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DEVELOPMENT ADMINISTRATION NO. 6**

**OCTOBER 1, 1969**

# **ADMINISTRATIVE REFORM**

**A Selected List of References for A.I.D. Technicians**

Prepared by  
Office of Development Administration  
Technical Assistance Bureau  
in cooperation with  
A.I.D. Reference Center

Agency for International Development  
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A. I. D. BIBLIOGRAPHY SERIES

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# ADMINISTRATIVE REFORM

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## INTRODUCTION

This bibliography is one of a series designed to provide a guide to the publications of AID and other agencies working in the field of development assistance. While AID reports and documents are the primary focus of this bibliography, other materials are included to a limited extent.

AID employees should be able to benefit by the Agency's past experience and one method of doing this is to read reports on past activities. The annotated listings in this particular bibliography reflect the experience of AID in programs designed to promote administrative reform. The first five documents listed in Part I are general reviews of the subject; those listed in Part II are studies of administrative reform in particular countries.

### To Obtain Retention Or Loan Copies

A number of the reports listed in the bibliography were issued only in limited quantities. Reference copies of all items except items No. 1, 3, and 5 are available in the A. I. D. Reference Center. Items No. 1 and 3 are available from the U. S. Civil Service Commission Library, 1900 E. Street, N. W. , which is nearby and easily accessible from the U. S. Department of State.

If a technician wishes to obtain a publication issued by an AID mission for his own files, he should address his request directly to the mission. If the desired publication was issued by AID/Washington the technician should address his request to the AID Development Administration Reference Service. The mailing address is:

Office of Development Administration  
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Requests for loan copies should also be sent to the above address. The Development Administration Division will either supply the loan copy from its own collection or make arrangements with the A. I. D. Reference Center for a loan copy.

### Guides to Use of This Bibliography

1. A first point of reference should be the table of contents to see if the country of particular interest to the technician is included. Most topics discussed in administrative reform programs are included in these country documents. Coverage of specific topics is noted in the annotations.
2. Staff members with very limited time at their disposal may want to concentrate on two publications which summarize experience in this field: APPROACHES TO DEVELOPMENT: POLICIES, ADMINISTRATION, AND CHANGE (item No. 1), and ADMINISTRATIVE REFORM by Gerald Caiden (Item No. 5).
3. This is a selected bibliography and most of the publications included may be classified as evaluative reports.

### Send In Your Ideas

If you have suggestions regarding additional materials for this bibliography, send them to the Office of Development Administration at the address given on the first page of this Introduction. Send suggestions regarding additional subjects which you would like to see covered in other bibliographies to the AID Program and Technical Information Staff at the following address:

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Washington, D. C. 20523

## ADMINISTRATIVE REFORM

For purposes of this review, administrative reform will be defined as technical assistance activities related to one of the two following areas:

- a. Government-wide surveys to improve public management
- b. Continuous management improvement programs, through central organization and methods offices or similar institutions.

Many approaches to improving the administration of a government are not included in this concept of general administrative reform. Excluded are reorganization efforts of specific ministries or agencies of government. Also excluded are the establishment of institutes of public administration and the in-service and pre-service training of government officers, approaches which many consider to be among the most effective long-range means to obtain better government administration. Efforts to improve personnel, finance, planning, and statistical systems are all closely related to administrative reform. However, in order to simplify this bibliography, these topics are included here only when they are part of an overall administrative reform review.

### Part I GENERAL REVIEWS

#### Overview of Administrative Reform

The best overview of administrative reform which we have to date is the following paper:

1. Braibanti, Ralph, "Transnational Inducement of Administrative Reform: A Survey of Scope and Critique of Issues", in the book by John D. Montgomery and William J. Siffin, APPROACHES TO DEVELOPMENT: POLICIES, ADMINISTRATION AND CHANGE. 1966, p. 133-183. McGraw-Hill, New York. \$8.50. U.S. Civil Service Commission Library Catalog No. Ia 17.1, M76a.

Braibanti compares the activities of the UN, Ford Foundation, and AID in administrative reform activities, with particular reference to India and Pakistan. Based on this analysis he raises four basic issues:

- a. Is there "a body of principles and skills of administration, detached from the surrounding tissue of culture (which) can be effectively applied without regard to spatial or temporal elements?" In other words, can concepts of administration be transferred to a strange environment? Braibanti conjectures that lower, procedural aspects of administration may be more transferable than the higher, decision-making aspects.
- b. Are certain bureaucratic behaviors so enmeshed in culture that any inducement of change is improbable until a manipulation of the larger society occurs? Braibanti suggests five such resistant phenomena: bureaucratic democratization, group behavior, delegation, overstaffing and bureaucratic corruption.
- c. Who is responsible for adapting the structures of reform to the needs of the recipient society? Is it the giver or the receiver who does the reshaping? Braibanti suggests that too much technical assistance has depended on the adaptation made by the giver, and that although adaptation should be a mutual process, the recipient has a special responsibility.
- d. What are the sources of power, ideology or other forces which favor "responsible efficiency"? These should be identified and exploited. Braibanti suggests eight possible sources: (1) the private business sector, (2) legislative control of expenditures and accounting, (3) the chief executive, (4) public interest groups and the press, (5) pride of service, (6) a concept of professional administration, (7) a concept of a public trust or stewardship, and (8) the use of bureaucratic power by an individual or group in power.

In spite of these numerous possible sources of support, Braibanti concludes that "the inculcation of the ideological underpinnings for administrative reform is a delicate and hazardous operation."

William Finan and Alan Dean of the U.S. Bureau of the Budget spell out U.S. doctrine of administrative reform, as of 1956, in a paper prepared for the International Institute of Administrative Sciences:

2. Finan, William F., and Alan L. Dean, PROCEDURES FOR THE PREPARATION AND IMPLEMENTATION OF ADMINISTRATIVE REFORM, (Topic 3). 1956, 30 pp. Xth International Congress of Administrative Sciences, Madrid. ARC \* Catalog No. 350.92, F491.

An interesting review of the U.S. experience with administrative reform is included in the following volume:

3. Mosher, Frederick C., (editor), GOVERNMENT REORGANIZATIONS: CASES AND COMMENTARY. 1967, 545 pp. Bobbs-Merrill Co., Inc., Indianapolis, Ind. \$12. U.S. Civil Service Commission Library Catalog No. Id 84, M85g.

Mosher has collected twelve case studies of organizational change in U.S. public agencies. At the end of the volume, an analytical essay on administrative reform is included which evaluates the successes and failures in the examples studied. It also includes an estimate of the cost and effectiveness of reorganizations.

Gerald Caiden of the University of California at Berkeley has analyzed the theory and practice of administrative reform.

4. Caiden, Gerald, "Administrative Reform" in INTERNATIONAL REVIEW OF ADMINISTRATIVE SCIENCE, Vol. XXXIV, No. 4, 1968, pp. 347-354. International Institute of Administrative Sciences, Brussels, Belgium. ARC Catalog No. 350.093, C133.

He suggests the following guidelines for the administrative reformer:

- a. Do not attempt to do everything at once.
- b. Avoid being a perfectionist.
- c. Do not skip over necessary intermediary stages.
- d. Develop a healthy reform climate and a predisposition toward new forms of thinking and behavior.
- e. Restrict preventable harmful consequences.
- f. Use available institutions as far as possible.
- g. Plan each successive stage and evaluate the previous one before attempting the next.
- h. Attempt a trial run or confine reforms to a small area before total commitment.

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\* ARC is the abbreviation for A. I. D. Reference Center, located in Room 1656, New State Building, AID/Washington.

- i. Identify reforms with the familiar and known.
- j. Pay particular attention to feedback.
- k. Provide for self-continuing reforms and permit reforms personally recommended to be superseded in turn.
- l. Act on flexible plans without concealing motives.
- m. Establish a dependable reform administration.
- n. Balance micro and macro results, both gains and losses, and evaluate the mixed results.

Caiden has developed these themes more fully in the following book which should be considered a standard reference in this field. He analyzes various approaches and obstacles to administrative reform and their relation to social change and modernization.

5. Caiden, Gerald E., ADMINISTRATIVE REFORM. 1969, 239 pp. Aldine Publishing Co., 529 South Wabash Ave., Chicago, Ill. 60605. Price \$6.50.

## Part II. Country Programs

Listed below are documents each describing or evaluating administrative reform in one particular country. An attempt has been made to select the single most significant document for that country. This selection has been made from those documents now available in AID Washington. The Office of Development Administration (TA/DA) would welcome the suggestion of additional documentation for these and other administrative reform programs.

### AFGHANISTAN

6. NATIONAL PUBLIC ADMINISTRATION PROJECT OF AFGHANISTAN: A FIVE YEAR REPORT. June 1962, 53 pp. Prepared for USAID/Washington by the Public Administration Service, 1313 East Sixtieth St., Chicago, Ill. 60637. ARC Catalog No. AF 354.581, P976.

Describes the progress of the National Public Administration project in Afghanistan for the years between 1957 and 1962. A major and successful reorganization program was undertaken by the Ministry of Finance with assistance from the USAID contract advisors. Reviews the activities related to accounting, budgeting, commodity procurement, customs, administration, personnel, statistics, supply, and training. Other project activities reported on were connected with cadastral or property surveys and the Helmand Valley Authority.

### BOLIVIA

7. Richards, Allan R., ADMINISTRATION - BOLIVIA AND THE UNITED STATES. 1961, 42 pp. Department of Government, University of New Mexico, Albuquerque. ARC Catalog No. BL 354.84, N532.

Allan K. Richards served as an International Cooperation Administration Advisor at the Universidad Mayor de San Andres, La Paz, Bolivia. He examines the formal government organization and operation, and compares it with the actual methods of operation. All governmental levels are discussed and numerous examples of working conditions are cited. Comparisons are made with the U.S. Government. Points out how project operational difficulties can be overcome in order to achieve beneficial effects in a public administration program.

BRAZIL

8. Siegel, Gilbert B., "The Strategy of Public Administration Reform: The Case of Brazil", PUBLIC ADMINISTRATION REVIEW. Vol. XXVI, March 1966, pp. 45-55. American Society for Public Administration, Washington, D.C. ARC Catalog No. BL 354.81, S571.

The author cites the government of Brazil as an example of the use of one central agency as the primary locus of reform for 30 years. This agency, the Administrative Department of the Public Service (DASP), has emphasized personnel administration, budget management and organizational analysis. The author points out that DASP has failed and that administrative reform has been unsuccessful. The beginning, the regular operation, and the decline of DASP are studied and lessons observed are set forth.

DOMINICAN REPUBLIC

9. ORGANIZATION AND ADMINISTRATION OF THE GOVERNMENT OF THE DOMINICAN REPUBLIC: A SURVEY REPORT. Contract No. AID 517-63.1963, 110 pp. Prepared for the USAID Mission to the Dominican Republic by Collett and Clapp, Inc., San Juan, Puerto Rico. ARC Catalog No. DR 354.729303, C698.

The 1963 organizational structure and administrative practices of the Government of the Dominican Republic are described and evaluated. The report shows how the administrative process and structure can be used to discover and evaluate emerging public needs, communicate these to the political leadership, and implement policies evolved to meet these needs. There is an analysis of the Executive Branch with emphasis on planning and budgeting, personnel administration, procurement and supply, legal services, and accounting and auditing. There is a discussion of the administration of operating programs for twelve different government departments. Recommendations for implementing changes are set forth.

ECUADOR

10. Taylor, William C., TERMINAL REPORT. TOAID A-890 of February 24, 1967, 9 pp. USAID/Quito, Ecuador. ARC Catalog No. EC 354.866, T247. (Classified with declassification after February 25, 1970.)

EL SALVADOR

11. A PROGRAM OF ADMINISTRATIVE IMPROVEMENTS FOR THE GOVERNMENT OF THE REPUBLIC OF EL SALVADOR. Contract No. AID 514-14-T. 1962, 79 pp. Prepared for AID/Washington by the Public Administration Service, 1313 East Sixtieth St. , Chicago, Ill. 60637. ARC Catalog No. E53454.7284, P976b.

Chapter I is a review and evaluation of 11 previous consulting projects carried in El Salvador by the Public Administration Service between 1949 and 1953. The next four chapters are devoted to an analysis and discussion of the need for administrative improvement in the fields of governmental organization, personnel administration, civil and military pension systems, and financial administration (budgeting, accounting, financial reporting, supply management and revenue administration). The final chapter is a general summary of possible areas of administrative improvement along with an outline of suggested priorities.

GREECE

12. Alderfer, Harold F. , "Modern Greek Government: II. The Realities" in JOURNAL OF CENTRAL EUROPEAN AFFAIRS, Vol. 13, No. 1, April 1953, pp. 29-46. University of Colorado, Boulder, ARC Catalog No. GR 352.0009495, A362.

The operation of the Greek Government is reviewed under the headings: the Ministries, legislative bodies, top level committees and boards, the bureaucracy, state finances (taxation), decentralization and local government. The findings and recommendations of the Varvaressos report on the Greek Civil Service are briefly summarized on pages 35 and 36. The final sections (beginning on page 43) review the objectives of American technical assistance (starting in 1947) with special emphasis on the programs of its Civil Government, and Finance and Program Divisions. The concluding critique lists seven fundamental weaknesses in the government system which need reform.

GUATEMALA

13. GUATEMALA ECONOMIC AND FINANCIAL MISSION: COMPREHENSIVE GENERAL REPORT. Undated, (circa 1957), 24 pp. Prepared for USAID by Klein and Saks, Inc. , Washington, D.C. ARC Catalog No. GT 354.728, K64.

Reviews the advisory services provided to the Government of Guatemala by the Klein and Saks, Inc. Economic and Financial Mission for the period 1955 through 1957. The specific programs covered are: (a) public administration, (b) taxation, (c) social security, (d) budget, (e) accounting, (f) customs tariffs, and (g) general economic advisory services.

### INDIA

14. Appleby, Paul H., PUBLIC ADMINISTRATION IN INDIA: REPORT OF A SURVEY. 1955, 66 pp. Cabinet Secretariat, Government of India, New Delhi. ARC Catalog No. IN 354.54, A648.

Although not a project with which AID was directly involved, this landmark report has had far reaching effects in subsequent administrative reform activities in India. The text is oriented toward India officials. It is based on many interviews held during extensive travel within India. The work was funded by the Ford Foundation in response to a request from the Indian Minister of Finance. The author gives a critical review of public administration with recommendations for improvement. Particular attention is given personnel and financial administration, development programs, corruption and the interrelationships between the central government and the state governments.

### INDONESIA

15. Jones, Garth N., TECHNICAL ASSISTANCE IN PUBLIC ADMINISTRATION FOR INDONESIA: THE 1960's - A DECADE OF CHALLENGE. 1960, 23 pp. University of Gadjah Mada, Jogjakarta, Indonesia. ARC Catalog No. IA 354.91, J77.

The author holds that one of the basic requirements of modern government and society is an effective system of public administration but that in many countries this is difficult to obtain. He discusses three essential elements which are always involved in the initial stages of any technical assistance program: (1) establishing rapport and mutual understanding between the parties concerned, (2) determining the role public administration is supposed to perform in the overall program of social and

economic development and (3) developing cooperative arrangements by which specific objectives are to be achieved. The final section reviews four approaches used in three years of the U. S. technical assistance program in public administration: (a) in-service training, (b) institutions of higher learning, (c) applied management research, and (d) short-term training, including training abroad.

### IRAN

16. Hays, Samuel S. , TECHNICAL ASSISTANCE PROJECT HISTORY AND ANALYSIS REPORT: ADMINISTRATIVE REFORMS AND TRAINING. TOAID A-677 of January 30, 1964, 19 pp. USAID/ Tehran, Iran. ARC Catalog No. IR 354. 55, H425.

Target areas for the administrative reform program in Iran are identified; i. e. executive organization, financial policy and administration, personnel administration, and local government improvement. Project results are recounted for the areas noted above and for training programs, organization and management activities, economic development activities and for the operations of Government enterprises.

### IRAQ

17. Starr, Joseph R. , ADMINISTRATIVE PROBLEMS IN IRAQ AS SEEN BY FOREIGN OBSERVERS. Jan. 1958, 23 pp. USOM/ Baghdad, Iraq. ARC Catalog No. IQ 354. 567, S796.

The author analyzes and summarizes nine reports on the administrative problems of the Iraq Government previously made by foreign experts between 1952 and 1957. Some reports cover the work of a single government department (printing office), some cover the broad field of public administration, and still others cover special problems (civil service, taxation, monetary policy). In analyzing these reports the author identifies ten common administrative defects. Five remedies for the defects are covered in the concluding section of the paper.

### JORDAN

18. TECHNICAL ASSISTANCE PROJECT HISTORY AND ANALYSIS REPORT: PUBLIC ADMINISTRATION PROJECT. Project No. 278-11-790-083. 1966, 28 pp. USAID/Amman, Jordan. ARC Catalog No. JO 354. 5695, U58.

An examination of the AID public administration program in Jordan from the time the first advisor arrived in July 1959 up to October 1966. Descriptions are given for each of the following major areas where assistance was given: accounting, auditing, budgeting, taxation, central banking, statistics, over-all government organization and management, municipal management, agriculture credit accounting, pension administration, civil service, communications management, manpower planning, housing, customs/standards laboratory administration, and health insurance. Also included is a summary of the resources utilized, and the participant training program.

### KOREA

19. Landers, Frank M., TECHNICAL ASSISTANCE IN PUBLIC ADMINISTRATION: USOM/KOREA 1955-1967. 1967, 221 pp. USOM/Seoul, Korea. ARC Catalog No. 354.5195, L255.

The study concerns the role of the USOM Public Administration Program and is an evaluation of its objectives, methods, costs, failures and successes. It attempts to show the extent to which the improved management capability of the Korean Government is attributable to the USOM/Korea public administration activity. Special attention is given to organization and management, personnel administration, in-service training, budgeting and accounting, revenue administration, local government, and education in public and business administration. Conclusions and recommendations are included in the final chapter.

### LIBERIA

20. EXECUTIVE BRANCH ORGANIZATION AND OPERATIONS: A SURVEY REPORT. 1964, 315 pp. Prepared by the Special Commission on Government Operations of Liberia with USAID technical assistance furnished under a contract awarded to the Public Administration Service, 1313 East Sixtieth St., Chicago, Ill. 60637. ARC Catalog No. LB 354.666, P976.

The report is a general reconnaissance of the entire Executive Branch of the Liberian Government for the years 1961-63. Each chapter in effect is a separate study. Chapter studies include the Executive Mansion, Organization of the Executive Branch, plus additional chapters on each of the following Departments: State, Treasury, Interior, Education, Public Works, Health, Agriculture, and Commerce. The final chapter suggests a plan of action for modification of the administrative system.

NEPAL

21. A PUBLIC ADMINISTRATION PROGRAM FOR H. M. GOVERNMENT OF NEPAL. 1962, 81 pp. Prepared for the USAID Mission to Nepal by Griffenhagen-Kroeger, Inc., 64 Pine St., San Francisco, California. ARC Catalog No. NP 354.95496, G849.

The report reviews Nepalese government management and administration, including budgeting, statistics and their interpretation, and accounting. The nature and ingredients of administration are reviewed. Problem areas are identified and evaluated and a program to meet the needs with available resources is presented.

NICARAGUA

22. Malone, Philip R., Joseph J. Molkup, Manuel Valles, and G. M. Morris, A PROGRAM OF ADMINISTRATIVE IMPROVEMENTS FOR THE GOVERNMENT OF THE REPUBLIC OF NICARAGUA. Contract No. AID 524-51-T. 1964, 98 pp. Prepared for the USAID Mission to Nicaragua by the Public Administration Service, 1313 East Sixtieth St., Chicago, Ill. 60637. ARC Catalog No. NU 354.7285, P976.

The study examines the organization and practices of the Republic of Nicaragua which are related to national planning, administrative management, budget and accounting administration, procurement, personnel administration and statistics. Areas of deficiency are noted and a program for making improvements is included.

PAKISTAN

Cross Reference: See item No. 1.

PANAMA

23. DEVELOPMENT ADMINISTRATION LOAN (Application), AID-DLC/P-837. 1969, 44 pp. plus Annexes. USAID/Panama. ARC Catalog No. PN 354.826, L795.

The purpose of this \$3,700,000 loan by USAID is to reorient the thinking, the institutional patterns and the operational procedures of the Government of Panama in order to make it more efficient in achieving national development goals. The main

areas of effort specified in the proposed loan program are: (1) Government organization and administration to clarify, redefine and restructure key ministries and agencies where necessary, and to provide improved planning and administrative control mechanisms, (2) financial management to modernize the processes of budgeting, accounting, auditing and certain aspects of treasury operations, (3) personnel administration to provide a training center for developing needed professional and technical skills in government personnel, (4) general government services to eliminate the waste and inefficiency that impede agency programs, and (5) implementation and evaluation for monitoring all administrative reform components and projects under the loan.

Of particular importance is Annex II to the above loan application title, REPORT ON THE RECONNAISSANCE SURVEY OF THE PUBLIC ADMINISTRATION OF PANAMA. 1969, 213 pp. It was prepared for the USAID Mission to Panama by J. L. Jacobs & Company, 53 West Jackson Boulevard, Chicago, Illinois as a supporting document to the Mission's Capital Assistance Paper recommending the Development Administration Loan. The survey is comprehensive in its analysis. Recommendations for action cover every government office from the executive level to the broad operational base of each government department.

#### PARAGUAY

24. Young, Robert J., ADMINISTRATIVE REFORM IN PARAGUAY. TOAID A-262 of November 18, 1964, 11 pp. USAID/Asuncion, Paraguay. ARC Catalog No. PA 354.892, Y75.

Needs and accomplishments related to U. S. participation in assisting administrative reform activities between 1950 and 1964 are noted. The need for administrative reform in order to achieve accelerated national economic growth is pointed out. Particular attention is placed on the tax system, the planning and budgetary processes, accounting, and personnel administration. Suggestions are made for activating a proposed comprehensive administrative reform program.

PERU

25. THE ADMINISTRATIVE PROBLEM OF THE GOVERNMENT OF PERU 1963. (draft). May 1963, 41 pp. Institute of Public Administration, 684 Park Ave., New York, N. Y. ARC Catalog No. PE 354.85, I59.

This draft report discusses modern governmental machinery which is competent in making plans and carrying them out. This is related to the role of both the political and the administrative system of Peru. Structural guidelines are set forth for the division of powers among the chief executive, the legislative bodies, and the judiciary. Suggestions for reform are also made regarding the division of work among the various ministries and the autonomous agencies. Other topics considered are personnel administration, budgeting, auditing and decentralization. Steps already taken to improve administration, as well as some reorganization matters requiring future consideration are discussed.

PHILIPPINES

26. Stene, Edwin O. and others, PUBLIC ADMINISTRATION IN THE PHILIPPINES. 1955, 415 pp. Institute of Public Administration, University of the Philippines, Manila. ARC Catalog No. PH 354.914, S825.

This book is a comprehensive description of the principal features of public administration in the Philippines and was designed as a text to supplement course work at the Institute of Public Administration in Manila. It was compiled with assistance from advisors of the U. S. Foreign Operations Administration and contract personnel from the University of Michigan. Topics which are considered include national administrative structure, centralism, local government, personnel, budgeting and financial control, law enforcement, planning, government corporations, regulatory agencies, and political and legal controls over administration.

THAILAND

27. Mosel, James N., "Thai Administrative Behavior" in William J. Siffin (ed). TOWARD THE COMPARATIVE STUDY OF PUBLIC ADMINISTRATION. 1959, pp. 278-331. Indiana University Press, Bloomington, Indiana. ARC Catalog No. 354.1, S573.

The history and development of government administration is traced from the seventh century A. D. through the Sukhothai Kingdom, the Ayudhyan bureaucracy, the Chakri reformation down to the Constitutional Regime of the early 1950's. There is a discussion of modern public administration as related to social and cultural customs. Reference is made to the political elite, the formal structure of government, and the decision making process.

### TURKEY

28. Renville, Robert, TECHNICAL ASSISTANCE PROJECT HISTORY AND ANALYSIS REPORT, TURKEY: PUBLIC MANAGEMENT SERVICES. TOAID A-1673 of 6 April 1965, 27 pp. USAID/Ankara, Turkey. ARC Catalog No. TU 354.4961, U58.

The development and evaluation of an administrative reform project is reviewed for the years between 1958 and 1964. Reasons for furnishing U.S. assistance are given. The original project was directed toward the Finance Ministry, Ministry of Public Works, and the State Hydraulic Works. Later it was extended to other Ministries. Assistance emphasis was placed on personnel management, printing and supply management, public management services, development planning, and statistics. Project objectives and results are described. Statistics on training activities are given and the resources used are identified.

### URUGUAY

29. Hall, John O., PUBLIC ADMINISTRATION IN URUGUAY. 1954, 49 pp. The Institute of Inter-American Affairs, U.S. Foreign Operations Administration, Montevideo, Uruguay. ARC Catalog No. UY 354.895, H177.

This study discusses problems of particular importance in the administration of the Government of Uruguay and suggests possible avenues of reform. Attention is directed toward the desirability for a comprehensive improvement plan, the need to delegate authority and freeing the National Council from time consumed in considering routine matters. Separate chapters deal with the budget, revenue administration, accounting, procurement, personnel administration, economic planning, statistics, and training for public service.

VENEZUELA

30. Groves, Roderick T., "Administrative Reform and the Politics of Reform: The Case of Venezuela". PUBLIC ADMINISTRATION REVIEW, Vol. XXVII, No. 5, Dec. 1967, pp. 436-445. American Society for Public Administration, 1225 Connecticut Ave., N.W., Washington, D.C. 20036. ARC Catalog No. VE 354.87, G884.

This study discusses the administrative reform program of Venezuela which was begun in 1958. The program was based for the most part on technical assistance by private organizations. Achievements in the program were disappointing. The article points out that administrative reform, even when well conceived, stands little chance of being accepted if it fails to take into account political realities. It is suggested that a regime promoting an administrative improvement program must sometimes proceed at a slower rate than desired in order to ensure its long term political survival.

VIETNAM

31. FINAL REPORT COVERING ACTIVITIES OF THE MICHIGAN STATE UNIVERSITY ADVISORY GROUP. AID Contract. 1962, 81 pp. Michigan State University Advisory Group, USAID/Saigon, Vietnam. ARC Catalog No. VS 354.597, M624.

Report covers the complete life span of the Michigan State University Group (MSUG) in Vietnam which was the period between May 20, 1955 and June 30, 1962. Two principal projects are reviewed, one on public administration and the other on police administration. In the field of public administration, emphasis was focused on budget and accounting, organization and methods, personnel administration, and taxation. There is also a discussion of MSUG efforts to develop the National Institute of Administration in Saigon. Academic instruction, in-service training and the participant program are described. Recommendations for future action are made.