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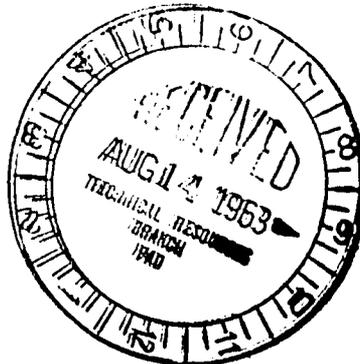
FROM . Rio de Janeiro

SUBJECT . Prof. Gilbert B. Siegel (Contract AIDc-1138)
- End-of-Tour Report

REFERENCE .

Prof. Gilbert B. Siegel's End-of-Tour Report, covering period of July 3, 1961 to August 14, 1963, is enclosed herewith. Prof. Siegel is on the University of Southern California staff and during his tour of duty in Brazil he worked with the Brazilian School of Public Administration of the Getulio Vargas Foundation, in Rio de Janeiro.

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END-OF-TOUR REPORT OF
Professor Gilbert B. Siegel
University of Southern California
School of Public Administration
From July 3, 1961 to August 14, 1963.

Contract AIDc-1138
Project 512-ZW-77-AC-5

1. General Objectives and Specific Goals of Assigned Duties

Under contract with U.S. Agency for International Development, the University of Southern California is presently working with four Brazilian institutions of higher education. Broadly speaking, the objectives of the contract are to:

- 1) Provide assistance in the development of curriculum and courses;
- 2) Develop an indigenous body of literature and teaching materials;
- 3) Develop an interest in Research and prepare Brazilian scholars for research competence;
- 4) Develop libraries and other facilities for research, teaching materials development and other educational purposes.

The four cooperating institutions are: The Brazilian School of Public Administration (EBAP) at the Getulio Vargas Foundation in Rio de Janeiro, the DASP School of the Public Service in Rio de Janeiro, the Institute of Administration of the University of Rio Grande do Sul in Porto Alegre, and the School of Administration of the University of Bahia at Salvador.

During the past two years I have performed two types of duties for the contract. First, I have served as Administrative Officer, and second, I have been responsible for part of the academic program.

2. Problems and Difficulties

No comments.

3. Summary of Activities

Administrative activities. The major part of my time has been devoted to routine administrative activities for the contract, including support services for ten USC-professors and the supervision of local office staff. Some effort has been made to improve administrative procedures of contract operations however. Some of the studies and systems installed include: an analysis of contract files and the installation of a filing system; indexing the contract and analyzing reporting and clearances; analyzing supplies and materials orders for an order system; the analysis and organization of teaching materials files; reorganization of library orders and records system; equipment purchase studies and records for equipment identification and control; and office space lay-out analyses.

Academic activities. A course outline and bibliographic materials were developed for the Brazilian professor at EBAP teaching the course "Administrative Theory". I participated in the Brazilian and U.S. seminar in Comparative Administration offered at EBAP. I have served as advisor and resource person for three different classes in research at EBAP. I have been written articles for the Revista do Serviço Público, The Revista Brasileira de Ciências Polítias and the U.S. Journal, Public Personnel Review. I have also prepared several articles to be published in a collection on Brazilian administration, a chapter for the book Brazilian Government and Administration on the "Presidency". A lecture was given at Bahia before student and faculty gatherings. Finally, I have conducted a major research study on the Administrative Department of the Public Service of Brazil.

4. Cooperation with Brazilian and International Agencies

I have experienced considerable cooperation and assistance from all Brazilian agencies with which I have had contacts. The Management and staff of the Getulio Vargas Foundation, where the contract Group has been headquartered, has been particularly helpful. The Getulio Vargas Foundation in fact has at times strained its own resources to provide us with support services and assistance. In conducting research, the Professors of the Foundation have also been most helpful, as has the staff of the Foundation's Library.

5. Evaluation of Results

Considerable success has been experienced both in academic development and research. The students with whom I worked were interested and enthusiastic. The field projects conducted by the research groups demonstrated that the students had grasped an understanding of methodology, at least appropriate to their level of education (one group was graduate student, while the other two were intensive course participants).

Considerable success was experienced in research activities. The major study conducted (of the DASP) is presently being completed. The results of both the National Conference on Public Administration and the Strategies conference, for which I assisted with backstopping and support services, were gratifying. In both of these conferences it was pleasing to see professors who had been trained under this contract perform so capably.

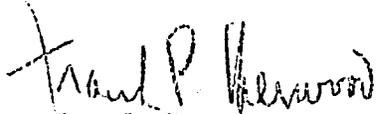
6. Recommendations for the Future

It is recommended that the present level of operations continue. It appears that the Brazilians are more receptive than ever before to change. Certain new techniques of teaching have

been introduced and they have made a significant impact on the programs of the cooperating institutions. One point of emphasis that should continue is research and teaching materials development. Because the ground work has already been laid for research, and because many Brazilians now realize that an indigenous literature on administration must be developed, emphasis should be placed upon the injection of the Brazilian political, social and administrative reality into existing curricula. This can only be done by careful and systematic observation of the native environment, preferably by Brazilians.

Chief of Party's Comments

I have no comments to make on this report.


Frank P. Sherwood
Chief of Party
USC Group in Brazil

GS/ef