Austria, Belgium, Brazil, Canada, Ceylon, Chile, China, Colombia, Costa Rica, Denmark, Ecuador, Egypt, El Salvador, Finland, France, Germany (Federal Republic), Ghana, Greece, Guatemala, Haiti, Honduras, Iceland, India, Indonesia, Iran, Israel, Italy, Japan, Korea, Lebanon, Liberia, Liechtenstein, Luxembourg, Mexico, Monaco, Netherlands, Nicaragua, Norway, Pakistan, Panama, Peru, Philippines, Poland, Portugal, Puerto Rico, San Marino, Spain, Sweden, Switzerland, Syria, Thailand, Turkey, Union of South Africa, United Kingdom, United States, Uruguay, Vatican, Venezuela, Vietnam, Yugoslavia.

The Committee on Administrative Practices, one of the three standing committees of IIAS, studies the practical methods applied in the several national and international administrations and, through its 58 members in 48 countries and six international organizations, prepares new practical ways of tackling the problems of administrative work. Its chairman is William Finan, Assistant Director of the U.S. Bureau of the Budget, who was formally elected in June 1957 at the IIAS Roundtable held in Yugoslavia which was attended by 110 visiting participants from 32 countries. The 1958 Roundtable will be held at Liege, Belgium, June 27 to July 3.

The paper prepared by WILLIAM FINAN and ALAN L. DEAN for the 1957 Roundtable has now been issued in its revised form, in No. 4 (1957) of the International Review. It is entitled "Procedures for the Preparation and Implementation of Administrative Reforms".

OTHER PUBLICATIONS

For some time we have been seeking some means of providing some practical guidelines to work relationships abroad particularly for technical assistance advisors being sent overseas for the first time. It has been our feeling that there is a great need to capture, evaluate and convey to new staff members actual and successful overseas work experiences. As a first step in this direction the Public Management Research Institute, under contract, planned, conducted interviews, and published in December 1957 in limited quantities a monograph, Reflections on Successful Technical Assistance Abroad: A Recording of Some Practical Experiences. The interviews, unrehearsed, faithfully record the thinking and attitudes of 12 selected persons who have been associated with overseas technical assistance in public administration. We are finding this to be a useful training tool.

Also published were the proceedings of the first annual conference

Other Publications - Continued

of Public Administration Advisors of the Far East held at Manila, Philippines, December 2-6, 1957, Establishing Sound Public Administration - and Development of Administrative Leadership. 32 advisors from eight USQMs and ICA/W met to discuss, evaluate and exchange their ideas and experiences. This volume contains public administration guidelines and has been sent to all public administration advisors overseas.

A Working Guide for Elementary Training in Records Management, a manual developed by JOHN LAWTON out of his experiences as Records Management Advisor in Peru was issued in English in September 1957 and given world-wide distribution to Public Administration Advisors. It is designed to provide a basis for training Host Government personnel who have had little or no previous training in this field. The manual is geared for use by technicians who have no specialized background in records management. An effort has been made to word the Guide simply so that it can be translated easily.

Translation into Spanish with some adaptation has been done in Peru under Mr. Lawton's direction; and multilith copies of the Guide are being distributed to public administration technicians in Spanish-speaking countries by the Regional Technical Aids Coordinator at USQM/Mexico. Translations into languages other than Spanish would have to be done by USQMs.

We are interested in getting reports as the Guide is used and reports on any of the adaptations that may be made.

TECHNICAL RESOURCES

The Technical Resources Branch has grown in holdings and in workload since it was established three years ago to respond more effectively to the increasing number of requests from public administration technicians serving overseas and from foreign officials training in the U.S.

Our reference library on comparative public administration continues to grow in size and value, built up largely by contributions of technicians and participants during the course of some ten years. Our holdings now number approximately 2,500 items, each catalogued by title and by author as well as by subject. The material is shelved by subject so that users may locate it easily.

Among the 3,000 visitors to the Technical Resources Branch this past year were many not directly connected with the program who wished to use our materials. These included Professor Justino Dias-Morales of the University of Puerto Rico; Sr. Luiz Paz of Peru, in Washington for

Technical Resources - Continued

a short course at the U.S. Department of Agriculture; Mr. Raymond Nottage, Director of the Royal Institute of Public Administration, London; Dr. Karl Dieter Hartwich, economist of the Ministry of Economics, Federal Republic of Germany; Mr. Wayne C. Taylor, formerly Assistant to the Administrator of ECA undertaking a trip to Brazil in connection with a study for the National Planning Association; David S. Brown, associate professor of public administration at George Washington University; Col. Russell Snook of the International Association of Chiefs of Police; Professor Joseph P. Harris of the University of California; and Mr. Ferrel Heady, Associate Director of the Institute of Public Administration, University of Michigan.

TRAINING

732 participants from 50 countries were in the U.S. for ICA training in various fields of public administration during the calendar year 1957. For details, see Attachments B, C, and D. Statistics on third country training for the same period are incomplete. We hope to be able to report more fully on this phase of participant training at an early date.

Workshops for participants in such fields as applied management, budget, supply management, and accounting increased from seven in 1956 to ten in 1957. These workshops are conducted by the Training Branch and focus upon administrative problems faced by participants in their home countries. During the year workshop techniques were improved, additional case studies were developed, and increased use was made of visuals.

In an effort to meet the heavy demand for participant training in the fields of supply management, budgeting, and organization and management, group training programs to start in October and later months were planned and announced ("called forward") during March. This permitted better planning overseas by USQMs as well as in the U.S. by ICA/W. Such a group training program lasts five to six months and takes the form of an extended workshop with intensive training provided through demonstrations, case studies, participant projects, and other techniques. As a rule, the last part of a special group training program consists of long-term placement for participants. These group training programs were well received by the USQMs in various countries, and it is anticipated that they will be increased in the coming year.

The number of participants in the field of business management education showed an increase this year. A workshop in business management education for each of two groups was held by the Training Branch with the assistance of several business management professors from Harvard

Training - Continued

University, Massachusetts Institute of Technology, and Carnegie Institute of Technology. Since most of the participants came from European countries, this phase of training is discussed in the section on Europe.

PAD continued its work with the U.S. Department of Agriculture and with the Public Health Service in the development of public administration training for substantive specialists from other countries. The management training program in the U.S. for participants who have major managerial responsibilities at home has now become a regular part of the Department of Agriculture technical assistance training.

Plans are being formulated for taking PAD workshops abroad for demonstration purposes. Fields now under consideration are supply management, budgeting, and organization and management.

PARTICIPANT FOLLOW-UP AS PART OF THE TOTAL TRAINING EFFORT

The role of the Public Administration Advisor in participant training programs does not end with a farewell handshake upon the participant's departure, or a friendly greeting upon his return to his country some months hence. One of the most important contributions the technical advisor can make is in rendering encouragement and assistance to participants following completion of their training programs. This "follow-through" process may well be the most important phase of the training effort; few would disagree that it is all too frequently the most neglected.

There have been marked variations among countries in the degree of success achieved in organizing and developing systematic procedures for keeping abreast of the activities of returning participants, and in providing guidance for putting the knowledge and skills acquired through training to effective use.

Experience confirms that follow-investigation and guidance has been most effective in instances where the USOM official responsible for training (Training Officer and Program Officer) and the technical advisor have undertaken this function as a joint responsibility on a carefully planned basis. It is also apparent that best results have been achieved where attention has been given not only to improvements in areas related to the participants' immediate job situation, but to those having a broader effect on public administration improvement generally. Illustrative of the latter are participant leadership in developing agency training programs and in training subordinates, serving as a leader or instructor in special workshops or institutes, assisting in the organization of professional associations, serving on special study commissions concerned

Participant Follow-up as Part of the Total Training Effort - Continued

with administrative reorganizations and improvement, and the like.

While techniques in follow-up assistance vary and it would be difficult to establish a standard pattern to be followed in every situation, a few suggestions are offered here based upon reports of successful experience in the field:

- 1) The Public Administration Advisor and the USOM officer responsible for participant training should develop jointly a plan or schedule for keeping abreast of the activities of returned participants, and to afford opportunities for guidance and assistance in putting the participant's training to use.
- 2) Follow-up activity should actually begin prior to the return of a participant to his country, by keeping the appropriate Ministry or agency informed of the participant's progress while he is still in training. Although participant training reports are sometimes useful for this purpose, it is frequently advantageous to arrange a meeting with the appropriate host agency official prior to the participant's return to review the nature of the training program and its relation to agency problems.
- 3) The Training Officer and technical advisor should meet with the participant as soon as possible following his return to discuss the training program and ways and means by which the participant's newly acquired knowledge might be applied most effectively. (Care should be exercised to prevent technical guidance in such matters from being misconstrued as interference in host agency operations.) This discussion may also be helpful in determining 1) whether the training program was successful in meeting USOM objectives and 2) in providing USOM with information as to training facilities available through ICA which might be useful in planning training programs for future participants.
- 4) Many comments have been received stressing the value of presenting Training Certificates to participants in a special ceremony in the presence of their agency superiors. This may be done even though the participant was awarded the certificate initially in Washington or elsewhere.
- 5) The impact of participant training in helping solve country problems over a long-range period may be more significant than any immediate results achieved. It is important, therefore, that the technical advisor be on the alert as to ways in which the services of returned participants may be used most

Participant Follow-up as Part of the Total Training Effort - Continued

advantageously. The follow-up process in participant training is thus one which takes place on a continuing basis.

PERSONNEL

As 1957 closed there were 277 public administration technicians at work in 36 countries, with 40 vacancies. This compares with a reported 297 technicians and 68 vacancies a year ago. (For details, see Attachment A.) What appears to be a reduction of about 50 technicians and vacancies does not, in fact, indicate a reduction in our technical assistance activities. For the most part, this is merely a result of an overt attempt to tighten up on the public administration "label" on overseas positions. In past years, we have found that our field of activity has been a frequently used catch-all for positions which are not directly related to any other Technical Service activity in ICA/W.

There were several personnel moves in and out of Washington in the course of 1957. After ALVIN ROSEMAN's departure to become Director of USOM/Cambodia, ROBERT RUPARD succeeded him as Director of the Office of Public Services. CARROLL K. SHAW, formerly public administration advisor at USOM/Mexico, was named Chief of PAD's Near East South Asia and Africa Program Branch. At the conclusion of their tours of duty in Costa Rica and Paraguay, respectively, ROBERT BARNES and AMOS WORTHINGTON joined the staff of the Training Branch. MARGARET FRANZEN left the Training Branch in September to become Training Officer at USOM/Yugoslavia, WILLIAM DALTON transferred to the Office of the Deputy Director for Management, ICA/W, and ANTHONY OFMASA was preparing at year's end to go to Turkey as public administration advisor. SIMON WEINGER transferred from the Technical Assistance Training Staff (TATS) to the Training Branch to head up the administrative unit when it was established in August. (For a list of the PAD/W staff by function and by title, see the organization chart inside front cover.)

Two Training Branch staff members went overseas on temporary details: J. THOMAS TIDD to Vietnam with the Evaluation Team, and PAUL HAZUR to Jordan to assist the Development Board in revising its procedures for property management.

HIRAM PHILLIPS and G. W. LAWSON, JR. attended the annual meeting of Latin American Mission Directors in Havana in March and the LA Public Administration Conference in Rio de Janeiro immediately following. Mr. Lawson then made an extensive trip to most of the Latin American USOMs. Mr. Lawson and MACDONALD SALTER participated in the FE Regional Public Administration Conference in Manila in December and then

Personnel - Continued

visited various USOMs in the Far East.

In the following pages we summarize briefly, country by country, the public administration work under way overseas in 1957.



REGIONAL - LATIN AMERICA



The Latin America Program Branch, PAD/W. Left to right, Robert S. Avery, Chief of Party of the University of Tennessee Mission to Bolivia, confers with Hiram S. Phillips, Chief of the Branch, and Alma E. Hughes, Assistant to the Chief.

During 1957 perhaps the most notable trend was an acceptance of the idea that management improvement has to play an increasing role in the economic development of Latin America, particularly if the governments are to make the most of technical assistance in various substantive fields.

This trend has been noted in discussions in ICA/W. The concern over the "sensitivity" of public administration is somewhat balanced by a growing recognition that technical assistance in a sensitive area may be necessary and desirable provided the host government is prepared to make changes and provided, of course, that the program is in the mutual interest of the U. S. and the host government.

Similarly there has been growing recognition that public administration should be a built-in component of all phases of cooperative programs. This was reflected in PAD participation in the Latin American Mission Directors' Conference in Havana in March, and it became the theme of the Second Latin American Conference of Public Administration Advisors in Rio later that month. The previous conference had been held in Montevideo in 1953.

Representatives of ten missions and of ICA/W participated in the Rio conference. The 23 participants included representatives of three universities and two management firms. This representation reenforced the "no speeches" procedure of the conference which was built around five panels. The physical setup of meeting at a round table contributed

Regional - Latin America - Continued

to a free and easy give and take among the conferees.

The results of the conference are three-fold: (1) Strengthening understanding of the interplay of technical advice and the training of foreign nationals; (2) Strengthening understanding of the contribution public administration technicians can make, when requested, to the improvement of management in the total ICA program - mission, servicios, cooperating ministries, and central governmental services; (3) Alerting the participants to the significance of Public Law 480 (the Agricultural Trade Development and Assistance Act of 1954, designed to contribute to the solution of the problem of U.S. agricultural surpluses through expansion of the movement of such commodities abroad) and to other resources which contribute to total programming beyond the relatively limited direct technical assistance program. Perhaps a fourth and even more important point should be added - the stimulation from face-to-face meeting and opportunity for interchange of ideas among professionals with varied backgrounds and experiences.

In 1958 and 1959 three areas are expected to receive increasing attention. One involves technical assistance in planning for and facilitating the transfer of servicio projects so that the operating activities will be built into the host government and will continue effectively after responsibility is taken over by the cooperating government. Another relates to launching of a program of regional workshops and seminars to be conducted in Latin America for training, in Spanish, for selected public administration participants. A third phase of activity relates to stepping up training and technical assistance in statistics by way of preparation for the 1960 census and in recognition of the importance of improved statistics for planning programs for private investment.

ARGENTINA

Though the basic technical cooperation agreement was signed on June 3, 1957, no program had been started by the end of 1957. Considerable interest has been expressed by professors of the University of Buenos Aires in a university contract in the field of business administration. Numerous exploratory conversations have been held in Buenos Aires and in Washington with professors visiting the U.S. under leader grants of the International Educational Exchange Service, Department of State.

One Argentine participant, in the field of banking and credit, came to the United States for training.

BOLIVIA

The University of San Andres, La Paz, Bolivia, with which the University of Tennessee has a contract to provide assistance in the establishment of a School of Public Administration (located on top two floors), for the purpose of offering programs of in-service training to employees and officials of the Bolivian Government. (Photograph is reprinted with permission from NEWS LETTER, University of Tennessee, Knoxville, Tennessee.)



WELDON ELLIS, Public Administration Advisor, and MARCUS QUINN, Budget Advisor, arrived in La Paz the last of October. Ellis immediately picked up on a study, which had been started by the University of Tennessee Party Chief, ROBERT AVERY, of the Bolivian Development Corporation, began working with the Health Servicio on organization of the malaria program and a study of the national health organization. Quinn was promptly pressed into service, on an emergency basis, to work with the Stabilization Council, since all of the U. S. Fiscal Mission staff members had returned to the U. S. and no replacements were immediately in sight.

16 Bolivians received public administration training in the United States in the fields of administrative management, budget and accounting, economic planning, organization and management, personnel administration, procurement and supply, public administration education, and statistics. The School of Public Administration at the University of San Andres, under the guidance of University of Tennessee, gained in strength and prestige. Training program offerings were broadened. By September 785 participants had been awarded certificates, after satisfactory completion of training, since the in-service program was started in June 1956. Applications continued to exceed classroom capacity. An interesting method of certification has been developed-- Three types of certificates are now issued at the end of each program: Distinguished Approval, Attendance and Approval, and Attendance. There is evidence that the Bolivian Government agencies have strengthened their standards for selection of participants for the School of Public Administration. Bolivian professional staff members are serving actively

Bolivia - Continued

as instructors in the training program under the guidance of University of Tennessee advisors. A new phase of the program was the offering of intensive three-week programs in public administration and public personnel administration at the University of San Simon in Cochabamba and the University of San Francisco Xavier in Sucre. Interest in the School has also spread to neighboring countries, with a group of Paraguayans enrolled in one of the programs, and government officials from Uruguay visiting the School as part of their deliberations concerning a School of Public Administration in their country.

In an attempt to determine the effectiveness of the training programs and to obtain suggestions for improvement, a questionnaire was sent to all participants who had completed the first three training series. The 150 replies received contained a number of good suggestions and indicated that in about 80 percent of the cases, the training had been of direct benefit in setting up improved systems and procedures in the participants' offices. Training programs now being offered by the School are:

- Principles of Public Administration
- Public Personnel Administration
- Office Management
- Office Systems and Methods
- Records Management
- Beginning Intermediate and Advanced English
- Beginning and Intermediate Typing
- Gregg Simplified Shorthand in Spanish
- Gregg Simplified Shorthand in English
- Public Budgeting
- Punched Card Methods (IBM Equipment)
- Personal Identification
- Library Science
- Fiscal Administration
- Management Relations in the Public Service
- Seminar for Rural Educators
- Mechanized Accounting

By the latter part of the year, real progress had been made in organizing, under the School's auspices, a Bolivian Association for Public Administration.

Bolivian Staff: The Bolivian Staff of the School (including professional, clerical and other workers) totalled 14. Four of the staff returned to San Andres after a year of training at University of Tennessee. During the last half of the year, four Bolivians left for the U. S., three of whom had been working on the San Andres staff under the guidance of the American Staff.

Bolivia - Continued

Library. The School's Library has expanded considerably to include 1482 separate titles and 5379 volumes, with about 400 titles on order. The library is receiving by regular subscription 36 public administration periodicals.

Research and Publications. The Archives and Records Manual has been prepared in preliminary form so that the participants in the October 1957-January 1958 training series may suggest improvements in the Spanish translation before it is published in final form. Work continued slowly on the Manual of Bolivian Government and Administration because of the difficulty in locating the necessary information. A Correspondence Manual for use in Bolivian Agencies neared completion. Work began on a Budget Manual for Bolivian Public Agencies. Eleven chapters of George R. Terry's Office Management and Control were translated into Spanish and published by permission of the publisher. This is the basic text for the office management training program. The Director of the School and the University of Tennessee Chief Advisor prepared and published a bulletin, The School of Public Administration -- Program and Functions, explaining the School's objectives and giving a detailed listing of the various training programs. Wide distribution of the bulletin is being made among government departments and copies are being sent to other Latin American countries.

Advisory Assistance. The staff engaged in a number of technical assistance projects. A study of the University of San Andres budgeting, accounting and payroll procedures was completed. At the request of the Ministry of Government and Justice, examinations in typing and letter construction were prepared and given to employees of that Ministry. A position classification study was completed, affecting more than 3,000 Servicio positions, and a 250-page manual of class specifications covering 130 separate classes of positions was prepared. This project afforded an excellent opportunity for training Servicio personnel in classification techniques and procedures. Assistance was given to the University's College of Economic Sciences in cataloguing of the library, and a staff member of the College was trained so that the new system would be maintained. Similar assistance was provided the Cooperative School in La Paz. For the General Supply Division of the Ministry of Economy, examination announcements and the examinations were prepared for 14 administrative and clerical positions. The examinations were to be administered and graded under the School's direction.

At year's end, the University of Tennessee staff consisted of NELSON ROBINSON, Chief Advisor, LISTON FOX, THOMAS CUNNINGHAM, LILLIAN HUNT, and KATHERINE MONTAGUE. ROBERT AVERY completed his two-year tour in La Paz as Chief Advisor late in the year and returned to the U. S. It is expected that he will rejoin ICA temporarily in January as a six-months Public Administration Consultant in Guatemala.

Bolivia - Continued

UN advisors in Bolivia worked on general public administration activities and public finance.

BRAZIL

After completing his second tour in Brazil, ELWYN A. MAUCK resigned as Chief of the Public and Business Administration Division and left Rio on December 18 to join the New York University staff at the Institute of Public Administration, University of Ankara (Turkey), which is an ICA-financed program. ROBERT HERDER is transferring from Iran, where he was Chief of Public Administration, to Rio to be Mauck's successor.

The program at the Sao Paulo School of Business Administration under the guidance of Michigan State University, gives many evidences of a maturing institution. As agreed at a January evaluation and coordination seminar in Brazil, the 1957 goals were achieved, successful operation of three years of work in the undergraduate program; offering the 13-week Intensive Course for Top Management three times during the year; holding the Second Annual Seminar for Alumni, and responding to requests for specialized conferences and consultation services from business and industrial leaders of various major cities, the State of Bahia, and other universities. The City of Sao Paulo took official action to give the School a well-located piece of property; the deed was transferred to the Getulio Vargas Foundation for 50 years; construction of a building must begin within two years. In May, the Minister of Education and Culture announced that his office was in the process of approving the School's curriculum in business administration, and that the diplomas of graduates of the School would be certified by his Ministry. The two scholarships presented last year by Esso of Brazil were repeated this year and, in addition, Shell Oil of Brazil presented three. Intensive efforts were underway to have ready by March 1958, the new academic year, a new text, Introduction to Business, which will be a joint product of six Brazilian associate professors and eight Americans.

As the year ended, the first three years of the undergraduate program drew to a close and preparations began for the first offering of the fourth year program, to begin in March 1958; the Ninth Intensive Course for Top Management was "graduated" with 44 industrialists receiving certificates of completion (two other groups completed the course during the year). A total of 27 Brazilians have been selected, since the beginning of the program at Sao Paulo, to serve as a nucleus for the permanent teaching staff of the School. July marked the completion of training under the Americans at Sao Paulo, followed by training in the U.S., of all of the first group of six assistants selected by the School, and by October two of this group had completed the entire training cycle, i.e.,

Brazil - Continued

a full year of teaching under the American professors' guidance after returning from the U.S. training. During the year a total of nine assistants left Sao Paulo for their 18 months' training program in the U.S., most of it at MSU.

The MSU staff at the Sao Paulo School of Business Administration consisted of LEONARD RALL, Chief of Party, STANLEY BRYAN, MILTON DICKERSON, CLAUDE McMILLAN, OLE JOHNSON, DONALD A TAYLOR, GERALD E. CLARK, DALE HENNING. HERBERT LUDWIG arrived in June to work with the Polytechnic School of the University of Sao Paulo in developing a program in Production Management Engineering.

A census and statistics project was officially started late in the year, though some assistance had been given on an informal basis for some time. THOMAS B. JABINE (previously with the public health program in Brazil as a vital statistician) started work with the Brazilian Institute of Geography and Statistics (IBGE). Tentative agreement was reached late in the year on the use of the sampling technique in the enumeration of the 1960 Population Census, and related work projects were started. The Division of Statistical Surveys agreed to convert its monthly economic surveys to a probability sample basis, with the first trial to begin with the textile industry in 1958, with all industries to follow in 1959.

In collaboration with Departamento Administrativo Do Servicio Publico staff members, and a staff designated by the Governor, HERMAN BERNHOLZ, Public Administration Advisor, made a complete administrative study of the State of Santa Catarina and readied it for presentation to the Governor. During the period improvements were effected in the form of the State Budget. Mr. Bernholz also provided advice and assistance to the President's Committee on Work Simplification.

Under the direction of PHILIP MALONE, Public Administration Service Contract staff member, and of a DASP technician, a position reclassification survey was started for the State of Minas Gerais. In the State of Sao Paulo a public ceremony was held in October at the Governor's Palace for the presentation of the State personnel classification plan to the Governor.

In working in Fortaleza with the Bank of the Northeast, a federal agency established to provide credit in that area, KALMAN DIENES gave major attention to evaluating municipal administration conditions and financial soundness of about 20 typical and key cities of Northeast Brazil. The results will provide the basis for an overall summation of administrative conditions of water supply services in the region. The relative advantages of management by municipios, the State, SESP (the Brazilian - U.S. health servicio) private engineering firms or

Brazil - Continued

"mixed corporations" will be considered. Simultaneously, Mr. Dienes began to develop the check lists and guidelines needed by the Bank for securing pertinent data from loan applicants in the field of municipal water supply services. As a corollary activity, Dienes gave a two-part lecture on general administration and administration of water supply to an audience of over 100, including the President and high officials of the Bank. Following this session, the President asked Dienes to review, as his time permitted, the internal administrative practices of the Bank.

At about mid-year EDLOW PARKER moved over from assisting SESP through USOM Public Health Division to assisting the Education program. Primary attention has been given to the administrative problems in starting and carrying on an elementary education project in the City of Belo Horizonte, e.g., organization and staffing, personnel management, organization and implementation of teacher training activities, procurement and property management and maintenance of communications. Mr. Parker also assisted on certain aspects of the industrial education program.

PAUL SERAMUR, formerly from San Diego, went to Brazil in March, as a somewhat delayed replacement for GERALD HARDY, to work on municipal administrative problems with the City of Belo Horizonte. Following a survey and recommended plan for a general reorganization of the city, a Municipal Management Analysis Office was established. It was set up as a permanent unit of the city government to be responsible for advice and consultation on better organization, improved management of city services, simplified procedures, more orderly planning, and more effective coordination and control. Six Brazilians are to be detailed from other offices to work on this new activity.

Under Seramur's guidance, one group of Brazilian analysts completed a study of municipal water and sewer services and presented their recommendations. Another group began to study the municipal Department of Education and Culture.

JOHN FRIEDMANN, Regional Planning Advisor, continued his work with the Bahia Institute of Economics and Finance. In May an official inauguration was held installing the Institute in the Economics Faculty building of the University of Bahia. The library was transferred to the new building and cataloguing of material begun; several new research projects completed; a collaborative relationship started with the State Economic Planning Commission; and a course in economic development for the general public in Salvador, Bahia, was conducted by Friedmann and a Brazilian economist. This course ran from mid-October through December and continued to hold an attendance of about 60 persons.

Tying in with Kalman Dienes' work with the Bank of the Northeast,

Brazil - Continued

Mr. Friedmann went to Fortaleza for about two weeks. He conducted a ten-day series on economic development as part of the Bank's training course for economists, for 25 persons selected by the Bank. He also gave four lectures on regional planning and economic development to a group of 100 at the University of Ceara.

During the year 68 participants from Brazil came to the United States for training in a variety of fields: business administration (at Michigan State University), banking and credit, fiscal administration, economic planning, local administration, organization and management, personnel administration, postal administration, statistics, and tax administration.

DR. JOAO GUILHERME DE ARAGAO, Director-General of DASP (the civil service-budget-GSA agency of Brazil) and the Brazilian Point Four Coordinator, spent six weeks in the U.S. under a State Department leader grant.

During 1957, the Getulio Vargas Foundation School of Public Administration operated without UN financial support. The UN program to assist in the economic development of the Northeast, under the direction of HARRY CASE, former Personnel Director and Assistant General Manager of TVA, included technical assistance in the administration of the Bank of the Northeast.

CHILE

The program in economics under the ICA contract between Catholic University of Chile and the University of Chicago swung into high gear during 1957. The Economic Research Center, the core of the program, undertook a variety of research projects in which the Chilean economists were given intensive training in fact-finding and analytical methods. Publication of some of the research has begun to focus attention of business and political leaders on the basic problem of inflation in Chile. In addition, the Center is producing series of technical and popular pamphlets which are distributed to Chilean leaders. A third phase of the program is a start on seminars to reach a wider audience. One held while DR. T. W. SCHULTZ, Chairman of the Department of Economics, University of Chicago, was in Santiago attracted several hundred economic and business leaders from all over Chile.

As an integral part of the program, carefully selected participants are being trained at the University of Chicago. The University has gone beyond the limitations of its contract and is, in effect, becoming a center for Chilean studies by pulling into its program, on an informal basis, Chileans studying in the Chicago area without reference to

Chile - Continued

sponsorship.

The Chicago staff in Chile consists of the following economists: DR. SIMON ROTTENBERG, Chief of Party; DR. JAMES O. BRAY, Professor of Agricultural Economics; DR. TOM EDWARD DAVIS, Professor of Economics, and MARTO ARIAS BALLESTEROS, Instructor and Research Economist.

As a part of this program, DEAN JULIO CHANA CARRIOLA of the School of Economics spent a short time in the U.S. as an ICA participant visiting schools of economics and business administration. He returned to Chile with his basic support for the program strengthened and immediately began the development of a program for local non-governmental financing and support after ICA financing is discontinued.

The Rector of the University, MONSEIGNEUR ALFREDO SILVA SANTIAGO, Archbishop of Concepcion, visited the U.S. under a Department of State leader grant and, accompanied by a member of the Chilean Senate, made a strong plea to ICA/W for extension of the present contract with Chicago. This view is strongly endorsed by USOM/Chile.

In the direct field of public administration, considerable progress is being made through the work of former participants and through the management firm of Klein & Saks which is operating under a Chilean-financed contract. MARVIN WEISSMAN, former ICA Public Administration Technician, has been working on problems of governmental reorganization and economy as a part of the fight to curb inflation. MURRAY NATHAN of the New York State Health Department, who is frequently a consultant to PAD/W, made two trips to Chile as a consultant on problems of Health Administration.

Chile sent a total of 17 public administration participants to the United States for training in administrative management, fiscal administration, customs, economic planning, and organization and management. Three of these participants were UN-financed.

UN continued to provide some technical assistance in Chile, particularly in the field of statistics where Food and Agriculture Organization is helping plan for the Census of Agriculture.

COLOMBIA

There were no U.S. public administration technicians in Colombia during the year, and the idea for a university contract in the field of economics had to be dropped.

Two Colombian government officials received training in the

Colombia - Continued

United States in statistics and tax administration.

UN continued its program of advisory assistance in general and personnel administration.

COSTA RICA

Primary emphasis in Costa Rica shifted, during 1957, to the strengthening of O & M activities as attention of political leaders and employees focused on the Presidential campaign.

Civil Service, established with U.S. technical assistance, is a going concern. ICA has continued to provide participant training and occasional informal professional consultation.

Programs for improvement of the budgetary system ran into serious road blocks as the legislature became embroiled in controversy over the country's economic situation and political considerations involved in the size of the budget. Despite strenuous efforts by the Executive Branch, the legislature finally adopted a system of budgetary control even more inflexible and restrictive than the former system. Nevertheless, public officials and the many trained budget technicians are optimistic that improvements will be made.

Public Administration Advisor ROBERT L. BARNES left Costa Rica in May 1957 and is now serving as a Budget Specialist in the PAD Training Branch at ICA/W. ELLIOTT M. MURPHY joined the staff in December 1956, and is assisting the National O & M Office, established with U.S. technical assistance, in building a solid program. One of the projects involved a revamping of several of the warehouses of the Housing Development Agency. One of these warehouses was used as a set for color slides to be used as audio-visual aids in a seminar on warehousing.

Another project has involved the development and installation of procedures for a central motor pool and preventive maintenance program in the Ministry of Public Works. This is looked upon as a move toward centralization since the same system had been installed earlier in the Ministry of Health.

Organization charts have been developed for all Ministries and for the Health and Agricultural Servicios.

At the end of the year, a records survey was underway in the Budget Office. As one phase of this work, 30 cubic meters of records had been surveyed and two thirds will be disposed of. As a further part of the process of building this O & M program into the government, CESAR

Costa Rica - Continued

VALVERDE, Chief of the O & M section and former ICA participant, aroused widespread interest by his two-hour lecture on O & M to the in-service training seminar on supervision conducted by Civil Service.

Late in the year, the O & M office and Mr. Murphy felt they had enough irons in the fire and agreed to undertake no new projects, except of an emergency character, until they could see where they were going. Shortly thereafter, the O & M staff was increased from four to six.

All four regular members of the O & M staff have been trained in the U.S. Their training has been supplemented by on-the-job advice and assistance by Murphy. They have been working on a cooperative basis with the various offices and ministries and frequently have been able to call on the help of other former ICA participants now holding key positions in the ministries, Civil Service, and the Budget Office.

During the year, 17 Costa Ricans received United States training in the following fields: administrative management, fiscal administration, general public administration, local administration, organization and management, personnel administration, procurement and supply, and tax administration.

In addition, the activities of ESAPAC, the UN Advanced School of Public Administration for Central America, located in Costa Rica, and Costa Rica's own Civil Service program are creating a climate of opinion favorable to administrative improvement. (For a description of ESAPAC, see Attachment E)

CUBA

The census and statistical program moved forward on a number of fronts. Except for a period of home leave BEN GURA was on the scene through the year, supplemented from time to time by short-term consultative assistance provided by the Bureau of Census.

The first "Annual Report on the Labor Force" was completed and submitted to the National Economic Council. This report is expected to provide factual guidelines to help the Government of Cuba establish policies related to employment, unemployment and under-employment.

Census Geographer THOMAS KERLIN and Mr. Gura continued their assistance to the National Census Office on the mapping project. By the end of September, 88 municipal maps and one urban map had been printed — five more than originally scheduled for completion by that date. These represent the first modern municipal maps available in Cuba. While intended primarily for census and electoral work, they will be useful for

Cuba - Continued

many other purposes. At year's end, work was proceeding practically on schedule for the remaining 38 municipalities. Mr. Kerlin returned to the Census Bureau in late November.

CLARENCE BATSCHELET, Chief, Geography Division, U.S. Bureau of the Census, made a brief trip in February to review the geographic activities of the National Census Office.

WILLIAM HURWITZ, Chief Statistician of the Bureau, returned to Cuba for a short time in March to review the work being done on the area sample of population, a key segment of the activities leading toward the 1960 Census. Other phases of the preparatory work went forward throughout the year.

MISS PHYLLIS CARTER, on loan to the Bureau from the Library of Congress, was in Havana from March through May to work with a group of former U.S. -trained participants in planning and setting up a statistical library in the National Census Office. Through on-the-job training plus some classroom-type instruction in cataloguing, this group planned the physical layout, the organization of the library, and its three basic functions: cataloguing, acquisitions, and reference courts; and they developed a manual of functions and procedures. A monthly bibliographic review is now being published by the new library and new materials are being acquired at the rate of 40-60 a month.

By year's end, plans were well underway to begin some assistance in early 1958 to the newly established Statistics Training Center.

Public administration training in the United States was provided to seven Cubans in administrative management, budget and accounting, personnel administration, and statistics. Of these, three were self-financed.

The USOM and the one UN statistics technician worked in close cooperation so that their activities complemented each other.

DOMINICAN REPUBLIC

There is no ICA-sponsored public administration program in the Dominican Republic.

ECUADOR

Primary attention has been given to strengthening financial

Ecuador - Continued

administration in the city of Quito to meet pressing needs in the city and to focus attention of the national government and municipalities on the gains that can be made through administrative improvements. Toward the end of the year, after full discussion with the City Council, the Mayor directed that action be taken to put into effect the plans developed by Public Administration Advisor NOLLE R. SMITH for reorganizing the budgetary and fiscal operations of the city. In addition, attention was being given to Smith's proposals for putting the City water supply system on a self-financing basis.

During 1957, Ecuador adopted legislation authorizing establishment of a modern personnel system. This was based in part on recommendations developed by Mr. Smith. Under the sponsorship of USIS, Mr. Smith has given lectures and lead discussions in various parts of Ecuador which are helping to create a better understanding of public administration.

Prior to departure from Ecuador in April, JASPER COSTA'S work aroused widespread interest in the field of taxation with particular reference to the tax structure. In particular, Costa's proposed Law of Participating Agencies was adopted by the President as his own program. This plan was intended over a period of time to minimize the practice of earmarking a high proportion of tax revenues for public and private agencies without governmental control expenditures. In collaboration with local groups, as a part of his work on tax structure, Dr. Costa also developed proposals for improvement of the income tax.

Early in the year the Government of Ecuador, on the recommendation of the International Bank for Reconstruction and Development, contracted with HARRY CURRAN, of the United Kingdom, to undertake a program of fiscal reform. His program included budget, taxation and fiscal policy. He has made arrangements to obtain technical assistance from UN and it is anticipated that JOSEPH CROCKETT of the Internal Revenue Service will follow through on the administrative aspects of the Costa proposals.

RAYMOND FERNANDEZ continued to provide advisory assistance to the National Planning Board of Ecuador.

Training in the United States in the fields of economic planning and local administration was provided for three Ecuadorians.

EL SALVADOR

DONALD P. WOLFER completed a two-year tour in El Salvador and returned to the U.S. in November for home leave. By February 1958 he should be enroute to Chile as Public Administration Advisor.

El Salvador - Continued

The survey group of three Salvadorans (guided by Mr. Wolfer) organized in 1956 to work on municipal organization and methods for the city of San Salvador made a number of major reorganization recommendations which are under consideration. The city's 1957 budget was reviewed by three students of the advanced study group of the National School of Public Administration, working under Wolfer's direction. Several of their recommendations were adopted.

A management survey of social security activities was completed and action taken by the Social Security Director and his staff on 16 of the recommendations for improvement. A similar survey was made of the business office of the University of El Salvador School of Medicine, and the recommended changes were approved by the governing board four days after completion. About two weeks later a new Business Manager for the School assumed his duties to implement the new procedures.

ICA provided training for six El Salvador participants in the following fields: administrative management, fiscal administration, organization and management, and tax administration.

The new Business Administration School, inaugurated last year under the joint sponsorship of USCM, the School of Public Administration, and the local business community, did not diminish in popularity. The demand for training continued to exceed classroom capacity by a ratio of 3 to 1. The second cycle of courses began in August with the advanced courses, developed this year (administrative law, purchasing, sales, finance, and personnel), attracting an even greater number than those of the lower division.

About mid-year, the Economic Advisor and at that time Acting USCM Director, W. E. SCHENCK transferred to Peru.

UN provided the assistance of a Brazilian technician who assisted the National University in developing its public administration facilities, with particular reference to in-service training.

GUATEMALA

Serious political problems have affected all aspects of the Guatemala program during the last half of 1957. President Carlos Castillo Armas was assassinated on July 27, 1957. An interim government took over until the elections of October 20. The elections were voided and a military junta took over for three days followed by a second interim government. New elections are scheduled for January 19, 1958.

Advisory service in economics, public finance and related aspects

Guatemala - Continued

of public administration was provided through ICA contract with Klein & Saks, whose mission is headed by CLARENCE C. BROOKS. Basic economic studies were carried out by LOUIS O. DELWART and LORAND DEBASI-SCHWENG. Public Administration Advisor RICHARD L. SHAW developed plans for re-organizing the Executive Office of the President and the Executive Branch of the Government. These plans, approved by PRESIDENT CASTILLO ARMAS, were still being studied at the end of the year. Shaw also assisted Guatemala in establishing a National Personnel Office and an Employment Service.

GODOFREDO JANER assisted in mechanizing the governmental accounting system and developed a manual on accounting classification.

Early in 1957 MARCUS QUINN assisted in developing the budget program which received Guatemalan government support. Toward the end of the year, JESSE W. LEE began work on training and internal procedures in the Budget Office.

CARL A. NEPRUD worked with the Tariff Commission in the development of a revised rate structure and classification system which is now awaiting Congressional approval. Late in the year work was started on modifications in customs administration.

In addition to the work under the contract, USOM employed MRS. IRMA J. JANER to assist the Ministry of Finance in establishing a secretarial and clerical training program in Spanish which is expected to be a forerunner of a more comprehensive training program.

Of the 11 participants from Guatemala, one of them, CARLOS CHAVEZ Z., was named coordinator of technical cooperation for Guatemala shortly after completion of the year's program in economics at Vanderbilt University. The fields of training in addition to economic planning were: procurement and supply, statistics, and tax administration.

Guatemala played host to a four-day seminar on public personnel administration sponsored by ESAPAC. In addition to FELIX NIGRO and HARVEY WALKER of the ESAPAC faculty, leading participants included PAUL BIGBEE, Personnel Director of the Pan American Union, and HENRY REINING, Dean of Public Administration at University of Southern California.

HAITI

It was necessary to postpone any plans for public administration advisory assistance to Haiti during 1957. However, eight Haitians received United States training in the fields of fiscal administration and in statistics.

HONDURAS

After a three-year period of de facto regimes, national elections were held in September. The elected National Constituent Assembly convened in October and designated as the new President Dr. Ramon Villeda Morales who was inaugurated December 21.

Tariff and Customs. ROBERT KENNEDY'S work made real progress both on the tariff and customs fronts. The Tariff Law was completed, bringing up to date and in one volume all changes and including all rates of duty resulting from trade agreements with El Salvador, Guatemala, Canada and the U.S. The new Customs Code and Regulations (representing the cooperative efforts of some 20 persons, mostly government officials, working over a period of 18 months) were completed and implementation was begun. They call for major improvements in such areas as organization, personnel, clearance procedures, revenue collection, enforcement, warehousing, and overall supervision.

The fact that the Enforcement Section of the Bureau has for the first time been bringing customs law violators to justice has had its effect in increasing revenue, as have closer supervision and control of customs field posts. The Central Bank in an official report estimated that 1957 customs revenues will increase by some eight percent, or one million dollars. In relation to Government of Honduras income - in the vicinity of 40 million dollars - this is a significant increase. The Bank's report gave major credit for the increase to improved customs administration rather than to increased imports or duties.

The first public auction was held in June at the Customs post at the port of Tela on the north coast, conducted by a Honduran who had been working with Kennedy for six months. New warehouse accounting procedures were put into operation, and solutions to various administrative problems were discussed. A similar procedure was followed at other posts in ensuing months. A new system of records for the control of warehouses was instituted. This meant it was possible for the first time to have central control of customs house movements and warehouse activities.

One technique used was new to the Hondurans and brought appreciation of the cooperative approach: the Customs Bureau called round-table conferences to permit private citizens, chambers of commerce and other interested organizations to discuss complaints, to comment on the new customs system, and to recommend improvements.

Supply Management. The long-awaited supply management project got under way in July with the arrival of ROBERT M. BAKER. As agreed with the Government of Honduras, Baker started work in the Ministry of Economy and Finance to study property control, supply management, and purchasing problems, with similar work to be undertaken in other ministries at a later date. A brief survey of property management operations was made

Honduras - Continued

in the Ministry of Natural Resources. The new National Constitution contains provisions for establishment of a General Supply Management Office and a National Property Management Office.

Census and Statistics. Despite four months in U.S. on home leave and consultation at the Census Bureau, EDGAR ELAM can look back on some real accomplishments in 1957. The Census and Statistical Bureau re-organization represents a major consolidation of offices with statistical functions. The 1955 Statistical Annual includes, for the first time, graphic presentation of some data. Basic foreign trade data for 1956 were tabulated. The Honduran Census Bureau issued a booklet "Education Statistics and School Census". Elam attended the Third Central American Statistical Conference, held in Guatemala, as advisor to the Honduran delegation. The objective of the conference was regional planning and coordination of statistical methods.

Training. 1957 saw progress in public administration training, both in the U.S. and in Puerto Rico, particularly in terms of tying in closely with requests from several Ministries for assistance from servicios in improving Ministry administrative procedures. A total of 18 Hondurans received training in the U.S. in the fields of administrative management, fiscal administration, general public administration, organization and management, personnel administration, and procurement and supply.

MEXICO

In August, CARROLL SHAW transferred from USOM/Mexico to the Public Administration Division, ICA/W, where he is making the transition from a Latin American specialist to Chief of the Division's Near East and South Asia Branch. Until the termination in June of the public health technical assistance program, Shaw continued his activities as management advisor to the Ministry of Health, working at the Ministry and at the bureau levels on such management problems as personnel classification and salary administration, bureau reorganization (including relationships with state health departments), and development of plans for a career service in sanitary engineering. He also assisted the Director of the School of Public Health in developing materials for courses to be offered in administrative management.

As in previous years, Mr. Shaw continued to give informal advisory assistance to the Mexican Institute of Public Administration.

The five-man team of Mexican archivists who came to the U.S. in the spring of 1955 for a special training program in archives and records management has continued to function as a working unit in the Ministry of

Mexico - Continued

Communications and Public Works. The team leader is head of archives at the Ministry and also Director General of the Mexican Society of Archivists. At the instance of this Society, the Ministry has established the first Archives Center in Mexico, instituted a program to dispose of old and useless documents, and set up an Historical Archives Room where important archives are available to researchers. As of August, about 2,400 persons were enrolled in correspondence courses on records management offered with the help of the Ministry.

Training in banking and credit, statistics, and tax administration was provided to four participants from Mexico.

NICARAGUA

There is no ICA-sponsored public administration program in Nicaragua.

PANAMA

Technical advisory services in public administration in Panama have continued under the ICA-University of Tennessee contract initiated in 1955. The group is headed by EDMUND W. MEISENHOLDER III, a former city manager and presently on leave from his position of management consultant with the University of Tennessee's Municipal Technical Advisory Service. In addition to providing general leadership, he assisted in the development of procedures, pay plans, recruitment, and pre-entry training in connection with the Panamanian Civil Service.

SALO ENGEL completed his work on legal codification. This involved a review of 2,600 laws and 7,000 executive decrees enacted since the Republic was founded in 1903, none of which was indexed. As a result of this project any law or decree may now be located on the basis of knowledge of subject, date of enactment, or ministry. The second phase of the project - determination of what laws or decrees are now in effect - was about 25 percent completed at the time of Engel's departure. A further phase of Dr. Engel's work involved the development of detailed plans for a book on Public Administration in Panama which will be written by Panamanians.

ROBERT B. ELMORE joined the staff in March as a specialist in the field of budgeting. Major emphasis in his work was placed on interpretation of the budget as a device for implementing executive policy and not merely as a schedule of income and expenses. As a step toward a performance budget reflecting work programs, ministerial agencies were designated as appropriation units. Object classification codes were

Panama - Continued

adapted to the 1958 budget, and simple budget forms devised for the 1957 budget were adapted and reused in the 1958 budget. Instructions for the 1958 budget provided a calendar for the submittal of all ministry budgets, and there was substantial adherence to the calendar.

PEDRO GARCIA, former ICA participant and Chief of Classification of Civil Service in Costa Rica, assisted the Panamanian Civil Service as a short-term consultant in classifying some 1,500 positions.

Members of the Tennessee staff took part in organization and procedures studies in the Ministries of Labor, Health and Social Welfare.

Shortly before the end of the year the University of Panama requested a university contract to aid in expansion of its facilities in public administration and other fields.

Panama sent six participants to the U.S. for training which was carefully planned in relation to the advisory assistance of the Tennessee Mission. The fields of training were fiscal administration and personnel administration.

PARAGUAY

Public Administration activities in Paraguay continued to help in the solution of specific operational problems, and through training and stimulation of interest, to build a base for broader understanding of public administration. The program was headed by ALFRED E. MOON, who left in May to join the New York State Budget Office. His successor, LAWRENCE W. SMITH, reported in November. He had formerly served as Public Administration Advisor in Saudi Arabia and Iraq, and more recently in Washington in a liaison capacity between ICA and the International Educational Exchange Service, Department of State.

Highlight of the Paraguay program was the assistance to the Central Bank provided by two short-term consultants made available by the Federal Reserve Bank of New York, HARVEY FLEETWOOD and EDWIN W. CARROLL. In a period of approximately six months, they were able among other things to get the Bank to: institute a balance sheet, establish an audit unit, reconcile all figures on the balance sheet and start a continuing audit program, change the system of unsecured loans from a commercial bank, drastically reduce the number of governmental accounts, and obtain additional space. One successful technique they used was to avoid a voluminous report; instead, as they reviewed each new problem, they prepared a two to four-page report which was read by the President of the Bank and after discussion, became the basis for an immediate action program.

Paraguay - Continued

AMOS WORTHINGTON continued to work with the Organization and Administrative Planning Section in the Ministry of Health until his departure in May for an assignment in the Training Branch, PAD, ICA/W. NORBERT F. KOCKLER of the O & M Division, ICA/W, arrived as his advance replacement in February and continued the work with the Ministry. This section of the Ministry, serving as a training ground as well as a vehicle for improvement of management, undertook projects to modernize the Ministry's accounting system, improve the receipt and distribution of mail, chart the Ministry organization, establish more effective controls on requests for building repairs and alterations; and a variety of other projects in the general services field. During May, the Section, with the assistance of the U.S. advisors, participated in a month-long conference on public health in order to contribute to the thinking on administrative problems.

DOYLE K. CASEY continued to serve as a technical advisor to the head of the Sanitary Corporation which will have the responsibility for operating the water supply system now being constructed for the city of Asuncion. As one aspect of this work USOM negotiated a contract with Price Waterhouse to set up an accounting system for the corporation. Casey also participated in a project to reorganize the main and field warehouses of the Ministry of Public Works.

The Mission has encouraged the continued growth of the Centro de Estudios de Administracion Publica. This organization is providing a focal point for discussion and study of administrative problems and is continuing to publish a bulletin periodically. Highlight of its program was a two-week seminar on public administration in October and November. Messrs. Casey and Kockler assisted in the planning for the conference and served as discussion leaders. Most of the other discussion leaders were former ICA participants, who had trained in the U.S. With the arrival of Mr. Smith, plans are being developed for expansion of membership in Asuncion and for establishment of a chapter in Concepcion.

ROBERT K. THIERRY continued to work with the Ministry of Interior on various phases of police activity.

Heavy emphasis was placed by USOM on training of participants in order to build up a small group of people with some understanding of various aspects of public administration. In addition to the 20 participants trained in the U.S. and Puerto Rico, USOM and Government of Paraguay arranged for a large group to attend the School of Public Administration of the Getulio Vargas Foundation in Brazil. The second group of Paraguayans also received training at the School of Public Administration at San Andres University (University of Tennessee contract) in La Paz, Bolivia. The U.S. and Puerto Rico training programs were in the fields of administrative management, fiscal administration, organization and management, personnel administration, and statistics.

Paraguay - Continued

EDWARD DOUGHERTY of the U.S. Internal Revenue Service went to Paraguay for the UN as an expert on tax administration with particular reference to land taxes. His proposals for improvement of tax collections are now under study by Paraguayan officials. On completion of his tour he is expected to be replaced by an expert in income tax administration.

PERU

While JOHN LAWTON, Records Management Advisor, was in Washington for several weeks of convalescence, he prepared in English a Working Guide for Elementary Training in Records Management which was later translated into Spanish by Lawton and a group of Peruvian associates. As sufficient copies in each language become available, distribution is being made to all USOMs since it should be useful for the training of trainers. (See page 8)

In Peru Mr. Lawton worked on a variety of projects -- procedures analysis, forms preparation, documents control, clarification of assignments, space utilization -- in several ministries (including the Ministry of Agriculture, the Ministry of Education, and the Office of the Director General of Commerce). In the Division of Industries and Electricity of the Ministry of Development, where he has been working since 1955, further progress was made in streamlining the processing of final certificates and industrial registration, and a system of weekly reports was introduced by which it has been possible to eliminate slow-moving cases.

Early in the year, a proposal originated in the Ministry of Development to expand the effectiveness of the records management program in the Peruvian Government by means of an informally organized advisory body which could, on invitation, serve the various ministries. As requested, Lawton developed this idea in some detail, suggesting a title of Advisory Committee on Administrative Systems, possibly to be attached to the Office of the Chief Executive of Peru. He outlined proposed functions, staffing, space and other administrative requirements. At year's end the proposal was in the hands of the Secretary of the Council of Ministers.

Together with OWEN YOUNG, a former ICA participant now working in SCISP, Lawton spent five weeks in the City of Cuzco at the Reconstruction and Development Agency, a new independent autonomous government-supported corporation which had originally been set up in 1950 as a Board, with headquarters in Lima, to administer government funds for city reconstruction after serious earthquake damage. The government had now abolished the Junta, established the new corporation, and asked for assistance in solving such administrative problems as liquidating the old board, auditing and transfer of its assets and operations, and drawing up of an organization chart which proposed an almost complete

Peru - Continued

change in the technical and accounting relationships. During the five-week period 90 percent of the new organizational plan went into operation. Lawton's other activities included space utilization, work flow, files control; developing personnel forms, typing tests, interview techniques, and position descriptions; ALFREDO RODRIGUEZ, a servicio auditor loaned by USOM, installed a modern accounting system, centralized warehouses, and separated the storekeeper function from the purchase and supply function.

While WILLIAM BRADFORD, Statistical Advisor, was in U.S. on home leave and consultation, the long-awaited reorganization of the statistical service of the Ministry of Finance was started. A well-qualified Peruvian economist and statistician was appointed Coordinator of Statistics and Census. But at year's end there was still no definite assurance that Peru would in fact take the steps necessary to carry out a sample study in 1958 and a full-scale census in 1959. Because of this continued lack of action, the government was informed that the U.S. Statistical Advisor could not remain in Peru for more than a few months in 1958.

Bradford submitted to the National Census Office a report summarizing the results of the experimental census in Trujillo; prepared statistical data on population trends for use in a study of port development possibilities; lectured on organization and administration of a statistical office in a course on applied statistics offered to employees of the Ministry of Education.

ROY BLOUGH, UN Tax Advisor, completed a report and recommendations on the Peruvian tax system. FAO, ILO and USOM Statistical Advisors continued their close association and interchange of information and consultation. The UN public administration team started a program intended to provide assistance at the top levels in the Peruvian Government, primarily in overall government organization and management, personnel and fiscal administration. The team is currently composed of THOMAS K. TINDALE, former ICA consultant, and CARLOS ARAYA B., former director of Civil Service in Costa Rica.

Seven Peruvian participants were provided training in the U.S. in the following fields: administrative management, fiscal administration, organization and management, personnel administration, and procurement and supply.

URUGUAY

The census and statistics project in the National Office of Statistics and Census, carried on by MORTON MEYER, made considerable

Uruguay - Continued

progress. Preliminary operations were almost completed for the establishment of a National Index of Production. The original modest goal which limited the first year's activities to the ten industries most important to Uruguay's economy has been changed to include instead a sample of all types of industrial establishments.

Work was completed on the revised Statistical Annual covering 1945 through 1949; the 1955 edition of the Industrial Register; and an Occupation and Industry Statistical Coding Manual. Under way were a second five-year Statistical Annual (1950-54), the National Agricultural Production Index, and a reorganization plan to centralize all Ministry of Public Health statistical activities in the Office of Vital Statistics.

Even though the National Register of the Population could not be considered a rigorously controlled operation, Meyer was reasonably well satisfied with the accuracy and completeness of the coverage. Considering the lack of financial support and legislation for this program and the consequent need for great cooperative effort, its completion was a major achievement as it was the nearest approximation of a population census in Uruguay since 1908.

EDWARD MINTY, Public Health Administration Advisor, together with Mr. Meyer and several Uruguayan officials, visited ten states in the interior of the country to interview statistical personnel and select candidates for a proposed intensive training course in hospital and vital statistics - the academic program to be given in Montevideo, the on-the-job training in Sao Paulo, Brazil.

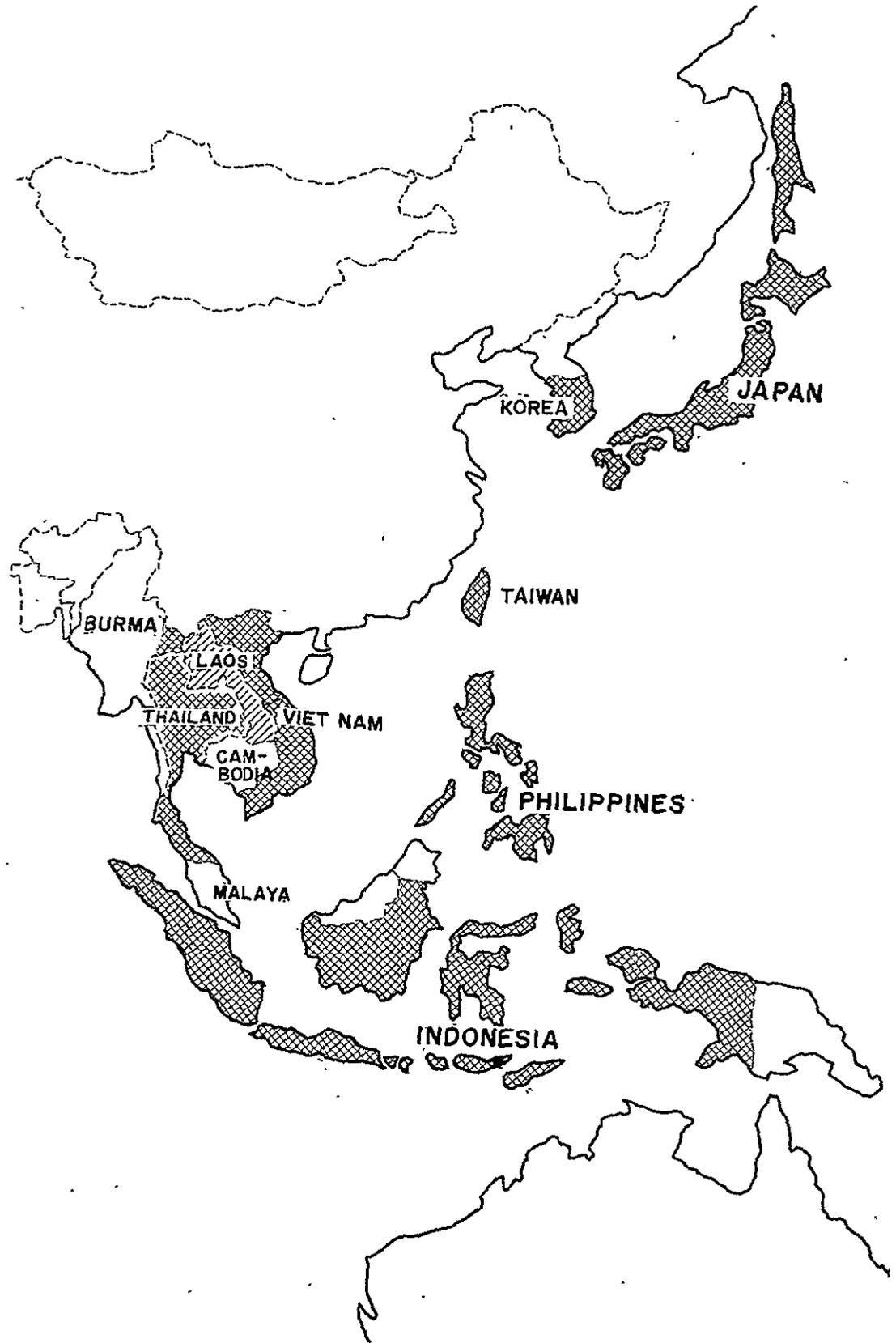
The recently-organized Public Administration Association held a series of round-table discussions on civil service, purchasing, and hospital administration.

Uruguay sent three participants to the U.S. for training in local administration, organization and management, and statistics.

UN provided O & M assistance, particularly on the in-service training side.

VENEZUELA

There is no ICA-sponsored public administration program in Venezuela.



-  PUBLIC ADMINISTRATION PROGRAM
-  PARTICIPANTS
-  PUBLIC ADMINISTRATION PROGRAM & PARTICIPANTS

REGIONAL - FAR EAST

The Far East and Europe Program Branch, PAD/W. Seated, MacDonald Salter, Chief of the Branch. Standing, Thomas Eliot, Assistant to the Chief, and Joanne Cowell, Secretary.



In the year 1957 public administration in the Far East was marked by two important developments. First, there was clear evidence of greater understanding of the values and role of modern public administration among the countries of the Far East. Secondly, and stemming from this understanding, there is a growing regional public administration movement among the countries of the Far East. This has been given great stimulus and focus by the planning and sponsorship of the Government of the Republic of the Philippines, through its Institute of Public Administration, of a Regional Conference in Public Administration for officials of the countries of the Far East.

The nature of public administration technical assistance activities reflected these developments as countries of the Far East were more discriminating in their interest and use of such assistance, and local initiative toward professionalism in public administration was evidenced throughout the region.

In the fall, the first Far East Regional Conference of ICA Public Administration Advisors was held in Manila. Representatives of eight USQMs met with ICA/W representatives to discuss the Development of Sound Public Administration and the Expansion of Administrative Leadership. It was evident from this Conference that the most significant trends in public administration technical assistance in the region were: First, the increasing attention being given to strengthening local government - its development and the improvement of responsive relationships among

Regional - Far East - Continued

local and central governments. Impetus was given to this movement by the increased interest and attention to community development as a process of developing local self-government. Secondly, the increasing interest and desire to extend in-service training and education for the public service as a means of expanding administrative leadership and improving management.



The opening session of the ICA Far East Public Administration Advisors' Conference, which was held in Manila, Philippines, December 2-6, 1957.

FAR EAST

CAMBODIA

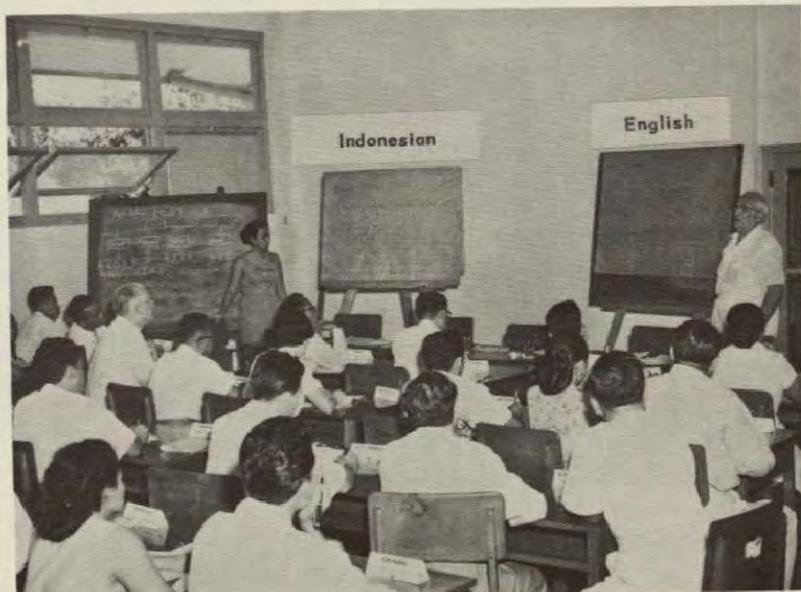
Interest evidenced by the Government in previous years in strengthening its financial and fiscal administration in support of accelerated efforts to develop the national economy, led to specific requests for U.S. advisors in taxation, budgeting and customs administration.

Efforts to fill these requests have been generally unsuccessful due in large part to the need for French-language facility. RICHARD L. DUNHAM entered on duty this fall as a budget advisor and, with the consultative assistance of GORDON V. POTTER, Budget Advisor, USOM/Vietnam, has initiated preliminary studies as a basis for further improvements in the budget and fiscal area. Through arrangements with USOM/Iran, WILLIAM SHAW, Customs and Indirect Tax Advisor, was detailed for 60 days to initiate advisory assistance in customs administration.

Aid is being provided the Government's efforts to develop the initial body of valid statistical data essential to the sound planning and execution of its economic development program. To complement the services of three UN food and agriculture organizations, statistical advisors in the fields of demography, census and agriculture, U.S. assistance includes help in constructing and equipping a Central Statistical Bureau and provision of training for Cambodian statistical personnel in necessary statistical techniques.

INDONESIA

A class in in-service training in technical assistance in Indonesia. Standing at the right in the photograph is Mr. Dan M. Braum, in-service training consultant on loan to USOM/Indonesia from U. S. Department of Agriculture, fall 1957.



Indonesia - Continued

Further progress was made during the year by the Government of Indonesia in planning and preparatory activities aimed at establishing a major program of training and education for the public service. Facilitation of this key project continued to be a major task of HARRY W. MARSH, Public Administration Advisor. In this connection arrangements were made for two high-level Indonesian officials to visit the U.S. to observe American public administration training and educational practices at a number of the leading American universities.

The Government has directed that an Institute of Public Administration be established through which an extensive program of in-service training in administrative and managerial methods and techniques would be provided for both national and local government officials including the public enterprises. It is also contemplated that this Institute will undertake necessary fact-finding surveys of government operations as a basis for aiding in modernization of governmental organization, management practices and operations.

GARTH N. JONES, Public Administration Education Officer, continued to assist the Staff Training Institute of the Ministry of Home Affairs at Malang in developing a balanced curriculum in the field of public administration. The success of this program resulted in Gadjra Mada University requesting assistance to develop a similar four-year educational program for public administration. The Ministry of Home Affairs has assigned 100 local government officials to each of these programs.

58 central and local government officials were brought to the U.S. for training in such fields as administrative management, budgeting, accounting and auditing, economic planning, general public administration, municipal administration, O & M, personnel administration, statistics, and tax administration.

JAPAN

The University of Michigan entered its second year of association with Waseda University, Tokyo, designed to assist Waseda in the development of its management education curricula and the establishment of a management research institute to serve business enterprises. CHARLES B. GORDY, Chief of Party, and EDWARD L. PAGE, working directly with the Waseda faculty in Tokyo, were joined by GEORGE A. ELGASS. WYETH ALLEN continued to serve as project coordinator at the Ann Arbor campus, guiding the training and observations programs of 15 Waseda faculty members visiting the U.S. to study American management educational and technical practices.

Japan - Continued

The possibilities of developing a similar inter-university relationship were being explored and considered by Keio University, Tokyo, during a visit to the U.S. by President Okui of Keio and three senior members of his faculty.

Seven Japanese officials come to the U.S. and studied economic planning, local administration, O & M, and institutional arrangements for business administration education.

KOREA

Interest on the part of the government of the Republic of Korea (ROK) in strengthening and improving its government administration continued at a high level, particularly its banking, revenue, statistical and financial management functions. JAMES K. HALL of the University of Washington, Tax Consultant, worked with the Ministry of Finance in the analysis of the legal and economic structure as well as operational features of its revenue program. LLOYD W. MAXWELL, Statistical Advisor, worked with the Ministry of Reconstruction on its statistical reporting program. JAMES L. RIDDLELL served as advisor to the Reconstruction Bank on its development activities until his return to the United States in September. ROBERT WHITCOMB has been appointed as his successor. At the end of the year, OLIVER S. POWELL, formerly President of the Federal Reserve Bank in Minneapolis, entered on duty as advisor to the Bank of Korea.

Upon reassignment of VICTOR L. GLINES, Public Administration Advisor, to the position of Executive Secretary of the Combined Economic Board in Seoul, MARVIN M. SMITH entered on duty as Chief, Public Administration Division, OEC, with FRANK G. O'NEILL as his assistant. EARL M. GUTHRIE completed his tour as Legislative Advisor and returned to the U.S.

Contractual services of the University of Minnesota, to assist Seoul National University in developing its faculty and educational facilities in the field of public administration and to aid in the expansion of the in-service training program at the National Officers Training Institute (NOTI) in the ROK Office of General Affairs, were initiated in the spring with the preliminary visit of GEORGE A. WARP to Seoul to prepare a mutually satisfactory work plan. 13 future teachers of public administration, either as faculty members of Seoul National University or as training officers with the NOTI, commenced their preparation in September at the University of Minnesota under the direction of Dr. Warp, Campus Coordinator. ERWIN R. DRAHEIM, field staff member of the University of Minnesota, departed for Korea in December to serve as in-service training advisor to the NOTI.

Korea - Continued

In the field of business administration education, in which technical assistance had been requested by the University of Korea and Yonsei University (formerly Chosen Christian University), ROSS M. TRUMP, Dean of the School of Business and Public Administration of Washington University, St. Louis, Missouri, made an initial survey preparatory to the implementation of an inter-university contract. Meanwhile, four Korean faculty members began a period of study and observation of American business administration education at American universities.

During the year, in addition to those already mentioned, 71 government officials were brought to the U.S. to receive training in such fields as administrative management, banking and credit, fiscal administration, customs, personnel, postal and tax administration, economic planning, general public administration, procurement and supply, judicial and legislative methods and administration, O & M, and statistics:

LAOS

Assistance to the Government of Laos was continued through contract with Howell and Company in developing and operating a government procurement program, commercial import licensing procedures, and an information service for commercial importers on sources of procurement, specifications, and prices.

WILLIAM RIZK commenced his assignment as advisor on commercial banking procedures to the Laos National Bank, and at year's end efforts were being made to recruit a public administration advisor, tax advisor, and statistics advisor.

PHILIPPINES

This technical assistance program in public administration was characterized by a phase-down of operations designed to reduce substantially the volume of technical assistance in this field being provided to the Philippine Government and to provide an opportunity to adjust program objectives away from the center government and toward local government.

Three major contractor relationships were concluded by mid-year. The Government Reorganization program, which had utilized the staff services of Louis J. Kroeger and Associates for the past two years, completed its contractual arrangement and withdrew its staff of six technicians. It left behind a well-trained Filipino staff and a newly established

Philippines - Continued

Management Services Division of the Budget Commission together with a substantial series of some 41 reorganization plans. Progressively these plans are being implemented by the Government. The Modernization of Fiscal Management program by the Filipino Budget Commission had been drawing on the advisory services of Booz, Allen and Hamilton which concluded its contract arrangements in May withdrawing 10 technicians at that time. The establishment of performance budgeting by the Budget Commission stands as a monument to a major reorientation of the public service. Government resources are now clearly directed toward providing better services to the people. The Personnel Administration program involving the training of Filipino staff in the administration of wage and position classification concluded its arrangements with Louis J. Kroeger and Associates and six technicians completed their assignments in Manila in January. The programs were officially implemented by action of the President of the Philippines in November 1957.

Adjustments in the USOM staff were also made: CHARLES NELSON moved from the position of O & M Advisor to the Community Development Division; CECIL MORGAN returned to the U.S., having completed his assignment as advisor on property assessment practices; and SOPHIA BALICKA also returned, having completed her work on statistical administration. Other members of the staff continued a limited range of advisory assistance following through in the main, on certain of the completed contractual services. These activities were under the supervision of FRED G. CRAWFORD, Chief of the Public Administration Division. LESTER SHEPPARD continued to work very closely with the Government on budgetary and fiscal administration; RAY DAVIS, on internal revenue administration; FOSTER KNIGHT, on customs administration; CHARLES NICKLAS, with the Management Division of the Budget Commission; and a team under DON McINNIS and including GAVIN LAWSON, CHARLES FREDRICKSON, and THOMAS WALSH, with the Bureau of Civil Service, the Budget Commission, and the departmental personnel officers on the general development of modern personnel management throughout the government.

Further technical assistance in statistical methods, organization, and administration was provided under arrangements financed by ICA to the Central Statistical Office of the National Economic Council and the Philippines Bureau of Census by the U.S. Bureau of Census advisors JULIETTE JONES, DONALD E. YOUNG, and RICHARD BOURDON under the leadership of MILTON D. LIEBERMAN as Chief of Party.

Training in public administration in the U.S. was given to 49 government officials in such fields as administrative management, banking and credit, fiscal administration, customs administration, general public administration, judicial and legislative methods and administration, O & M, personnel administration, procurement and supply, statistics, and tax administration.

TAIWAN

The year saw very little interest develop in the area of public administration technical assistance on the part of the Government of the Republic of China. ARNOLD KIRCH continued in his assignment as budget advisor and H. F. SHAMBARGER entered on duty as accounting and finance advisor. Contract services provided by George Fry and Associates to aid the Government in developing a program for mustering over-age and disabled servicemen out of the military forces were phased out and terminated. ALBERT FRALEIGH and MERLIN EKERN, Retired Servicemen's Program Advisors on the Mission staff, coordinated and followed up on several project activities through which the program is being implemented.

Training in public administration was given in the United States to 15 government officials in such fields as budgeting, accounting and auditing, economic planning, local government administration, personnel administration, procurement and supply, statistics, and tax administration.

THAILAND

Progress was made during the year in the several major continuing projects which have had the particular interest and support of the Government of Thailand. These projects, coordinated under the guidance of JOHN W. MORE, Public Administration Advisor, are being carried out through ICA-financed contracts as follows:

Institute of Public Administration. Indiana University has been assisting and advising Thammasat University in the development of curricula, teaching methods, course content, applied research, library resources, and in-service training facilities at its Institute of Public Administration. JOSEPH L. SUTTON continued as leader of Indiana's group of ten advisors. Under the direction of a cabinet-level government In-Service Training Committee, a program for training officers from the various ministries and agencies of the Government was initiated by the end of the year. Among other useful products of the Institute's research staff, the first manual, covering the organization, function and principal officials of the government, was prepared in the Thai language. Government officials, who were admitted to graduate study and training at the Institute, were authorized leaves of absence from their positions to attend day classes on a full-time basis. 12 members of the Institute's staff were in the United States in special training programs under the supervision of LYNTON K. CALDWELL at the Indiana University campus to acquaint them with modern teaching methods, methods of applied research, and a knowledge of American public management.

Modernization of Government Fiscal Management. Contract advisory services of the Public Administration Service (PAS) continued in the areas of budgeting, accounting, auditing, and fiscal reporting. The PAS staff of

Thailand - Continued

seven, under the leadership of WALTER O. HARRIS during most of the year, submitted substantial recommendations for the improvement of systems and procedures and the organization of staffing of the Thai agencies primarily responsible for the Government's program of fiscal management. Mr. Harris completed his assignment in Bangkok late in the year and was succeeded as chief of party by THOMAS R. JACOBI, a member of the contract group. Training of Thai officials in relevant management techniques was emphasized "on the job" and in specially arranged courses. Training in the U.S. for a number of key officials was programmed with the assistance of the PAS home office in Chicago.

Economic Planning. DR JOHN A. LOFTUS, under personal services contract with the Government of Thailand, served as advisor to the Government on fiscal policy and planning for economic development, and worked with a newly established Economic Advisory Council. Indications are that the studies by this group may lead to adoption not only of a stronger national policy with regard to the planned use of Thailand's resources and revenues in its overall economic development, but also to the development of a comprehensive budget through which all major sources of revenue can be channelled in systematic support of the nation's capital and operating plans and requirements.

JAMES A. McAVOY joined the staff of the Public Administration Division in September as procurement advisor.

In addition to those already mentioned, 38 participants were trained in the U.S. in such fields as administrative management, fiscal administration, customs administration, economic planning, general public administration, judicial and legislative methods and administration, local government administration, postal administration, statistics, and tax administration.

VIETNAM

During 1957, the Government of Vietnam placed continuing emphasis on strengthening its public services. Under the guidance and coordination of DAVID L. WOOD, Public Administration Advisor, several new or continuing projects have made substantial progress.

National Institute of Statistics. To meet the urgent need for data required for planning purposes, ICA at the request of the Government made arrangements with the U.S. Bureau of the Census, Department of Commerce, to provide technical assistance to the Institute, through a Statistical Advisor, NEWTON B. KNOX. The plan of the project is to develop the Institute and train its personnel in the concepts, methods and tech-

Vietnam - Continued

niques of a modern and complete system of government statistics by means of working on a series of surveys, beginning as small pilot studies and culminating in a general census to be taken in 1960. JOSEPH WAKSBERG and JOHN M. CRAWFORD served as short-term consultants to the Institute in the specialized techniques of sampling and survey methodology and national income statistics, respectively. Technical assistance activities of UN and French statistical experts were cooperatively planned to complement each other and the work of the U.S. advisor so as to develop maximum coordinated support to the Institute program, including preparations for a statistical training center in Saigon for French-speaking Vietnamese staff members of the Institute. The special advantages of the latter facility have been offered by the Institute to statistical technicians in neighboring countries of Cambodia and Laos.

Government Purchasing Center. The Government established a Central Purchasing Authority and warehouse for the purchasing and receipt of all imports for aid-projects. The center's activities have proved so successful that plans and preparations are being made to enlarge it to a government-wide (rather than strictly aid-project) organization during the coming year. TAYLOR GREENFIELD has worked with the Government as procurement advisor in the development of this project.

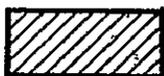
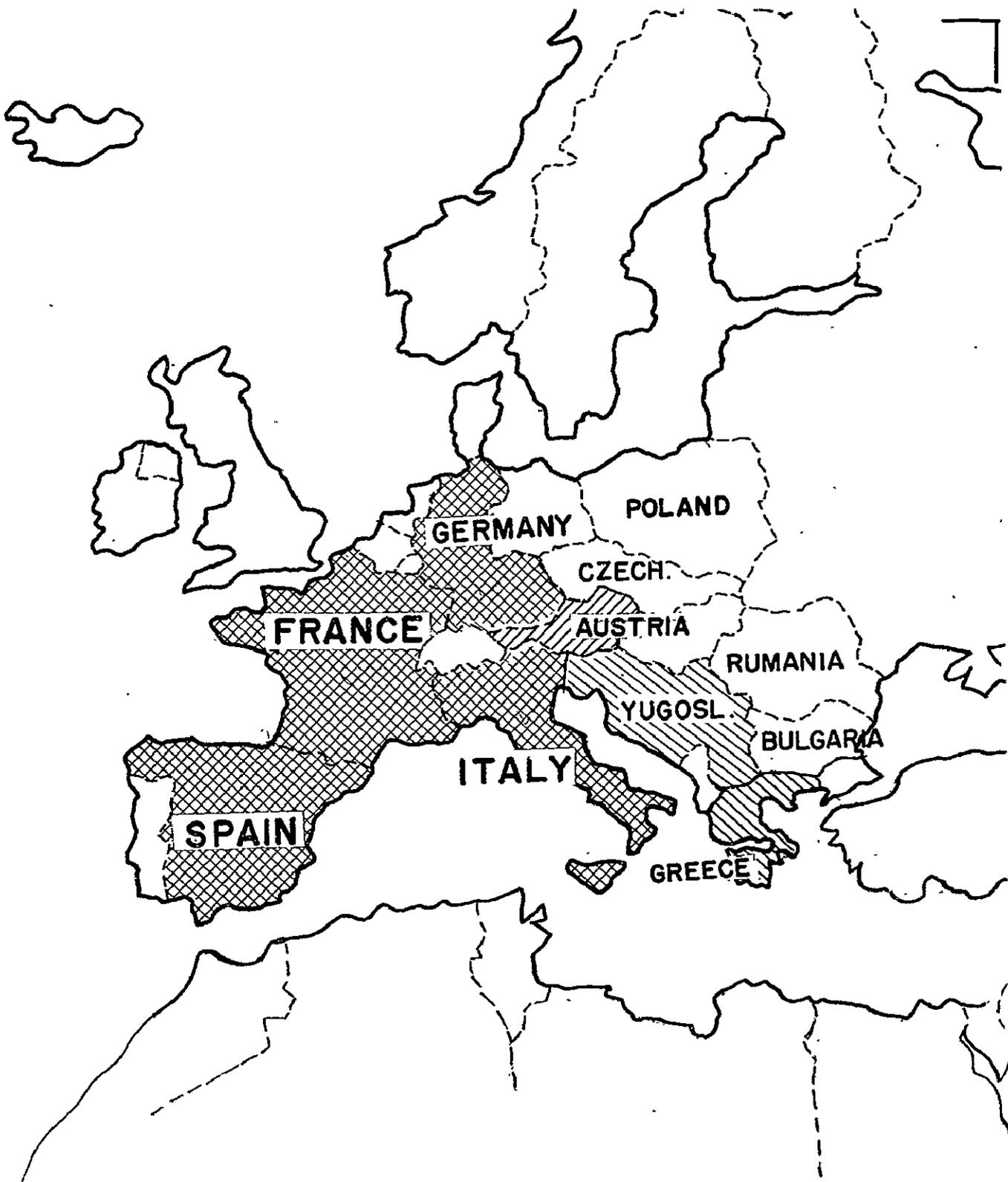
The Michigan State University (MSU) Contract advisory group, under ICA-financing, has been a means since 1955 of providing technical assistance requested by the Government in civil police administration and several major areas of public administration. Of the total advisory staff, led by WESLEY FISHEL, 15 public administration specialists have worked with and through the Vietnamese National Institute of Administration (NIA) to stimulate urgently needed in-service training for the public service and to provide academic program for those planning to enter the public service, a library, an applied research program, and consultative services as requested by the Government.

The MSU advisors have emphasized during the past year: (1) further development and necessary expansion of NIA's in-service training activities looking toward the establishment of effective training programs under competent direction in both national and provincial government agencies; (2) enrichment of curriculum in the academic program through added courses and the development of Vietnamese instructional materials growing out of the public administration research phase of the Institute's program; and (3) practical advice and assistance in the implementation of organizational and procedural recommendations submitted earlier by MSU advisors as a result of management surveys undertaken at the Government's request. During the course of 1957, 22 Vietnamese officials have been in the United States at various places to complete or initiate planned studies of American public administration practices under the guidance of STANLEY K. SHEINBAUM, Home Staff Coordinator for the MSU-

Vietnam - Continued

Vietnam Project.

In addition, 11 officials of the Government of Vietnam received public administration training in the U.S. in banking and credit, fiscal administration, personnel administration, tax administration, and general public administration.



PUBLIC ADMINISTRATION PROGRAM



PARTICIPANTS



**PUBLIC ADMINISTRATION PROGRAM
& PARTICIPANTS**

EUROPE

EUROPEAN PRODUCTIVITY AGENCY (EPA)

The European Productivity Agency (EPA) continued to provide assistance and stimulus to the dissemination and development of "management education" throughout Europe. DR. SAMUEL McMILLEN of the University of Connecticut replaced DR. JOHN E. JEUCK of Harvard University as the EPA Consultant on Management Education. This year a second group of 18 European teachers of business administration from eight countries came to the United States for approximately one year's intensive study and observation of American business administration educational practices and the inter-relationships of the business communities, the universities, and the governmental functions affecting American business activities. These teachers were divided into two groups, one spending the period in the United States under the direction of the Harvard University Graduate School of Business Administration and one with the School of Business Administration of Indiana University.

In addition, 25 senior teachers of business administration from 11 countries of Europe, some of whom are full-time teachers and some of whom are businessmen undertaking teaching as a part-time responsibility, spent three months in the United States intensively studying and observing dynamics and competitive principles of American management.

Again this year EPA sponsored a workshop in Europe in "management education" which was run by DR. ELI SHAPIRO of Massachusetts Institute of Technology, who took with him to Europe four American associates. Attendance included 40 senior academicians interested in business administration education from 12 countries in Europe. This was the second such conference. It has proved so successful and so well received in Europe that it may become an annual European regional activity.

AUSTRIA

Continued technical assistance activity was conducted in support of the educational program for industrial management being developed in Austria by the Ministry of Education, the Vienna Technical University, and an association of businessmen for management training. DR. SHAPIRO visited Vienna for a period of brief consultation with appropriate Austrian officials.

FRANCE

The Northwestern University contract with the French National

France - Continued

Productivity Agency to assist in the development of Institutes of Business Administration among all the national universities of France was concluded in mid-year. During the course of the contract, two participants came to the U.S. to study business management education, and ARTHUR TEBBUTT, Northwestern University's resident advisor in France visited 17 French universities and developed with them their plans and programs for staff and student bodies and work relationships with their business communities. Ten young French teachers of business administration completed their nine-month studies of management education at Northwestern University and returned during the summer to their universities and technical colleges in France to assume teaching duties.

GERMANY

There was a continuing interest during the year in West Berlin among the business communities for the establishment of an Institute of Management following the recommendations of the survey team submitted last year. No formal action was taken during 1957 because of the inability to coordinate the efforts and resources of all the parties concerned in Germany. However, the services of DR. ADOLPH E. GRUNEWALD of the School of Business Administration, Michigan State University, were made available to the Berlin Technical College to aid in the development of curricula and course materials and in the organization and conduct of workshop conferences on management, and to instruct there in certain courses in business administration. He will remain in Berlin for the academic year 1957-58.

During the year five participants in the management education program of the European Productivity Agency came to the U.S. for study and observation.

ITALY

The University of California-University of Bologna contract entered its final year under ICA financing. Progress toward the establishment of a two-year undergraduate program and one-year graduate program in public administration was well advanced. A School of Public Administration with limited Italian faculty has been established as part of the University of Bologna.

During the spring 12 Italian Government officials returned from the United States after three months' intensive study of American organization and methods analysis supervised jointly by the University of

Italy - Continued

California and ICA. Each of these officials has subsequently undertaken the organization of such work in their ministries. Five additional participants were brought to the U.S. for training under the European Productivity Agency program of business management education.

The growing interest in this management work and the significance of the new School of Public Administration at the University of Bologna to the Italian Government were expressed when the Ministry of Treasury pledged five years' support to the new School in the form of funds and annual assignment of 30 to 40 Italian civil servants for advanced training in public administration. During the summer the new School organized in Rome two Workshops on Public Administration, each for 100 Italian Government officers concerned with organization and management. This project was under the direction of DRS. DWIGHT WALDO and VIRGIL ZIMMERMAN. The University of California in the fall of this year replaced the two staff members with DR. EDWIN GHISELLI, of the University of California, and DR. FREDERICK MOSHER, of Syracuse University.

It is also to be noted that the University of Padova in northern Italy established this year a School of Business Administration. Both of these new areas of management education are within the orbit of the national university system and have the endorsement of the Ministry of Education.

SPAIN

The establishment of a Bureau of Administrative Reform associated with the Office of the President has evidenced the desire of the Spanish Government to modernize its administration. A group of six division chiefs of this Bureau visited the United States during the year for purposes of acquiring general background in public administration and specific knowledge in their respective fields of interest. In addition, two fiscal experts from the Ministry of Finance came to the United States for study and observation of American practices in budgetary and fiscal administration.

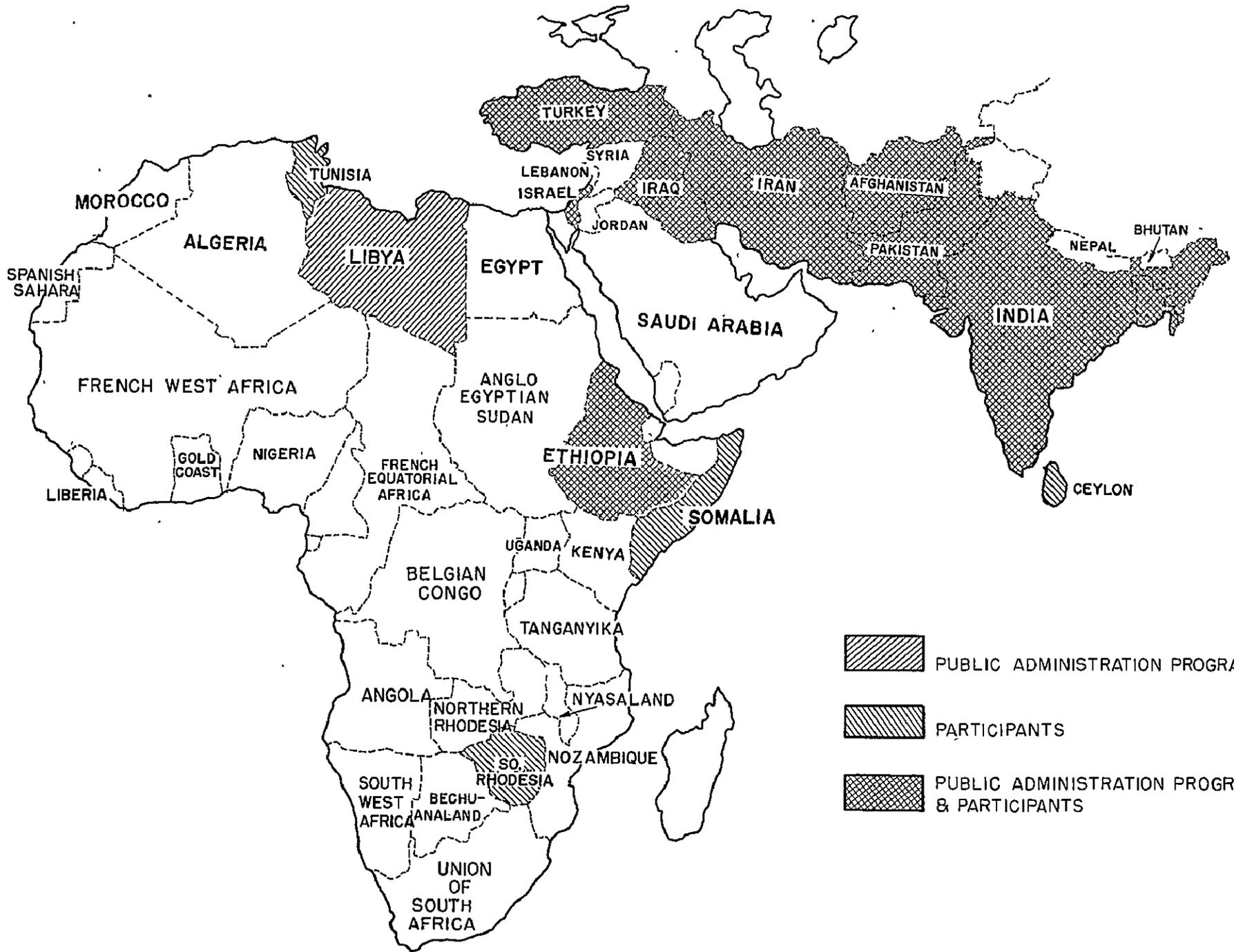
The newly established School of Business Administration and Industrial Management was officially opened in the spring of the year in Madrid. Technical assistance has been provided to the School through the services of DR. ARTHUR SHEDLIN of the University of Chicago, and intermittent consultant services by DR. DEWITT C. DEARBORN of Carnegie Institute of Technology. Three Spanish participants, new staff members of this Institute, completed their training during the summer under the auspices of the School of Business Administration of the University of California at Los Angeles and returned to Madrid to take over teaching

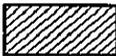
Spain - Continued

duties. The general response and interest in this new School were substantial among both the governmental and business communities in Spain.

YUGOSLAVIA

This year two senior officials of the Yugoslavian government spent three months in the United States studying and observing American public management with particular attention to local government. 14 other Yugoslavian administrators visited various countries in Europe to study tax practices, fiscal administration, organization and management, procurement, and local government administration.



-  PUBLIC ADMINISTRATION PROGRAM
-  PARTICIPANTS
-  PUBLIC ADMINISTRATION PROGRAM & PARTICIPANTS

REGIONAL - NEAR EAST, AFRICA AND SOUTH ASIA

The Near East, Africa, South Asia Program Branch, PAD/W. Standing, Raymond E. Kitchell, Assistant to the Chief of the Branch. Seated Carroll K. Shaw, Chief of the Branch, and Avonne Markwart, Secretary.



In November and December, CARROLL K. SHAW, recently-appointed Chief, Near East, South Asia and Africa Branch of the Public Administration Division visited ten countries in the region in order to observe program activities at first hand. RAYMOND E. KITCHELL continued as Deputy Chief throughout the calendar year 1957. Shaw's observations in the course of the trip confirmed the premise that technical cooperation in public administration, by contributing to more effective organization and administration in host country agencies, can greatly augment the effectiveness of other U.S. technical cooperation and economic aid programs.

Special opportunities for assistance in public administration appear to be developing in certain countries of Africa which have only recently become independent states. In these countries nationals are assuming administrative and executive positions in government previously held by foreigners.

The most interesting new development in the region is perhaps the Superior Civil Service in Pakistan project, described below, an executive management development program especially designed for the highest civil service officials of the Government of Pakistan.

It is anticipated that toward the end of calendar year 1958, the second regional conference of public administration advisors will be held at some central point. The first was held in Tehran in September 1956.

NEAR EAST, AFRICA AND SOUTH ASIA

AFGHANISTAN

A contract was signed at the end of December with the Public Administration Service (PAS) of Chicago, Illinois, to provide technical assistance to the Ministry of Finance, Royal Government of Afghanistan (RGA). DONALD NEMETZ, Chief of Party, arrived in Kabul on April 1, 1957, and the following staff members are now on board: REAM LAZARO - Budget; HARRY MANGERICH - Tax; KATHERINE HUDSON - Administrative Secretary; MICHAEL NIGHTINGALE - Statistics; and CHARLES WINTER - Accounting. PAS is still seeking a qualified candidate for Central Banking Advisor.

In the closing months of the year, the contract was amended to provide technical assistance in public administration to the Helmand Valley Authority and to provide for a cadastral survey. PAS operations so far have consisted of data collection, reconnaissance surveys, development of organization plans, and recommendations for budget system improvement. Excellent rapport has been established, and project activities of an installation or implementation nature are expected to take place during the current year, assuming acceptance by RGA. Significant break throughs have already taken place to modernize the RGA accounting system, and budgeting proposals have been approved by RGA for installation on a pilot basis in two agencies.

Ten participants from Afghanistan received training in the U.S. in the fields of administrative management, customs, procurement and supply, and general public administration.

CEYLON

At the request of USOM/Ceylon, DUVAL STOAKS, Public Administration Advisor, USOM/Pakistan, and DONALD EMLEN, Professor of business administration from Washington State College, spent two weeks in Ceylon to survey the possibilities of developing a technical assistance project in business administration, and submitted recommendations to the Mission Director. Project proposals were developed but no action is anticipated because of lack of funds.

Seven participants from Ceylon (including three under UN sponsorship) received training in the U.S. in banking and credit, fiscal administration, economic planning, and procurement and supply.

ETHIOPIA

The major portion of USOM public administration assistance to the Imperial Ethiopian Government (IEG) during 1957 has been in the Ministry of Public Health. ROBERT E. BAUMBERGER, Public Administration Advisor, served as administrative consultant to the Ministry's Long-Range Planning Committee and conducted O & M surveys of the mail and archives and personnel sections of the Ministry. The Minister has requested similar surveys of all other sections of the Department of Administration.

In the Ministry of Interior, the second Municipal Officers In-Service Training Course was completed by the Public Administration Advisor in March 1957. At the request of the Central Election Board, the last four weeks of this training course were spent in teaching the 18 class members procedures for conducting the first nationwide free elections for the Chamber of Deputies (as provided in the new Ethiopian revised Constitution of 1955). At the termination of the course, the Election Board sent these trainees out to various municipalities and provinces for a six-month period to teach the election procedures to local officials and to supervise the actual election operations, from pre-registration to balloting. Assistance was also given the newly organized Central Election Board in setting up its office procedures.

At the request of the IEG's War Reparations Director, recommendations were made for improving the proposed organization for the Koka Hydroelectric Dam Project.

The Ministry of Commerce and Industry requested USOM assistance in implementing the 1956 Corcoran report by establishing a Bureau of Census and Statistics. Recruitment of an advisor for this project was postponed because of lack of sufficient FY 1958 funds.

At the request of the USOM, the Public Administration Advisor prepared a proposed organizational structure for national development planning by the IEG, and acted as consultant to a USOM committee for the preparation of a Joint Fund Administrative Manual.

In January 1957 the United Nations established an IEG Institute of Public Administration, with initial emphasis primarily on academic training courses for government employees and preparation of factual material about the IEG.

12 participants from Ethiopia received training in the U.S. in the fields of fiscal administration, general public administration, postal administration, and procurement and supply.

GHANA

The Government of Ghana requested technical advice in the planning and administration needed for implementation of a National Builder's Brigade fashioned somewhat after the pattern of the U.S. Civilian Conservation Corps. HARRY COCHRANE arrived in Ghana in early December for four months' consultation with the Government of Ghana.

GREECE

Five participants from Greece received training in the U.S. in the fields of tax administration, organization and methods, and business administration education.

INDIA

DR. SAMUEL ALEXANDER, Electronic Data Processing expert with the U.S. Bureau of Standards, spent two months in India advising the Indian Statistical Institute on its needs in this field.

Several Indian universities have indicated their desire for technical assistance in establishing schools of business administration. Possibilities of such assistance are now being reviewed in consultation with the Ford Foundation.

Six participants from India received training in economic planning, and organization and methods.

IRAN

1957 saw additional progress by the Government of Iran (GOI) in the cooperative GOI/USOM public administration program. Permanent under-secretaries for administration appointed for each ministry during the preceding year further developed their offices and functions and began implementing work programs. Despite a number of ministerial changes including the prime ministership, the permanent under-secretary in the Office of the Prime Minister and in practically all ministries retained their positions. This was the first major and successful test of the "permanent" under-secretary concept in Iran.

Progress was seen also in the work of the High Council for Administration Improvement, the membership of which consists of the Permanent Administrative Under-Secretaries, chaired by the Administrative Under-Secretary in the Office of the Prime Minister. This Council meets

Iran -- Continued

weekly and is beginning to be an effective force for obtaining government-wide consideration of problems between ministries. It is also an effective instrument for inducing a higher degree of cooperation among government officials than has heretofore existed. A small secretariat has been established in the Office of the Prime Minister to assist the High Council in its fact-finding and recommendations.

The USOM general public administration consultants working with the administrative under-secretaries were: EDWARD JOHNSON, Post, Telephone and Telegraph; DAVID KEOGH, Agriculture; ROBERT GRIFFIN, Health; JOSEPH FLYNN, Education; ALBERT O'CLARE, Roads; RICHARD MATTOX, Customs; JOSEPH SCHUMACHER, Finance; JAMES WIGGLESWORTH, Commerce, Industry and Monopolies; RICHARD CHAPMAN, Office of Prime Minister; JOSEPH THEW, Interior. These consultants assisted the respective under-secretaries in the development of management work programs for the ministries. During the year current functional charts for each ministry were developed, for the first time in Iran. The Cabinet has considered these charts, ministry by ministry, and has considered basic questions of assignment of functions to ministries and related questions of duplication and overlapping.

Subject-matter specialists working with the several ministries have been: HARRY KEEN, Chief, and DONALD GOODWIN, RICHARD LOOMIS, WILLIAM RICHTER, THOMAS FOLEY, in O & M; ERICK DAENECKE, Commercial Accounting; JESSE MCWHORTER, Budget; SHERMAN CONOVER, Audit; WILLIAM SHAW, Customs and Tax; JOHN REES, Tax Administration; STERLING MCGRATH, Accounting; THOMAS THORSEN, Municipal; IVAN STUCK, Firefighting; SIEGFRIED HOERMANN, Census; WINFIELD LOWE, Personnel; MARGARET JAASTAD, Position Classification; and CARMELO LAFALCE, Program Assistant.

Considerable improvement is being made in fiscal administration - budgeting, accounting, auditing, and revenue administration, including customs. A new program-type budget system has been adopted and, although this is not intended to be a "performance" type budget in the Western sense, for the first time in Iran's budget history the Government will have for the Iranian year 1337 (beginning March 22, 1958) a Government budget for the majority of the ministries based upon estimates related to specific program plans rather than line-item expenditure budgets as in the past.

With respect to the system of basic government accounting, some improvements in system have been accomplished, and other changes are being developed which, when implemented, will result in fiscal reporting that will enable an appraisal of GOI expenditures in relation to budget estimates.

In the field of auditing there has been developed a new understanding in GOI as to the need for separation of the audit function from the disbursing and accounting functions and the Government is consider-

Iran - Continued

ing the establishment of an independent audit agency.

In the field of revenue administration GOI is pursuing an intensive program of tax collection and has adopted numerous procedural improvements. Legislation has been submitted to the Parliament which would enable the Government expeditiously to dispose of a large backlog of tax arrears cases accumulated under the existing law and system.

The Iranian Government employment law, which is now 35 years old, has not provided for any kind of central personnel agency for Government-wide personnel planning or for coordination of personnel activities of the various ministries. USOM advisors have been assisting GOI in drafting legislative proposals for establishment of a central personnel office.

As a result of a position classification project, a government-wide classification plan is being completed. The class specifications, which are being written and reviewed within the Government, will standardize job titles and set reasonable qualification requirements of training and experience for the various occupations. Recommendations on a compensation plan will be ready before the completion of the project in March 1958.

In customs administration numerous procedural improvements have been adopted. There has been major improvement in the Government's effort to improve its customs administration and substantial progress is being made.

A great deal is being done by the GOI to develop improved municipal administration. GOI is anxious to have cities assume responsibility for the construction, maintenance, and operation of schools and hospitals - costs previously regarded as the complete obligation of the central government. This will require enlarged municipal revenues and higher managerial skills in the cities. The Iran Municipal Association is working actively on these problems. Courses in municipal management are being offered at the University of Tehran and will soon be conducted in the provinces.

In the field of public and business administration education, the cooperatively-established Institute for Administrative Affairs within the Faculty of Law, University of Tehran, is now in its fourth year. It is offering a master's degree program in administration, and numerous part-time courses in the various specialized areas of administration. The need for this Institute is emphatically recognized by the Government and its program is being well supported. During the year, the original three-year contract between ICA and the University of Southern California (USC) ended and a new two-year "third-party" contract directly between the University of Tehran and the USC was signed.

Iran - Continued

Under this contract, the University of Tehran has assumed complete management responsibility for the operation of the Institute with the USC staff operating primarily in an advisory capacity. The USC staff consists of: HARRY MARLOW, Chief of Party; GILBERT SIEGEL, Administrative Officer; RICHARD GALLOWAY, Librarian; GEORGE BEMIS, HUGH LOVELL, WILLIAM STORM, WAYNE UNTEREINER, CHARLES VORIS, and DONALD WILHELM, JR., Professors of Public and Business Administration; SHERMAN MILLER, Professor of Industrial Management; and THEODORE SOGARD, Professor of Accounting.

The Plan Organization is primarily responsible for the development of Iran's economic development program. During the year, the Plan Organization requested management assistance. To meet this need, ICA has made available the services of technicians through a contract with the Governmental Affairs Institute. Team members are: WILSON HARWOOD, Chief of Party; THERON HEMPHILL, O & M; JOHN MASSEN, O & M; PAUL BANNING, Finance; CLIFFORD HULSE, Accounting; RICHARD WOODRUFF, Personnel; CECIL HARBERSON; Statistical Reports; and M. SCOTT MYERS, Manpower Training.

14 participants from Iran received training in U.S. in the fields of banking and credit, budget and accounting, general public administration, customs, judicial administration, O & M, personnel, statistics, tax administration, and local government administration.

IRAQ

The Government of Iraq established a Central Organization and Methods Office in the Ministry of Finance and small O & M units in two other ministries, moved to implement the new Civil Service Law of 1956 by setting up a Public Service Board (Civil Service Commission), concentrated technical supervision of statistical services in a Central Statistical Office, requested advisors in traffic control and government printing, and joined with the USOM in developing projects for technical assistance to the civil police forces and an institute of public administration.

The USOM staff included, throughout 1957, JOSEPH R. STARR, Public Administration Advisor; VIRGIL H. WINTRODE, Organization and Methods Advisor; and JOSEPH B. ROBINSON, Public Administration Advisor to the Ministry of Development; and AUSTIN G. FLINT, Records Administration Specialist, who arrived toward the end of the year.

Plans for an institute of public administration call for ICA participation through a contract with an American university. The institute is to emphasize in-service training and to undertake a

Iraq - Continued

program of research. It is expected that the institute will be a part of the new University of Baghdad and a focal point of influence for the improvement of public administration.

The return of the first Iraqis known to have received degrees from American universities in public administration and political science gave promise of better understanding and leadership in improving administration. This group consists of young men who have earned the following degrees: one Ph.D., three M.A.'s, and two B.A.'s.

Efforts were made to increase the professional literature in Arabic by encouraging translation and publication, and an enlarged program of this sort was under consideration. The preparation of a glossary of technical terms in Arabic was undertaken.

UN provided one management specialist, who was occupied primarily with stock and warehousing problems in the Iraqi Tobacco Monopoly, and one short-term expert to make a survey of the administrative problems of the community development program.

Nine participants from Iraq received training in administrative management, general public administration, O & M, personnel, statistics, and tax administration.

ISRAEL

A contract with New York University (NYU) was signed on May 24, 1957, to provide technical assistance to the Government of Israel, Hebrew University and Technion in the fields of business administration, industrial management and executive training. The Chief of Party, LAWRENCE STESSIN, and THEODORE LANG, Business Administration Professor, arrived in Israel in September. They were followed by ANDREW BARTA, Professor of Business Administration, SYLVAIN EHRENFELD, Professor of Industrial Management, EUGENE RICHMAN, Quality Control, and RAYMOND HARTSTEIN, Personnel Management and Labor Relations. The full team consisting of one more industrial management professor and two more experts in the field of executive development is expected to be on board in the near future.

GEORGE GOODRICK, former Chief of USOM'S Public Administration Division, has been assigned in ICA/W as Chief, Orientation and Debriefing Branch, M/PERS.

Seven participants from Israel received training in budget and accounting, customs, economic planning, general public administration, local administration, personnel, and tax administration.

JORDAN

At the request of USOM, PAUL HAZUR, Public Administration Specialist in the Public Administration Training Branch of ICA/W, spent 30 days in Amman on a temporary assignment to assist the Jordan Government and, in particular, the Development Board in revising its property management procedures.

LEBANON

There is no ICA-sponsored public administration program in Lebanon; but students from many countries in the Near East study public administration at the American University of Beirut, about 35 under ICA study grants.

LIBERIA

ICA/W has assisted the Liberian Government in obtaining the services of a qualified American management firm to come to Liberia on direct contract to survey the administrative situation and prepare appropriate recommendations. Several other proposals are in the hands of the Liberian Government and are now under consideration.

LIBYA

JOHN C. RUSSELL was assigned to Libya for 90 days during the early part of the year and returned in May as full-time advisor and Chief of USOM's Public Administration Division. LLOYD JONNES, Economist, also arrived on direct transfer from London during the summer to work with the Development Council and is helping to establish the Council's secretariat.

At this stage the main emphasis is on collecting information and surveying Libyan needs and establishing necessary rapport with host government officials in anticipation of further requests for technical assistance in public administration.

Two UN experts are in Libya, one serving with the Libyan Accountancy School and one with the Development Council.

PAKISTAN

USCM's public administration program has been steadily expanding and DUVAL STOAKS, Chief of USCM's Public Administration Division, was assisted with the assignment of ROBERT REINHOLD as his deputy. LOWELL GALT, Statistical Advisor, continued as Chief Advisor to the Central Statistical Office, assisted by JOHN CRAWFORD, National Income Statistician, and JOHN R. GOODMAN, Sampling Specialist, who arrived during the year. LLOYD PROCHNOW is presently in orientation prior to assignment as Provincial Statistical Advisor.

Perhaps the most significant development during the year was the execution of a contract with the School of Public Administration, University of Southern California (USC) to implement a program of executive development for members of Pakistan's Superior Civil Service. These officers, totaling about 300, hold top-level positions in central and provincial government. Two groups a year of approximately 12 to 20 officers will spend five months in the U.S. participating in a special executive development program which will include seminars, work shops, etc., at the USC campus, on-the-job association with local, state and federal government officials, and observational travel. DEAN HENRY REINING, JR., EX-DEAN EMORY OLSON and RAYMOND JOLLY served as members of the USC survey team which spent the month of October consulting with GOP and USCM officials. The first group will begin training at USC January 1958.

During the year, the University of Pennsylvania contract with ICA was extended until June 30, 1959. Pennsylvania is assisting the University of Karachi in organizing and establishing the Institute of Business and Public Administration. The team consists of G. W. HOFFMAN, Chief of Party; HUBERT BREUNINGER, Professor of Accounting; FREDERICK HENNINGSEN, Assistant Professor of Accounting; RICHARD WOOD, Professor of Business and Industrial Management; W. NELSON PEACH, Professor of Economics; GEORGE RUCKER, Finance and Research; JOHN HALL, Professor of Public Administration; VIRGIL STEVENS, Professor of Public Administration; GEORGE MORELAND, Librarian and Research Advisor, and GEORGE MELANSON, In-Service Training, and during the year, RUFUS WIXON, HENRY GOODNOW and FORD HINRICHS returned to the U.S. GAYLORD HARNWELL, President of the University of Pennsylvania, visited Karachi on an inspection trip in the early part of the year and NORMAN PALMER, Home Staff Coordinator, also visited Karachi last fall. Five Pakistanis were selected and sent to the U.S., mostly to Pennsylvania, for training, and five more were scheduled to arrive in January 1958. It is expected that the nucleus of U.S.-trained faculty will be on board at the Institute by 1959.

14 participants from Pakistan received training in the U.S. in banking and credit, fiscal administration, procurement and supply, and statistics.

SOMALIA

Three participants from Somalia received training in the U.S. in administrative management.

SOUTHERN RHODESIA

One participant from Southern Rhodesia received training in the U.S. in economic planning.

TUNISIA

USOM/Tunisia has requested a public administration advisor for its staff and has included a large public administration program in its plans for fiscal year 1959. EDWARD JOHNSON, who has just completed his tour as a public administration advisor with USOM/Iran, is being transferred directly to Tunisia as chief public administration advisor.

Eight Tunisian participants have arrived in the U.S. for training in fiscal work, and it is expected that a request from the Government of Tunisia may be received for assistance in the fields of budgeting, accounting, statistics, public and business administration, and city planning.

TURKEY

The Chief of USOM's Office of Public Affairs, DONALD MACDONALD, continued to direct the public administration program during 1957. A new position of Chief Public Administration Advisor was recently created, and ANTHONY ORMASA has been assigned to this position. Ormasa has served as public administration advisor at USOMs in Latin America and, more recently, spent a year at ICA/W in the Training Branch of PAD. Requests from the Turkish Government for advisors in the fields of budgeting, accounting, and organization and methods are expected in 1958.

During the year, the ICA contract with New York University (NYU), which includes assistance in the fields of public administration, accounting, office management, secretarial training, and legal research, was extended until June 30, 1959. DR. HENRY STANFORD finished his tour of duty as Chief of Party and was replaced by DR. LORENTZ ADOLFSON who is on leave from his position as Dean of the Extension School at the University of Wisconsin. Other members of the NYU staff include: WILLIAM LARSEN and ALBERT STURM, Professors of Public Administration; ERNEST HEILMAN, Professor of Accounting; WILLIAM WASSERMAN, Professor of

Turkey - Continued

Economics and Statistics; HERBERT HYMAN, Research and Methods Advisor; EDWARD KING, Co-Director of the Institute of Legal Research; JOSEPH HAWLEY, Professor of Legal Research; DONALD TATE, Co-Director of the Commercial Teacher Training School; LESTER BROOKNER, Professor of Bookkeeping; and ANTHONY LANZA, Professor of Secretarial Training. ALBERT GORVINE, DELMAR KARLEN, KENNETH REDDEN, FREDERICK DAVIS, and EDWARD SMITH returned to the U.S. during the year. DR. ELWYN MAUCK will depart shortly to head up the public administration portion.

WILLIAM RONAN, Dean of the NYU Graduate School of Public Administration and Social Services, visited Ankara during the summer on an inspection trip and assisted in the transition of chiefs-of-party.

The UN is continuing its sponsorship, including assignment of faculty members, of the Institute of Public Administration for Turkey and the Middle East. There is close cooperation between the University of Ankara, New York University, the UN staff, and USOM.

15 participants from Turkey received training in U.S. in budgeting and accounting, statistics, and tax administration.

OVERSEAS PUBLIC ADMINISTRATION POSITIONS (Filled and Vacant)
as of
December 31, 1957

<u>Specialty</u>	<u>Government Employed</u>		<u>Contract</u>
	<u>Filled</u>	<u>Vacant</u>	<u>Filled</u>
General Public Administration Advisors	36	8	29
Organization and Methods	11	4	4
Personnel Administration	7		3
Fiscal Administration (Budgeting, Accounting, and Auditing)	11	4	12
Public Finance (Taxation, Customs, Tariff, Central banking)	13	8	3
General Services (Supply manage- ment, and Records administration)	5		6
Organization and administration of institutes or schools of Public Administration			34
Local Government	2		
Statistics (Census and General)	13	10	2
Other	11	6	75
Totals	109	40	168
Number of countries	36		

Attachment B

PUBLIC ADMINISTRATION PARTICIPANTS TRAINED BY ICA IN THE U.S.
DURING CALENDAR YEAR 1957

AREA SUMMARY

EUROPE & AFRICA _____	113
NEAR EAST & SOUTH ASIA _____	89
FAR EAST _____	316
LATIN AMERICA _____	<u>214</u>
Total	732

Attachment C

PUBLIC ADMINISTRATION PARTICIPANTS
AS OF DECEMBER 31, 1957

<u>Country</u>	<u>Number</u>	<u>Field of Training</u>	<u>Number</u>
Afghanistan	8	Accounting procedures	10
Bolivia	7	Administrative management	17
Brazil	21	Banking	11
Ceylon	3	Budgeting	13
Chile	4	Customs	10
China	9	Economic planning	22
Colombia	2	Fiscal admin.	15
Costa Rica	9	Foreign commerce admin.	3
Cuba	3	Foreign credit admin.	2
Ecuador	2	Gen. public admin.	7
El Salvador	4	Judicial	1
Ethiopia	9	Legislative procedure	1
Greece	3	Municipal admin.	22
Guatemala	2	National income & balance	
Haiti	7	of payments	18
Honduras	4	O&M	20
India	6	Personnel admin.	10
Indonesia	26	Postal admin.	4
Iran	9	Public admin. education	82
Iraq	6	Public relations admin.	1
Israel	1	Procurement & supply mgt.	18
Japan	16	Statistics	30
Korea	37	Tax admin.	20
Mexico	3	Business admin. education	5
Pakistan	10		
Panama	4		
Paraguay	4		
Peru	2		
Philippines	21		
Somalia	3		
Southern Rhodesia	1		
Thailand	46		
Tunisia	8		
Turkey	20		
Uruguay	1		
Vietnam	21		
	<hr/>		<hr/>
Total	<u>342</u>		<u>342</u>
Country Total	36		
Fields of Training Total	<u>23</u>		

PUBLIC ADMINISTRATION PARTICIPANTS
 TRAINED BY ICA IN U.S.
 CALENDAR YEAR 1957

COUNTRY	TOTAL	ADM MGMT	BANK & CREDIT	FISCAL ADM	CUSTOMS	ECON PLAN	GEN PUB ADM	JUD ADM	LEGIS ADM	LOCAL ADM	O&M	PERS ADM	POSTAL ADM	PROC & SUP	STAT	TAX ADM	BUS ADM ED (INCL EPA)	PUB ADM ED
Afghanistan	10	2			4		3							1				
Argentina	1		1															
Belgium	5																5	
Bolivia	16	1		1*		1					2	5		1	1			4
Brazil	68		2	1		1				39	1	1	8		4	2	9	
Burma	1			1*														
Ceylon	7		1+3*	1		1								1				
Chile	17	2		1	1	8					2+3*							
China	15			2		2				2		2		4	2	1		
Colombia	2														1	1		
Costa Rica	17	4		2			1			1	2	3		1		3		
Cuba	7	1**		2**								1			3			
Denmark	2																2	
Ecuador	3					2				1								
Egypt	1	1*																
El Salvador	6	3		1							1					1		
England	7																7	
Ethiopia	12			3			2			4			2	1				
France	12																12	
Germany	5																5	
Greece	5										1**					3	1	
Guatemala	11					2								2	1	6		
Haiti	8			4											4			
Honduras	18	6		2			2				2	1		5				
India	6					2					4							
Indonesia	58	8		5		1	18'			15	6	2			1	2		
Iran	19		2	1	2	1	1	2		1	1	2			1	1		5
Iraq	9	3				2					1	2			1			
Israel	7			1	1	1*	1			1		1				1		
Italy	17										10			2**			5	
Japan	22					1	4			1	1*							15
Korea	88	9	17	9	2	5	2	2			4	5	3	3	5	5		17
Mexico	4		1*												2*	1		
Netherlands	3																3	
Norway	9																9	
Pakistan	14		1*	1										4	6			2
Panama	6			1								5						
Paraguay	20	11		2							4	1			2			
Peru	7	2		1							1	1		1		1		
Philippines	49	6	2	4	3	3	1		2	2	5	6		1	3	11		
Somalia	3	3																
S. Rhodesia	1					1												
Spain	11	6		2													3	
Switzerland	1																1	
Thailand	50	3		9	6	2	1		1	4			1		9	2		12
Tunisia	8		8															
Turkey	26			6											7	2	4	7
Uruguay	3									1	1				1			
Vietnam	33		2	6			1					1				1		22
Yugoslavia	2	1								1								
	732	72	40	69	19	33	39	4	3	73	52	39	14	27	54	44	66	84

*UN Financed participants

**Other than ICA and UN financed

ESAPAC

UN Advanced School of Public Administration for Central America

The Advanced School of Public Administration for Central America (ESAPAC - Escuela Superior de Administracion Publica America Central) continues to exert a significant influence on administration in the five participating republics - Guatemala, El Salvador, Honduras, Nicaragua, and Costa Rica. The School was established in 1952 by action of the five Republics. It operates under a Board representative of the participating countries and with staff provided by UN. The School operates as a "Staff College". All teaching is in Spanish.

The School is built primarily around the advanced course. Key officials in the same field of work from each of the Republics, e.g., budget directors, directors of census and statistics, are enrolled for training in administration at the same time. After a period of reading assignments by way of advance preparation, the participants are brought to the School, located in San Jose, Costa Rica, for five months of intensive training. The course includes an introduction to public administration, comparative administration, governments of Central America, personnel administration, organization and methods, planning and budgeting, research methods, report preparation and administrative law. As a part of his training each participant prepares a thesis, usually involving the development of a plan for administrative improvement in his own field of responsibility in his own country.

The final phase of the course is follow-up by ESAPAC for six months after the official's return to his job with particular reference to assistance in putting into effect any proposals for administrative changes he may have developed at the School.

ESAPAC also sponsors two other types of training programs. Special programs of several weeks' duration are offered from time to time in Costa Rica; a recent program was scheduled in the field of statistics. The other type of program involves special seminars in the participating countries, e.g., successful seminars on public personnel administration in Honduras in 1956 and last year in Guatemala.

