

INTERNATIONAL COOPERATION ADMINISTRATION

Washington 25, D. C.

August 26, 1957

NOTE TO CORRESPONDENTS:

Most of the underdeveloped countries of the free world are laboring under the handicap of a great lack of trained personnel in government services. To assist them, the Mutual Security Program conducts projects in many phases of public administration.

During fiscal year 1956, ICA participated in 121 such projects,

Provided 364 technicians and advisors to assist them, and

Provided \$9, 530, 770 in financial assistance to them.

Herewith is a summary report on the projects in the field of public administration.

Reports on other fields of activity are in preparation and will be sent to you shortly. I hope they prove interesting and useful.



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Attachment

HOW MUTUAL SECURITY

FUNDS ARE USED

VI - Public Administration  
and Civil Police

International Cooperation Administration  
Office of Public Reports

August 1957

## ICA PROJECTS IN PUBLIC ADMINISTRATION - FY 1956

**Objectives:** Technical assistance in management is being furnished developing countries to help them achieve their economic development goals. One of the major deterrents to rapid economic development is the paucity of management skills both in government and business. To meet need for improved management, U. S. technicians (U. S. government employees, contract employees, university personnel) are sent abroad to demonstrate and install advanced administrative techniques, to establish institutions to train managers. Foreign technicians are brought to the U. S. and sent to other countries for training.

Total Projects: 121 Total Costs: \$9,530,770; No. Technicians: 364; No. Participants: 491

Sub-Field	Number Projects	Number Countries	Costs	Sample Projects & Accomplishments
Government - Wide Organi- zation and Management	19	15	\$1,790,303	<u>Philippines - Management Improvement Division</u> - U. S. technical assistance and training for Filipinos resulting in establishment in Philippine Budget Commission of a "Management Improvement Division". This division has been aiding and directing the installation of reorganization plans (comparable to U. S. Hoover Commission recommendations), is conducting management improvement studies, and is focal point for improved efficiency and economy of Philippine Govern-

ICA PROJECTS IN PUBLIC ADMINISTRATION - FY 1956

Sub-Field	Number Projects	Number Countries	Costs	Sample Projects & Accomplishments
Government-Wide Organization and Management	8	8	\$175,025	<p><u>Guatemala - Economic Development Mission</u> - Under an ICA financed contract, an economic consulting firm is assisting Guatemala in its program to improve its economic and public finance position and related public administration activities. Economic studies and advice have helped to encourage policies providing opportunities for private initiative. Improvement in the financial position of the government has resulted from improvements in tax collection and further improvement is expected from proposals for revisions in tax laws and tariffs. Cost - \$180,000 in FY 1956.</p>
Public Personnel Administration				<p><u>Costa Rica - Civil Service</u> - U. S. technicians assisted Costa Rica to develop a Civil Service law, plan the organization and program, and place Civil Service into effective operation. In this program all key staff members have received training in the U. S. (including Puerto Rico). As</p>

ICA PROJECTS IN PUBLIC ADMINISTRATION - FY 1956

Sub-Field	Number Projects	Number Countries	Costs	Sample Projects & Accomplishments
Organization and Management of Particular Ministries or Programs	4	4	\$367,200	<p><u>General - Personnel Administration -</u> Twenty-seven key officials from 12 countries were given intensive training in the U. S. in personnel administration in a five-week workshop on problems of personnel management in underdeveloped areas. The program consisted of seminars with leading U. S. personnel officials and problem solving sessions for the foreign participants. Cost - \$10,125 in FY 1956.</p> <p><u>Iran - Study of Municipal Management -</u> In June 1955, Iran granted municipalities a large degree of autonomy and provided for election of town councils which, in turn, elected a mayor as chief executive. With U. S. help, Iranians have established a Municipal Association to improve the quality municipal administration. Accomplishments include: bi-monthly municipal magazine; arranging regional conferences of governors and mayors; establishing in-service training schools for municipal fiscal officers; starting municipal reference library; developing curriculum in municipal management at Tehran University; advising on fire protection, city planning, etc. Cost - \$47,520 in FY 1956.</p>

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Sub-Fields	Number Projects	Number Countries	Costs	Sample Projects & Accomplishments
Organization and Management of Particular Ministries or Programs	22	16	\$1,141, 439	<p><u>Laos - Government and Commercial Procurement</u> - U.S. assistance in modernizing and expanding government procurement and commercial import-export trade has resulted in the establishment of a Government Procurement Office to which USOM recently turned over procurement of project commodities and installation of a commercial import licensing system designed to utilize reliable suppliers world-wide. Cost - \$14,100 in FY 1956.</p>
Public Budgeting and Finance Administration				<p><u>Israel - Improving Administration of Income Tax Assessment, Collection and Enforcement</u> - ICA-financed private management firm assisted the Income Tax Administration of Israel in establishing two pilot demonstration tax offices and provided general advisory services on improving methods of assessing and collecting income taxes.</p> <p>New techniques and equipment were demonstrated and many are being adopted on country-wide basis. Cost - \$4, 000 in FY 1956.</p>

ICA PROJECTS IN PUBLIC ADMINISTRATION - FY 1956

Sub-Fields	Number Projects	Number Countries	Costs	Sample Projects & Accomplishments
Public Budgeting and Finance Administration (continued)				<p><u>Philippines - Public Finance</u> - This project helped to develop adequate administrative machinery to improve revenue collections. Key officials (for example 6 of 8 regional directors) of the Department of Finance were trained in the U. S. Through tighter enforcement of revenue laws, with U. S. technical advice and improved general management and morale of tax offices, revenue collections this year are up 10% above collections for same period last year. Customs collections are up 33-1/3%. Cost - \$108,000 in FY 1956.</p>
General Services	8	6	\$355,125	<p><u>World-Wide - Procurement and Supply Management</u> - Three workshops for training foreign participants in procurement and supply management were conducted in 1956. The 64 participants came from 19 countries. The workshops focused on improving techniques ranging from simplifying paper work and procedures to</p>

ICA PROJECTS IN PUBLIC ADMINISTRATION - FY 1956

Sub-Fields	Number Projects	Number Countries	Cost	Sample Projects & Accomplishments
Organization & Administration of Institutes or Schools for Public or Business Admin.	15	12	\$2,656,300	<p><u>Brazil - Development of Institute of Business Administration - A school of Business Administration</u> has been established at Sao Paulo, Brazil, through the assistance of Michigan State University under an ICA-financed contract. Some 250 business executives have been trained through the 12-week full-time intensive course in advanced management. Annual refresher seminars are held for alumni. The undergraduate program has completed its second year. A Board of Trustees has been established looking toward future independent status and financing for the school. Cost - \$498,500 in FY 1956.</p> <p><u>Iran - The Institute for Administrative Affairs - The University of Southern California</u> has assisted the University of Tehran in establishing an Institute for Administrative Affairs and advises Iranians in teaching and conducting research, developing in-service training programs and consultive services. In the first two years, 127 full-time graduate students enrolled, 197 part-time and 979 special students; 19 participants were sent to USC for training. Cost - \$415,000 in FY 1956.</p>

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Sub-Fields	Number Projects	Number Countries	Costs	Sample Projects & Accomplishments
Statistics - General & Census				<p><u>Cuba - Census &amp; Statistics - U.S.</u> technicians and training programs have assisted Cuba to strengthen the statistical organization which provides improved data for economic development. The results of the 1953 population census were tabulated and published in FY 1956 and improved operations brought savings of more than \$700,000. Current surveys of unemployment and underemployment are providing the National Economic Council with basic data for planning purposes. Cost - \$66,200 in FY 1956.</p>

ICA PROJECTS IN CIVIL POLICE ADMINISTRATION - FY 1956

Objectives: Experience has demonstrated that the success of economic development programs depends to a large degree on the efficiency of the Civil Police forces to insure that laws are enforced, order is maintained, lives and property are adequately protected, and transportation of goods can be accomplished safely without interference. Civil Police Administration programs are carried out only on the basis of official requests from host countries for technical assistance in Civil Police administration and are accomplished by:

- a. Providing qualified police administrators to conduct studies to determine adequacy of the Civil Police services and make recommendations for improvements.
- \* b. Establishing police advisory programs to assist officials of host countries in developing training programs, improving organization, administration, communications, transportation, traffic control, scientific investigation, records, identification and other techniques of modern Civil Police administration.
- c. Provide such equipment as is essential for training and effective operations.

Total Projects: 44    Total Costs: \$4,980,973    No. Technicians: 42    No. Participants: U.S. 62  
3rd Country: 1,010

\* In FY 56 there were 8 police programs in 8 countries and 44 projects in 25 countries. In countries where police programs are established, numerous projects are incorporated in each program. In countries where no police programs have been established, projects consisting of participant training have been initiated.

ICA PROJECTS IN CIVIL POLICE ADMINISTRATION - FY 1956

Accomplishments:

- A. The National Police of Iran consists of 21,196 officers and men and serves a population of approximately five million.
- B. U. S. Police Technicians in cooperation with officials of the Iran National Police developed and initiated:
  - (1) A plan to reorganize the National Police patterned on modern methods of organization and administration. No cost except US Technicians salary.
  - (2) A training program which will assure that eventually all personnel of the National Police of Iran will be trained in modern police techniques. Included is an officers' academy and a patrolmen's school. Several hundred police are being trained each year. Established a juvenile traffic safety training program in the schools. Cost of training aids -- \$18,000. Thirteen Iran police officers received specialized police training in the U. S. Cost - \$23,250.
  - (3) Conducted a study of traffic conditions and made recommendations for methods of improving direction, control and regulation. Cost of traffic signals, switches, etc. -- \$3,813.