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Tech. Assistance, Inc. Ltd.*

Review of

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in PUBLIC ADMINISTRATION

for 1958

**International Cooperation Administration
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F O R E W O R D

This is the second annual REVIEW OF MUTUAL COOPERATION IN PUBLIC ADMINISTRATION, the successor to the TCGA NEWSLETTER. This issue summarizes for calendar year 1958 public administration activities overseas, with a few items of interest about stateside developments.

The REVIEW is published by the Public Administration Division of the International Cooperation Administration for the use of public administration advisors 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.

Public Administration Advisors are urged to send comments, photographs, suggestions, and reports of achievements and methods to the editor, Carol Piper. This year the advisors in the Far east countries prepared the material for the reports on their countries. This should give more authenticity to these stories. Other regions will be asked to do the same for the 1959 edition.

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

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PUBLIC ADMINISTRATION TRENDS IN 1958

During the year, PAD/W on several occasions was able to take a longer range look at the administrative problems of the developing countries, and at how our programs of technical assistance in public administration are helping to solve some of these problems. ICA's master program books for fiscal years 1959-60 were extremely useful in making a world-wide review, and the similarity of problems allow for some interesting generalizations. There were three fundamental needs repeated over and over: (1) more management know-how, including the ability to plan and organize to carry out essential governmental and business tasks; (2) modernized tax, customs and fiscal systems which will not impede the conduct of business and will not keep governments chronically short of funds; (3) improved organization of government services to be responsive to the needs of the people. The latter problem is one of attitudes as much as it is one of skills.

Our past and current experiences have shown that progress can and is being made in many ways. For example, 15 institutes of public and business administration and one Economic Research Center are now in operation which have had, or are still receiving, ICA assistance. Through this training of people for government and business management may well come a managerial class. It has been demonstrated that outmoded, inefficient, inequitable fiscal, tax, personnel, and statistical policies and procedures can be changed. Also, provincial, municipal and other local governments can be strengthened.

In reviewing the past year, some developments stand out. The number of in-service training centers, some located in key government spots, such as within the Office of the Prime Minister in Indonesia, is increasing each year. The concept of post-entry training within the government is catching on and trained people are returning to their jobs, recommending and effecting management improvements.

There is increased interest in strengthening provincial and local governments (not just the capital cities), and to assisting municipal associations to do advisory work, research and training.

More and more top-level administrators are being reached. One of the recent examples is the current planning for executive training program in the U.S. for Pakistan's highest-ranking civil service officers, the Joint Secretaries.

There appear to be seven general areas needing strengthening and improvement in the years immediately ahead: (1) strengthen

Public Administration Trends in 1958 - Continued

education for management, leading to the development of a managerial group or "class" in government that will serve the people, and in business to serve private enterprise; (2) public finance (taxation, customs, tariffs) to increase government revenues; (3) fiscal administration (budgeting, accounting, auditing); (4) organization for economic planning; (5) management in functional areas in which ICA is operating, such as health, education, agriculture; (6) management in areas supporting the growth of private enterprise; (7) statistical services for business and government.

To help USOMs accomplish these goals, PAD/W has been giving and will continue to give increased effort to: obtaining more help from U.S. educational institutions in devising specialized training programs and research in training methods; involving more private enterprises in strengthening management overseas; strengthening participant training in the U.S. by longer placements in universities, governmental jurisdictions, business; injecting more "teacher training" in participant programs; devising more workshops and "learning by doing" devices into their training; developing materials based on past experience that can be used to train new public administration technicians.

PAD/USOMs and PAD/W need to give joint attention to: expanding the use of U.S.-owned local currencies for physical facilities, operating costs, scholarships for institutions for management training; developing materials to train native functional specialists in management; strengthening the management know-how of ICA technicians in all functional specialities.



Office of the Chief of the Public Administration Division, ICA/W. Left to right, Dorothy Curti, Secretary; G. W. Lawson, Jr., Chief, PAD; and Mary Seaman, Administrative Assistant. (Picture by McNair of ICA/W.)

NEWS AND NOTES

CONFERENCES

The Washington chapter of The American Society for Public Administration (ASPA) sponsored a one-day conference on "What's Ahead in International Operations?" on January 17, 1958. 225 registrants came to hear George V. Allen, Director of the United States Information Agency, address a luncheon meeting, and to participate in six panel discussions. The panels dealt with the administrative problems in promoting international trade and investment programs; organizational developments and administrative techniques for multi-national action; coordination of U.S. security policies; formulating, financing and administering economic development plans; organizing and managing technical cooperation programs; and organization and personnel management overseas.

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The program of the Public Personnel Association annual conference last fall included three events centered on international activities: a welcoming get-together for the overseas delegates on September 28; a round table discussion on "Comparative Personnel Administration" on September 30, and a special session for overseas delegates on October 2. The round table, chaired by Hiram S. Phillips, covered three main topics: (1) the status of the public service among various countries of the world; (2) the value and applicability of U.S. methods of personnel administration to overseas situations; e.g., selection process, position classification, performance ratings, labor relations, human relations and training; (3) the values of U.S. training in personnel management: what is meant by the merit system? what is its value to the public service? how do you reconcile political needs with merit system requirements?

The second session of the Asian Statisticians Conference was held in Bangkok, December 8-19, 1958. RAYMOND T. BOWMAN, Bureau of the Budget, was chairman of the U.S. delegation which included as members JOHN R. GOODMAN, USOM/Karachi, and NEWTON B. KNOX, USOM/Saigon. Conference agenda items included: international recommendations for the 1960 Census of Population, Housing and Agriculture; training of statisticians; use of sampling methods; and statistics for planning and development.

INTERNATIONAL AND REGIONAL ORGANIZATIONS AND PROGRAMS

Paul Schillings, Director-General of the International Institute of Administrative Sciences, spent two and one-half months in the U.S. His program was financed by the Ford Foundation, through the Institute of International Education and arranged by ASPA. Mr. Schillings met with public administration leaders and officials in 18 cities during the course of his visit.

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The Eastern Regional Organization for Public Administration (EROPA) was formed by ten Asian countries in Manila in June. EROPA will have its Secretariat in Manila (supported by a small ICA grant from Far East regional funds); a Research, Documentation and Dissemination Center at Saigon (assisted by Michigan State University contract personnel); and a Training Center at New Delhi. The organization was established at a regional conference in public administration for officials of the countries of the Far East. ICA technicians stayed very much in the background of this undertaking, helping only on such things as ideas for the agenda and suggestions on conference arrangements.

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WALTER R. SHARP, Professor of Political Science and Director of Graduate Studies in International Relations at Yale University, began a privately financed study of United Nations field administration in Spain, Yugoslavia, Egypt, Lebanon, Iran, Pakistan, India, Thailand, and the Philippines.

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The Institute of Research on Overseas Programs was established at Michigan State University under a grant from the Carnegie Corporation of New York. The Director is EDWARD W. WEIDNER. The Institute's objective is to examine the origins, development and purposes of overseas programs conducted by American institutions

News and Notes - Continued

International and Regional Organizations and Programs - Continued

of higher education, and to study the impact of these programs at home and abroad. Following extensive trips to a number of countries by staff members, the Institute published a one-volume inventory of overseas programs of American institutions of higher learning, "The International Programs of American Universities."

CONSULTATION WITH UN

PAD/W met with UNTAA/PAD every few months during the year to talk over, informally current projects and those being proposed. Over the years this practice has served to work out areas of activity that enable each agency to complement the work of the other and thus strengthen coordination.



Staff of the Training Branch, Public Administration Division, ICA/W. Seated, first row center, is Dr. S. McKee Rosen, Chief of the Branch. During calendar year 1958 the Training Branch handled 881 participants from 50 countries who were in the U.S. for ICA training in various fields of public administration. (Photo by McNair, ICA/W.)



22 officials from 12 foreign countries participated in the 8th International Workshop in Supply Management. Paul Hazur, Public Administration Specialist (extreme left) is shown conducting a session. The Training Branch of the Public Administration Division, ICA/W, conducted eight workshops during calendar year 1958 in such fields as budgeting, personnel administration, procurement, accounting, O & M and administrative management. Workshops focus upon administrative problems faced by participants in their home countries and utilize case studies, visuals and participant projects. Guest speakers from governmental agencies and universities address workshop sessions and act as discussion leaders. The workshops visit various public and private institutions to observe practices, methods, and equipment.

TRAINING

This year saw a further increase in the number of participants who were in the U.S. for ICA training in public administration. 1958 brought an increase of 149 participants over 1957's total, or nearly 17 percent. The countries with the larger increases are: Bolivia, from 16 to 26; El Salvador, from 6 to 16; Honduras, from 18 to 28; Indonesia, from 58 to 78; Pakistan, from 14 to 45; Spain, from 11 to 22; Thailand, from 50 to 73; Turkey, from 26 to 41; Vietnam, from 33 to 46; Yugoslavia, from 2 to 22. For breakdown by country of origin and field of training, see Table B.

This year the Training Branch of PAD stepped up the scheduling of workshops to provide advance notice to USOMs before participants depart for the U.S. To permit even more advance planning and to assist in participant selection, near the end of the year the Training Branch sent to USOMs a brochure entitled Participant Training in Public Administration - Summary of Programs Available, July 1959 - July 1960. As the brochure indicates, some of the programs are conducted by the University of Pittsburgh, American University, and Vanderbilt University under contracts with ICA. These programs were also underway in 1958.

Another development during the year was to arrange for longer-term placements, particularly in state and local government administration. These placements will be planned carefully to provide actual work experience that will have a direct relationship to workshop, academic, or other special training.

Plans are underway for the first regional workshop. It will be in O & M; sessions will be conducted in Spanish; and Quito, Ecuador, has been selected for the site. Other regional workshops in executive development and supply management are planned for 1959.

During the past year it has been interesting to review again the status of many of our former participants, particularly in relation to what appears to be an emerging managerial class in some of the developing countries. There are, of course, many contributing factors to such an occurrence. However, the participant training program has undoubtedly made a contribution. A sampling from the 3,000 public administration participants from more than 50 countries who have trained in the U.S. in the last ten years

News and Notes - Continued

Training - Continued

indicates the progress made by some of them. They have held the key position of budget director in such countries as Brazil, Chile, Korea, Liberia, Pakistan, the Philippines, and Vietnam; director of personnel in Thailand, Panama, Israel, Indonesia, and Costa Rica; permanent under-secretary for administration in Burma, Iran, Iraq, Mexico, Thailand; chief of central management staffs in Costa Rica, Greece, Norway, Spain, Sweden, the Philippines, and Yugoslavia; director of supply management in Pakistan, Nepal, Israel, India, and France; director of statistics in Turkey, Pakistan and in most Latin American countries; top executives of substantive programs in numerous countries.

Groups of former participants have banded together to establish professional societies or less formal associations dedicated to management improvement. This has occurred, for instance, in Thailand, Taiwan, the Philippines, Paraguay, Mexico, Korea, Israel, Iran, and Brazil



Participants from five countries using the Public Administration Division lounge recently set up at 1624 H Street, N.W., headquarters for the Training Branch and for the Technical Resources Branch of PAD/W. Left to right, Gustavo del Carpio, of Bolivia; M. S. Omarzai, of Afghanistan; Harold Greenidge, of British Guiana; Nestor P. Agoncillo, of the Philippines; and Chun Wo Lee, of Korea. (Picture by McNair of ICA/W.)



At work in the Library of the Technical Resources Branch, PAD/W, are, left to right, Carol Piper, Chief; Iris Bailey, Clerk; Maurice Tofani, Assistant; Susie Carter, Library Assistant. In the past four years loans have increased tenfold; the number of visitors seeking the services of the Branch has jumped 10 times; the volume of material sent overseas has more than doubled; and the number of technicians who have been made acquainted with the holdings of the Branch and have become knowledgeable about the services it can render to the field has averaged one a week. (Picture by McNair of ICA/W.)

TECHNICAL RESOURCES

Calendar year 1958 witnessed another sizeable increase in the holdings and the workload of the Technical Resources Branch. In fact, 52 percent more participants used the library this year than last. Completing its fourth year of operation the Branch looks forward to another year of service providing bibliographies, books and other technical materials for public administration advisors overseas and foreign officials training in the U.S.

For better backstopping, the Branch took some significant steps during this year. We published in December a 72-page Bibliography of Reports Prepared by Public Administration Technicians. This listing of approximately 600 reports arranged by public administration functional field, consolidates and brings down to date the December 1955 and February 1957 bibliographies.

The PAD Bibliographic Series was initiated in an attempt to revise and expand little by little the Selected Bibliography for Public Administration Representatives, last revised July 1953. By October, 22 bibliographies were available, some of them annotated. These are distributed by PAD MEMORANDUM series.

We made arrangements with the Bureau of the Budget to obtain sufficient copies to distribute world-wide to our technicians Public Management Sources. This monthly listing of current materials, compiled and annotated by the Bureau of the Budget Library, is being sent regularly to public administration technicians overseas with our PAD MEMORANDUM series.

The Branch has compiled and the Office of Administrative Services has set up an "automatic" mailing list for the distribution of such materials as our PAD MEMORANDUM series and the annual Review of Mutual Cooperation in Public Administration. The mailing list will help us streamline our operations and afford better and more frequent service to the field.

PAD/W PERSONNEL CHANGES AND TEMPORARY ASSIGNMENTS IN USOMs

In the course of 1958 there were several personnel moves in and out of PAD/W. Raymond E. Kitchell was detailed to the Philippine Evaluation Team and in July became Assistant Program Officer (Opera-

News and Notes - Continued

PAD/W Personnel Changes and Temporary Assignments in USOMs - Cont.

tions) at USOM/Cambodia. He was succeeded in PAD's Near East Branch by Charles W. Fredriksen who had completed a tour of duty in Manila. MacDonald Salter departed in the fall for Indonesia as public administration advisor succeeding Harry Marsh, and Thomas Eliot transferred to Korea succeeding Frank O'Neill-as Deputy Chief. Gustav C. Hertz was named Chief of the Far East and Europe Branch and Alma Hughes his assistant. Harry Keen from PAD/Iran joined PAD's Latin America Branch in November. In the spring Gavin Lawson from PAD/Philippines and David L. Jickling from the Navy Department joined the Training Branch; Thomas S. Israel transferred to the Executive Secretariat; and in December Jack Koteen started a 90-day assignment in Yugoslavia.

OVERSEAS PUBLIC ADMINISTRATION POSITIONS

At year's end there were 283 public administration technicians at work in 37 countries, with 50 vacancies, compared with 277 technicians and 40 vacancies a year ago. For details, see Table A.

PERSONNEL DEVELOPMENT

Under the career development program, the following public administration advisors returned to the United States for refresher training and work experience:

John C. Russell - from USOM/Libya to Vanderbilt University in September for one academic year to audit economics courses in ICA's participant training project and to assist in preparing a course and to lecture in administrative aspects of economic development.

Ray E. Davis - from USOM/Philippines to the California State Board of Equalization in June for one year's in-service training in a State government and, at the same time, to take French language training.

News and Notes - Continued

Personnel Development - Continued

Frank G. O'Neill - from OEC/Korea to Syracuse University in September for one year's graduate work in public administration.

John W. (Tex) More - from USOM/Thailand to attend for six months, before returning to Bangkok, the first Institute on ICA Development Programming conducted in Washington for ICA by the School of Advanced International Studies of Johns Hopkins University.

INTERNS

This year's group of public administration Overseas Interns are assigned as follows: William Williams to Korea; James Brady to Iran, and Gordon Evans to Pakistan.

During the summer, Jack Saloma, a Student Aide from Harvard, worked in PAD/W. His project was to prepare a description and evaluation of technical assistance in the fields of budget and tax administration, including overseas advisory assistance and training of foreign nationals in the U.S.

MANAGEMENT DEVELOPMENT

A Program Held in Korea July 14-25, 1958.

To help meet the critical problem of management talent inadequate to the growing needs of the Republic of Korea, a Management Development Program was held at Onyang 75 miles southwest of Seoul, from July 14 to July 25, under the ICA-financed contract with Washington University to assist Yonsei University and Korea University in Business Administration.

Need for Managers. In Korea, the current problem in management results both from factors of supply of management personnel and factors of demand for management personnel. The limited supply of management talent is a result of the Japanese occupation policy of carefully controlling the number of Koreans permitted to develop to assume management responsibilities; and secondly it is an aftermath of the Korean War, when persons with actual or potential administrative talent died or disappeared. The demand for management talent has increased substantially as the country developed and has now greatly accelerated because of the need of the Republic of Korea to become reasonably industrialized as rapidly as possible. With this shortage of managers and the increasing demand, the development of managerial skills at all levels will be one of the critical factors in the development of the Korean economy during the next decade.

Pattern of Program. The aim of the Management Development Program was to equip each participant to do a better job in his present position and to help fit him for increased responsibility. The conference was designed to stimulate in the participants a greater insight into management problems and to increase their understanding of overall executive functions. To this end, the program followed a pattern of integrated lectures and discussions centered around the principal functional areas of business administration and policy determination. The general discussions were followed by discussions of more specific problems and by cases developed from actual business situations. By the use of the case method, which has proven itself a valuable tool in developing problem-solving techniques, the participants analyzed a situation and developed solutions for the problems involved. There was then group consideration of the analysis of the various factors and of possible solutions. Whether or not there was agreement on a solution was relatively unimportant since there was often more than one adequate solution to a business problem, and the important aspect of the case method is found in the depth of the analysis of the functional factors involved.

The Audio-Visual Division of OEC provided recording and sound facilities and a wide range of audio-visual materials which enhanced the effectiveness of the program.

Participant Representation. Since the program was designed as a participation-type program centering around discussions and case presentations, its success depended heavily upon the qualifications and backgrounds of the participants. The interchange of ideas and information among the participants was, as intended, an important part of the program. As a result of fine support from the government ministries of the Republic of Korea (ROK) and from such institutions as the Bank of Korea, the Reconstruction Bank, the Chamber of Commerce of Korea, the Korea Productivity Center, the Bankers' Association of Korea, The Spinners' and Weavers' Association, and various divisions of the Office of the Economic Coordinator (OEC), 35 nominations for participation were received. Although it had been planned to accept but 25 participants, this was increased to 29, who then actually attended the conference. The group was composed of individuals representing high-level management of banking and other private and public enterprises. The quality of the group was one of the major factors in the successful outcome of the conference.

Faculty. Primary responsibility for program content rested on Washington University. The faculty staff consisted of five professors from Washington University assisted by nine Korean counterparts and HORACE UNDERWOOD, a Professor of English thoroughly conversant with the Korean language. In the six days before the conference opened, the five Washington University professors who had arrived in Korea July 8 underwent an intensive orientation. This orientation included discussions with Ministers of the ROK Government and principal staff of the OEC, individual and group discussions with banking officials, Korean business executives and Korean faculty in Business Administration. Although a completely adequate background on the Korean economy cannot be developed without long experience in Korea, nevertheless this intensive orientation did provide the Washington University faculty with a working knowledge of conditions so that the lack of a complete environmental background on Korea did not become a major problem.

The presentations of the Korean faculty counterparts were an important element of the successful presentation of the program. Working under difficult conditions, especially in regard to the time available for preparation, the Korean faculty contributed directly to the program content from their own technical background and, in addition, skillfully performed the interpreter function.

Evaluation. The participants' evaluation of the conference clearly indicated their satisfaction. The follow-up evaluations have found desirable management activities instituted in Korean business resulting directly from the Program.

High-Level Support. The success of this initial Program was due to full support from the Government of the Republic of Korea, the Office of the Economic Coordinator, Yonsei University, Korea University, and Korean businesses and business associations. The level of this support can be appreciated from the attendance at the opening exercises. Representing the Republic of Korea, were: MINISTER SONG, IN SANG, Ministry of Reconstruction; MINISTER MOON, BONG JAE, Ministry of Transportation; VICE-MINISTER GIM, SUNG GI, Ministry of Education; VICE-MINISTER KIM, UI CHANG, Ministry of Commerce and Industry; TCHAH, KYUN HEE, Economic Planning Officer, MOR. Also present at the opening exercises were: WILLIAM E. WARNE, Economic Coordinator for Korea; STELLAN WOLIMAR, Deputy Economic Coordinator for Korea; VAUGHN MECHAU, General Secretariat, CEB; MARVIN M. SMITH, Chief, Public Administration Division.

In addition to the participating faculties, both DR. L. GEORGE PAIK, President of Yonsei University, and DR. YU, CHIN O, President of Korea University, attended the opening.

Plans for Future Conference. Next summer two similar courses are planned: one near Seoul and one near Pusan at the southernmost tip of the peninsula. In this manner greater utilization can be made of the temporary faculty and a second important center of commerce and industry will be benefitted at a relatively nominal cost to the project.

In the first Management Development Program the primary responsibility for presentation and content rested in the Washington University team of five. It is planned that this responsibility will be transferred in stages to the Korean faculty members so that they can take over the entire operation when the project is concluded.

TECHNICAL ASSISTANCE IN TAXATION

The need for scientific studies and careful analysis of the tax structure of governments is a commonplace in the United States, but is of even greater importance in many of the newly developing countries. In most instances it has had little serious attention in these countries. In many places the fundamental economic significance of a tax system has scarcely been considered. Attention also needs to be given to the legal implications of the tax structure (particularly from the point of view of problems of enforcement), and the need for improvement in the processes of tax administration.

A number of USOMs have shown a growing consciousness of a need for technical assistance in the broad field of taxation. The memorandum which follows was prepared by Professors Stanley Surrey and Oliver Oldman of the Harvard Law School International Program in Taxation. It is presented here as a possible approach in developing programs of assistance in the tax field with the thought that it may be helpful to host government as well as USOM officials.

The general principle of technical assistance in taxation, as set forth in the Harvard memorandum, is that in any study or survey of tax structure there are three different elements which are interrelated: (a) the economic aspects; (b) the legal aspects; and (c) the principles of good administration.

ICA has found from experience that it is almost impossible to find one person who possesses the qualifications to perform all three of the above elements in a tax survey, and who can be induced to take a two-year tour of duty abroad. The memorandum indicates that it may be advisable to create a tax survey team composed of two or more specialists, each of whom is competent to give technical assistance in one of the above elements. On occasion it may be possible to find one person to perform two of the three elements. By breaking the total task of a tax survey into these three elements it is possible that much can be accomplished in a shorter period of time. For purposes of follow-through, the memorandum suggests short return visits by the specialists.

It should be pointed out that the experience of ICA Tax Advisors for the past several years in providing technical assistance leads us to somewhat different conclusions in a few instances from those expressed in the Harvard memorandum. Our advisors, though working closely with host country counterparts, must be and are very careful to avoid any semblance of an operating role in the host government. These advisors have been few in number but have been highly qualified in one or more of the three elements mentioned above and have certainly not confined their advice to the auditing of taxpayers' returns. Their tours of duty for two or more years have been for the purpose of going beyond the survey and recommendation stage; namely, to assist in putting plans into effect; e.g., legislation, regulations, procedures and related formal and informal training

throughout all these processes. In this way, the Tax Advisor leaves behind a "going organization" with sufficient numbers of trained people to carry on.

"TAX SURVEY MISSIONS AND RELATED PROBLEMS

By

Stanley S. Surrey and Oliver Oldman
Harvard Law School International Program in Taxation

I. Purposes of a Tax Survey Mission

"Tax survey missions will have several and possibly varied objectives in different countries, including consideration of the entire tax structure, interrelationships among taxes, technical problems of tax law, problems in the codification and organization of tax law, and problems of reform and reorganization in tax administration. A survey will generally consider the economy and culture as a whole with a view to carefully delineating the factors involved in projecting the design of the tax system over a long period of years. In addition, the survey will concern itself with such changes as may be made in law and administration that can be effective in the short run to improve the revenue-raising capability of the tax system and accomplish other objectives.

"A survey should be distinguished from a kind of technical assistance that is sometimes requested by newly developing countries, namely, the day-to-day assistance that may be needed and can be best rendered by a person who works side by side with one or two officials in the tax administration. In many respects such a technical assistant may almost be considered an employee of the government concerned, and, in fact, in some situations this is just what occurs. This is less true for American officials than it is for British officials who have gone abroad in the employ of foreign governments. Although this aspect of technical assistance is not the subject of this memorandum, it should be noted that when an American revenue agent is selected for such day-to-day work, his functions ought to be limited to those specialized tasks, such as auditing taxpayers' returns, in which he has experience. He is not likely to be at all useful in public finance problems; nor is he likely to have had broad enough experience in tax administration to qualify him to assist, for example, in the day-to-day activities of a director or deputy director of an income tax department.

II. Composition of Mission

"One of the first requirements for an effective mission to accomplish its objectives in a reasonable period of time is for it to have as a part of it or working with it two or more trained local tax and other officials, including where possible local public finance experts, whether from the universities or from such government offices as a central bank. The training of these local officials is further referred to below. The Americans who might compose such a mission (in many cases there is no reason why non-Americans should not also be used) might well consist of two senior persons with experience in this work, who, though not available for long periods of time, might well be available to organize, supervise and participate in the mission. One of these would generally be a public finance economist and the other a lawyer with a broad tax background. In addition, probably two briefly experienced Americans, one a lawyer and one a public finance economist, both of whom might well be available for periods of time up to six months or a year, would round out the mission. The experienced members would be responsible for the mission and spend what time was available to them in actual participation in the mission work in the particular country. Between the trips of the senior members, the junior members could be conducting the detailed survey activities. It would be safe to say that the greater the number of well-trained officials available in the local country and the greater their experience, the smaller the American mission need be. However, since it is rare that one American will combine the necessary administrative, legal, and economic background and experience, it is highly desirable that more than one American be involved in the mission. Where for special reasons only one person is available, then it would be especially important to consider his background and necessary ways in which it may be supplemented prior to his departure to the foreign country.

"Special further note ought to be taken of the problems posed by a one man mission. Generally when only one person is sent, it is for a relatively long period, at least six months, but often a year or two. It will be natural for him to regard as far off the day when he must see and deal with problems in the round. He will tend to get immersed in detail with nothing tending to pull him out except, finally, a rapidly arriving date of departure. At the same time, in part because of the shortage of trained tax officials in the country to which he is sent, there will be pressures on him to deal with detail every day, as local officials turn over their daily problems and crises to him. There is serious danger, therefore, that a one-man mission for a year is likely to be far less fruitful than a two-man mission for six months. In fact, it is quite likely that two men for three months will accomplish more than one for an entire year.

III. Planning and Preparing for Mission

A. Timing

The first timing problem is a full realization that a mission cannot be planned for and prepared overnight. Tax surveys ought to be planned for

as much as two or three years in advance, especially for countries where trained local officials are not readily available. This leads to the second timing problem, which is that of taking the necessary time to train local officials. The taxation curriculum at the Harvard Law School International Program in Taxation is in many respects designed to prepare foreign tax officials for full participation in a tax survey of their own country. Moreover, the polishing that their English language gets while they are here facilitates the conduct of the survey itself. Planning for a tax survey should therefore include sufficient time to send two or three able tax officials to Harvard for the necessary training. During their stay at Harvard it would of course be possible for preliminary planning for the tax survey to be accomplished. It is also feasible for American participants in a proposed mission to come to Cambridge for the purposes of preparing themselves by meeting with the local participants while the latter are attending the International Program in Taxation.

"A third timing problem is that of obtaining the services of qualified Americans for sufficient periods of time. In many cases such persons will at the very most be available for three months in the summertime, and often will not be available for more than one month. Such persons can, however, often be made available subsequently for relatively short periods of say a week or two for follow-up purposes. The preparation for a mission should take this factor into account, and in fact must do so if the best possible persons are to be obtained for tax surveys. The contribution of the senior members will thus often be one of organization and supervision of the mission with the detailed survey activities left to the junior members and local tax officials. Among other things, taking this factor into account involves planning ahead one, two and three years.

B. Selection and Training of Mission Participants

"1. The Foreign Tax Official. While in some countries it may be possible to find and make available for a tax survey mission one or more experienced and well-trained officials, it is often necessary that local officials receive further training in order for them to participate effectively in the mission. The curriculum of the Harvard Law School International Program in Taxation offers a rounded training in Tax Law, Tax Policy, Tax Administration and Public Finance in a September to June program that is especially designed for the foreign tax official. Able officials sent to this Program will be in a position not only to participate in the mission, but also to implement the recommendations in ensuing years. Training of the above type is generally more effective than that obtained when a foreign tax official spends all his time in the United States visiting a large number of U. S. tax offices in an unsupervised attempt to learn his way about the complex structure of U. S. tax law and administration. Moreover, by attending the Program the foreign tax official is in a position, through his teachers and fellow participants, to experience vicariously the same kinds of problems that he has at home, rather than to concentrate on problems many of which are peculiar to the United States.

"The selection of officials for such training at the International Program in Taxation and later participation in a tax survey must, of course, be done with care. The educational qualifications of such officials would never be less than those represented by the completion of high school, plus at least some university level education. At that level, however, from five to ten years varied experience in tax administration should also be required. Generally, officials selected would have a four or five year university education and often further specialized training in law, accounting, or administration. In such cases less than five years experience may well be acceptable. Officials who have had important administrative responsibility and are likely to continue to advance in their responsibilities are usually highly successful participants. Because a tax survey will involve many problems in public finance economics, in some countries it will be highly desirable to select for International Program in Taxation training a university teacher of public finance or public finance economists in the Ministry of Finance or Central Bank. One tax official and one public finance teacher from the same country make an excellent combination for training at the International Program in Taxation and subsequent mission participation.

"2. The Americans. The relatively few Americans with training and experience in tax survey missions are already known to the International Cooperation Administration, and include persons who are primarily public finance economists or lawyers, but who have also attained some degree of administrative expertise through government or other experience. Since these persons are too few in number to satisfy the demand, less qualified or less experienced persons will sometimes be selected to go abroad on a mission.

"One group of such persons would be the newer and younger public finance economists who may have had some teaching or research experience, but who have no field or administrative experience. When such persons are selected for a mission, they might well be sent to the International Program in Taxation for one semester's work on practical problems with the foreign tax officials in attendance. In special cases, that would vary individually from each other, it would be useful for a person to spend at least one or two weeks at the Program consulting with members of the staff and conferring with officials from the area of the world he is going to. Similarly, when a seasoned public finance specialist is selected for a mission on which he will be the sole senior person and he has no tax administrative experience, it would be useful for him to spend one or two weeks at the Program before his departure abroad and possibly a few days after his return. Generally speaking, it would be preferable to select a person with a broad public finance background and then at the Program acquaint him with specific problems of underdeveloped countries and tax administration aspects than to select a person whose primary qualification is experience in administration, unless the latter has been at a very high level and the administrative aspects of the survey are paramount.

"Another group would be those, normally with at least a Ph.D. degree, who are being groomed as assistants or understudies to take part in missions that consist of four or more members. Persons in this group should probably participate in a full academic year at the Program, though the time may vary with the particular training and experience such persons have beyond their college degrees.

"Persons in either of the above groups or at the borderline between them will often be selected with a view to their accomplishing or participating in one of the specialized aspects of a tax survey, e.g., tax administration or tax law revision. Fields of specialization are necessary and emphasis can of course be put on different ones of them for different persons in attendance at the International Program in Taxation.

C. Instructions for United States Operations Missions in ICA Countries

"The directors of USOMs abroad, since they may often be consulted in regard to tax survey missions, should be advised of the matters discussed in this memorandum, particularly of the value of having several well trained local officials and of the need for long range planning for a tax survey.

"In addition, it may be possible in some cases for these directors to determine which specialized aspects of the survey are likely to need the most attention. This will facilitate the selection of the appropriate persons for a mission, both those local officials who are to get further training and the Americans whether or not they get further training."

LATIN AMERICA

ARGENTINA

The Technical Cooperation program with the Government of Argentina was started on a limited basis in 1958, and ALBION PATTERSON arrived in Buenos Aires to head the Mission in late November. Preliminary discussions, largely focused through the Industry Program, have indicated interest on the part of the University of Buenos Aires in Industrial Engineering and Business Administration. At the end of the year plans were being made for a reconnaissance survey in late January by an American university preliminary to undertaking an inter-university program in one or both of these fields.

During the Sixth Session of COINS (Committee on Improvement of National Statistics), the Inter-American group making plans for the Census of the Americas, the National Office of Census and Statistics indicated a desire to explore the possibilities of a cooperative program with ICA-Census as part of Argentina's preparation for the 1960 Census.

A representative of UNTAA provided assistance to the National O & M Office and to the O & M program in the Ministry of Public Works.

BOLIVIA

As a part of the over-all effort to develop a comprehensive program that will assist Bolivia in meeting some of its major administrative and economic problems, Public Administration Advisor WELDON T. ELLIS is serving as a consultant to the commission studying the problems of the leading government-owned airline. He is also participating in studies of the administration of the Superintendency of Banks, on the request of the Stabilization Council, and of other key agencies of the Bolivian Government. One of the important projects on which he worked was a study of the organization of health administration in various Latin American countries in collaboration with the Chief of the Field Health Party as a basis for proposing a structure for Bolivia that would give a reasonable basis for continuing of program operations at a professional level.

Bolivia - Continued

On completion of his assignment as Secretary to the Stabilization Council, Budget Advisor MARCUS QUINN served as Acting Deputy Mission Director and was recently designated Acting Director of the Health Servicio.

FOSTER KNIGHT, Customs Advisor, arrived in Bolivia the early part of January, following a period of Spanish language training in Washington. He had previously served as a Customs Advisor in the Philippines and China.

The ICA-financed contract between the University of San Andres and the University of Tennessee has been extended to July 31, 1960. The progress made by the School of Public Administration is indicated by increasing requirements in the following areas:

The Bolivian professional staff has been nearly doubled in order to meet the increasing requests for training and technical assistance in administration and is now operating with a professional staff of 12 Bolivians. In addition three new staff members joined the University of Tennessee Mission in La Paz as replacements for staff who returned to the U.S.

The curriculum of the School has been expanded with the addition of new training programs and the program has now been broadened to permit enrollment of University students as well as public employees. 25 programs are now being offered. A total of 1,671 certificates have been issued to government employees and University students who have satisfactorily completed courses. The University of Tennessee is consulting with and advising the University of San Andres on matters pertaining to curriculum development in public administration, the granting of academic credit for training courses, and the establishment of a credit system leading to a degree in administration or to the acceptance of administrative training for degree requirements in the related disciplines. The School is also undertaking research projects aimed at developing more information on the operations of the Government of Bolivia, assisting in finding solutions of some of these problems, and training staff in methods of research and consultation.

As the school expanded its activities special training programs were arranged for six Paraguayans and ten Guatemalans under ICA-financed third-country training. Special seminars in financial administration, in administrative management and in organization and

Bolivia - Continued

methods were held for these participants as well as for selected Bolivian public officials. In an effort to reach other areas of Bolivia, the School also conducted seminars in collaboration with universities outside the capital area.

The Library has been increased to a total collection of 6,760 volumes and 2,403 individual titles. The comprehensive bibliography developed as a result of Librarian Katherine Montague's trip to various Latin American countries has been completed and is about ready for publication.

LEE S. GREENE is the Campus Coordinator for the Tennessee Project. NELSON ROBINSON is the Chief of Party. Other staff members are: Walter Shell, Office Management; Mrs. Winifred O'Hara, Office Management; and Allan Richards, Personnel Administration.

UN has advisors in Bolivia in the field of customs rates and statistics.

During the past year a total of 26 participants from Bolivia received training in the U.S. in the fields of bank administration, economic planning, fiscal administration, and organization and management. 12 university-to-university participants received training in public administration at the University of Tennessee. Former participants are now key officials in the Health, Education and Agriculture Servicios, and one is serving as secretary to the Stabilization Council. One former participant, as part of an assignment to improve warehousing and supply operations, has recently developed a catalog and price list which constitutes an important working aid to agricultural extension offices throughout Bolivia.

BRAZIL

1958 was a year of program development and shifting emphasis in Brazil. The program shifted from a group of projects intended to serve as demonstrations in different parts of Brazil to concentration of advisory service to the Central Government and expansion of Brazilian facilities for education for public and business administration.

Brazil - Continued

Assistance to DASP. The Departamento Administrativo do Servico Publico (DASP), an agency in the Executive Office of the President, is responsible for budget formulation and execution, personnel management and the organization and methods function, for the entire Federal Government. Dr. Arago, Director General of DASP and Brazilian Coordinator for Point IV, requested technical assistance late in 1956. After a further study it was mutually agreed in May 1958 that a broader program of technical assistance would be adopted. This decision was based on the premise that technical assistance in public administration could best be utilized by Brazil, if it were given to the Federal Government primarily, rather than diffused through miscellaneous state and municipal government projects as had been done in the past. Also, within the Federal Government, this technical assistance would primarily be given to DASP, so that DASP in improving its own operation can be in a better position to take the leadership in a program of administrative improvement throughout the Federal Government.

Technical assistance will be given to DASP in the fields of financial management (four technicians), organization and methods (four technicians), and personnel administration (six technicians, i.e., two in general personnel administration, two in classification and two in in-service-training). This project is just getting underway; one U.S. technician is making a study of DASP's organization, functions, staffing, etc., and two U.S. technicians are studying DASP's budget formulation and execution including accounting policies and procedures. The other eleven technicians are now being recruited by ICA/W.

Experience to date in working with DASP indicates a strong desire for and active cooperation in a program of technical assistance on the part of DASP officials and employees.

Sao Paulo Business School. This project was begun in 1954 to assist the Getulio Vargas Foundation, a quasi-government agency, in establishing a School of Business Administration in Sao Paulo. Technical Assistance was provided to the School by U.S. professors under a contract between ICA and Michigan State University.

In December 1958, the first four-year undergraduate program was completed by some 20 students. This program, which was originally conducted by U.S. professors, has now been turned over to the U.S.-trained Brazilian faculty.

Brazil - Continued

Twelve intensive 13-week courses for high-echelon businessmen have been given to some 500 Brazilian executives. The U.S.-trained Brazilian faculty has also assumed responsibility for giving this course.

Ten of the 29 Brazilian assistant professors have completed their training for a Master of Arts Degree and have returned to teach at the School. The remainder are in training in the U.S. and will return to positions on the faculty.

Ground was broken for the construction of a building for the School on land donated by the City of Sao Paulo with a contribution of 20 million cruzeiros toward the building fund from the State of Sao Paulo. Both actions are almost without precedent in Brazil and attest to the high regard in which the school is held.

A post-graduate program has begun, with the U.S. professors teaching virtually all classes but assisted by the U.S.-trained Brazilian professors.

Considerable progress has been made toward establishing close working relationships with other universities in Brazil already conducting or proposing to offer programs in business administration.

This School is the only one in Latin America offering a four-year under-graduate program in business administration. It enjoys a very high reputation, particularly in the business community. Despite this, however, there is relatively little financial support given to the School by that community, such support not being the local tradition or practice. School authorities plan, however, to continue efforts to secure eventual support from the business community.

The Pan American Union has recently contracted with the School to provide intensive course training for 20 businessmen from all over Latin America, further indicating that the School is growing in prestige even outside of Brazil.

The graduation exercises have been deferred until March 1959 because President Kubitschek intends to give the commencement address and also to lay the cornerstone for the School's new building.

Position Classification and Wage Survey - State of Minas Gerais.

Brazil - Continued

Begun in April 1957 with USOM assistance, this project was originally scheduled to end in December 1958. The survey was undertaken as a demonstration project under the auspices of DASP. During this period all classification survey work except for audits was completed and plans for the pay survey made. It has been arranged that the project will continue under DASP auspices until December 1959, the new termination date. One USOM technician is assigned to this project, which was authorized by the state legislature of Minas Gerais, which passed a law calling for a position classification and wage survey of the State's 70,000 employees. The state legislature was probably influenced by the success of a similar project completed by USOM for the city of Belo Horizonte the previous year. Both the DASP technician in charge and the classification technician on loan to the project from the State of Sao Paulo were trained by USOM in the course of working on similar projects. After a year's work with a USOM technician they are now on their own to complete the project. USOM will watch developments and provide occasional assistance on request.

Assistance to Local Government - City of Belo Horizonte. This project started in 1954 following a request for technical assistance from a newly elected mayor of the City of Belo Horizonte in the State of Minas Gerais. The technician assigned made a survey of the city's financial problems, particularly its assessment practices and its administrative organization, and made recommendations for improvements.

Technical assistance was provided through developing a classification and pay plan for the city's employees. This, with some modification, was adopted by the city council in June 1957 and has been put into effect. It is interesting to note that the Mayor of the City of Curitiba in the State of Parana detailed one of the city's employees to work on this project for one year. At the end of that time, the employee returned to Curitiba where he conducted a similar survey and developed a position classification and pay plan which is now being considered by the city council.

For the period July 1, 1957 through December 31, 1958 (technical assistance will end in March 1959), the following accomplishments can be reported:

A revised organizational plan for the city's administration was developed and is now before the city council for adoption. It is anticipated that the plan will soon become law.

Brazil - Continued

A central planning division was organized and employees trained to continue its work.

A field survey of property, professional and business licenses, etc., involving over 200 field men and six months of field work was completed, the data tabulated, and a permanent register established. This is being utilized to reduce tax violations and evasions. Tax assessments for land and property are being brought up to date on the basis of current rentals. This action is estimated to have increased the city's revenue by about 20 percent. Plans have been made to keep the register current and correct other assessments during the next few years.

Some twenty city employees sent to the U.S. for training were given key positions with the city government upon their return. Among the projects attributable to these participants are: (a) a local employees' association to further public administration was established and is now functioning; (b) a modern zoning plan was completed and is now being considered by the city council; (c) a modern building code was completed and is being considered by the city council; (d) the city has established its own program for training its administrative employees; (e) initial steps have been taken through the leadership of Brazilian Institute of Municipal Administration (IBAM) to organize a local civic improvement or taxpayers' association to assure that the city government continues its improvement program.

The administrative improvements made during the mayor's term of office appear so well founded and accepted that they will probably not be materially altered by his successor.

Statistical Assistance to IBGE. This project was begun in October 1957 to provide assistance to The Brazilian Institute of Geography and Statistics (IBGE) in developing, organizing and administering the application of modern sampling and other statistical techniques in its censuses and current economic survey and to develop within IBGE a competent sampling staff capable of planning and executing all types of sampling applications to census and economic survey programs.

The following accomplishments took place during the past 18 months: A Sampling Section was organized in the Nucleus for

Brazil - Continued

Census Planning, for the purpose of studying, testing, selecting and implementing applications of sampling techniques appropriate to the program for the 1960 census of the Americas. The section now has, in addition to the U.S. technician, three professional statisticians and two auxiliaries. Provision has also been made to transfer this section to the agency established to carry out the 1960 Census program.

On the basis of studies and proposals presented by the Sampling Section, the Nucleus for Census Planning has formally agreed to the enumeration of selected items on the 1960 Population and Agriculture Censuses on a sample basis. While a good estimate of the savings which will result from this procedure cannot be made until the specific items are selected, a minimum saving of one cruzeiro per person on the Population Census, a total of 60 million cruzeiros or about \$400,000 at the present exchange, can be predicted.

Considerable progress has been made in applying sampling techniques to the measurement of current agricultural production, through collaboration of the USOM sampling technician with the Production Statistics Service of the Ministry of Agriculture. Specifically, a small-scale sample survey of the 1957 wheat crop, carried out in January 1958, provided for the first time an estimate of total production with a measurable error and also an estimate of the magnitude of the phenomenon known as "paper wheat", i.e., wheat paid for by the government under its program of financing the wheat crop, but never physically delivered to the mills. A more extensive survey of the 1958 wheat crop, presently in the tabulation phase, will provide more detailed and accurate data than has previously been available.

The success of the initial applications of sampling techniques in current surveys and in planning for the 1960 censuses has created an atmosphere of receptivity to, and in fact a demand for, further progress in this field. Concrete evidence of this situation is given by the recommendations resulting from a recent seminar held to discuss the Federal statistical program. These recommendations urged the use of sampling techniques in several specific instances and as a matter of general policy wherever feasible. This accomplishment should not be underestimated, as it represents a complete reversal of attitudes which were widespread a few years ago, following some early attempts to introduce sampling techniques without laying the proper groundwork. The atmosphere which now

Brazil - Continued

exists will make it possible for the sampling technicians trained by this project to pursue their future programs with a minimum of resistance.

Education for Public and Business Administration. A longer range program is planned to provide institutional assistance in public and in business administration education to the university system of Brazil through a pilot project cooperating with the universities of Bahia, Rio Grande do Sul, the DASP School of Public Service, and the Getulio Vargas Foundation's schools of public and business administration, and another Brazilian university. Under a plan developed by HENRY REINING, Jr., Dean of the University of Southern California (USC) and ALFRED L SEELYE, Dean of Michigan State University (MSU), serving as ICA consultants, 15 U.S. professors to be supplied through contract with U.S. universities will cooperate with the Brazilian staffs in the participating educational institutions to improve curricula, teaching methods, and research, and to train Brazilian professors so that Brazilian institutions eventually may supply Brazil's needs for professional personnel in these fields. The project agreement is scheduled to be signed early in 1959, following which it is intended to enter into contracts with the University of Southern California for eight professors in public administration and with Michigan State University for seven professors in business administration to implement this program.

Training. The multiplier value of participant training, one of our principal goals, is illustrated by activities of former participants in Brazil. In Sao Paulo, recent participants of a Supply Management Workshop have organized a professional association of state and municipal administrators. They have also established a two-month seminar in supply management based on their experience in the United States. Other former participants who now hold key positions in such organizations as DASP (the central staff agency of the Federal Government), in states like Minas Gerais, in municipalities such as Belo Horizonte, have been actively engaged in management improvement work. Former participants have taken the lead in the Getulio Vargas Foundation in developing and directing training programs in both business and public administration.

On a recent trip to the United States the National Budget Director of Brazil, a former participant, conducted several sessions of TB/PAD's budget workshop.

Brazil - Continued

During the year 1958, 58 participants from Brazil came to the U.S. for training in a variety of fields: bank administration, economic planning, fiscal administration, organization and management, personnel administration, statistics and tax administration. A significant trend can be found in the fact that 20 participants during the year had their training in state and local administration while 14 received training in business administration education.

Personnel. ROBERT HERDER arrived in Brazil in March to serve as Chief of the Public and Business Administration Division. HERMAN BERNHOLZ, Deputy Chief, was given a Meritorious Service Citation by USOM for his work as Acting Chief of the Division prior to Mr. Herder's arrival and for his service in developing the new program. EDLOW PARKER, who will head the expanded O & M program, surveyed the organization and operation of the DASP personnel functions as one basis for the expanded program. HARRISON BENNETT and ALLAN DOYLE began a study of budgeting for Agriculture as one approach to strengthening the DASP work in the field of budgeting. THOMAS B. JABINE, Statistical Advisor, continued his work in the field of sampling. WILLIAM PAXSON, Advisor on Economic Development, arrived in Rio late in 1958 on direct transfer from Germany. On completing an assignment with the Bank of the Northeast, KALMAN DIENES left Fortaleza, Brazil, in April, for transfer to Laos. At the same time JOHN FRIEDMANN completed his assignment in Salvador, Bahia, as an Advisor on Regional Planning. PHILIP MALONE remained through 1958 to complete the classification work under the Public Administration Service (PAS) contract.

The original members of the Michigan State University staff completed their assignments during 1958 and returned to the campus. The current staff is composed of CLAUDE McMILIAN, Chief of Party, and R. E. GONZALES, D. W. BLAKESLEE, A. E. WARNER, C. LAWRENCE, C. F. FROST and H. LUDWIG.

CHILE

DONALD P. WOLFER entered on duty as Public Administration Advisor in March after transfer from El Salvador. While developing plans for an over-all program, he is teaching courses in public administration at both the National University and Catholic University.

Chile - Continued

Focal points for interest in improvement of administration lie in the National Budget Office and the National University. The Budget Office, in which the Budget Director and most of his key staff members are former participants, is taking the lead in pressing for improvements in governmental organization and personnel administration as well as in budgeting. The National University, which already has an active O & M program operating on a fee basis for industry and government, has shown interest in establishing a public administration program at the graduate level. At the end of the year the Rector and the Dean of the School of Economics were planning to give particular attention to public administration programs at American universities in the course of their January visit to the U.S.

The University of Chile is cooperating with the United Nations in the conduct of a "Demographic Research and Training Center" for the preparation of specialists in population analysis. The Director of this center was formerly Director General of Statistics of Panama, and was a participant in the United States in 1946-47.

During Calendar 1958, 26 participants from Chile were in the U.S. for training. Their fields of interest included economic planning, fiscal administration, O & M, personnel, statistics and tax administration. One of these participants was UN-financed.

The program in economics at Catholic University, in collaboration with the University of Chicago under an ICA-financed contract, continued to move forward in 1958. The first of the young Chilean economists trained at Chicago have returned to take up full-time teaching and research roles at Catholic University. They are the first to hold full-time appointments as economists at Catholic University. The Library, stocked with some 4,000 books, and one of the few well-lighted and heated rooms on the campus, is used extensively by students and faculty.

33 Chilean students have worked closely with the Chicago staff on research projects, and this close association has provided an opportunity for careful selection of outstanding students for advance training. Participants are brought to Chicago for one year and normally appointments are extended for a second year. The participants are placed in the regular graduate program at Chicago and also participate in special workshops doing research on the economic problems of Chile. Several of the participants have ranked among the top graduate students at Chicago.

Chile - Continued

The Chicago staff of Professors in Chile was headed by SIMON ROTTENBERG who completed his tour in June, and was succeeded by JAMES BRAY. TOM DAVIS and MARTO BALLESTEROS are other regular members of the staff. REUBEN KESSEL served as a short-term staff member and, upon completion of his assignment, was followed by WADE GREGORY. Home Staff Coordinator H. G. LEWIS visited the project in June 1958.

The Klein & Saks contract in the field of economic and fiscal policy, financed entirely by the Government of Chile, was terminated in the summer of 1958. Under this contract MARVIN WEISSMAN (now with ICA in Ecuador) was instrumental in assisting Chile in developing legislation which establishes the basis for significant budgetary reform in Chile.

Members of the Catholic University faculty have also been pressing for expansion of the economics program to include complementary activities in sociology and business administration.

COLOMBIA

Though there was no U.S. public administration technician in Colombia during the year, seven participants came to the U.S. for training in such fields as economic planning, public works, administration, statistics and tax administration. One of the first moves of the new government, which took office in 1958, was the adoption of legislation providing for major improvements in economic planning, organization and personnel administration.

As a result of an Industrial Management Seminar held with ICA assistance, active interest was shown in undertaking a program to strengthen the teaching of business administration in Colombia.

COSTA RICA

With public interest focused on the presidential election, technical cooperation activities in all fields had to be adapted to the pre-election campaign and the post-election changes in the government. Relatively few changes occurred among government employees due, in a large measure, to the strength of the Civil

Costa Rica - Continued

Service program which was established with U.S. technical assistance in 1953 and which now has a top professional staff composed largely of ICA-trained officials. The relatively smooth transition during the change of administration was aided by the return to Costa Rica of CARLOS ARAYA, Director General of Civil Service, who had been on a year's assignment in Peru as a UN Advisor on Personnel Administration. During 1958 the Civil Service office issued a classification manual which contained specifications and qualification requirements for all covered positions in the Costa Rican Government and provided the base for the modern classification and pay plan approved by the legislature. This manual was prepared under the direction of former ICA participants and was an outgrowth of the initial classification survey made by the Public Administration Service in 1955. The University of Costa Rica has now established a new school which is developing an integrated program of training in economics and public and business administration. The Dean of the School, who received a year's training at the Census Bureau, continues in his position as the Director-General of Census and Statistics and is also serving as Sub-Secretary of the Ministry of Finance.

ELLIOTT MURPHY, Public Administration Advisor, O & M, continued to work with the National O & M Office and was joined at the end of May by LESTER ANDERSON, a specialist in records management. The National O & M Office, established with U.S. technical assistance, has 20 active projects under way, concentrated largely in the Ministry of Public Works and in the National Housing Agency. An effort is being made to integrate projects in the procurement field so that individual projects in the separate ministries will feed into a pattern leading toward overall improvement of the national procurement in the Ministry of Public Works was presented to the Minister late in December. The O & M Office also helped in establishing new modernized warehouses in that Ministry and in the Housing Agency. Important changes leading to simplification of ordering procedures have been accepted in the national procurement office and in The Ministries of Public Works, Health, Agriculture and Interior.

Considerable attention has been given to the use of audio-visual aids in gaining acceptance of the program and as training devices. Tapes in Spanish have been prepared on filing techniques; flip charts have been developed as a basis for discussion of various aspects of the program, and colored slides have been developed to show certain aspects of work, particularly relating to

Costa Rica - Continued

ware-housing.

Recent participants from Costa Rica are proving particularly effective in putting their U.S. training to good use. One of the Servicio participants is extending his know-how to the Ministry of Health and has instituted training for Servicio, USOM and joint fund employees. The Costa Rican Civil Service now uses film slides in rural theaters to publicize government as a career. This is a contribution of a former participant and is designed to extend the area of selection to places outside of the capital. Four recent participants working for the Ministry of Public Works are directly involved, with the Public Administration Advisor, in undertaking management improvements within the Ministry. In the meantime former participants continue to direct the central O & M staff and are also in key positions in the central personnel agency.

CUBA

Technical assistance activities in Cuba were severely hampered by activities relating to the election and events leading up to the overthrow of the Batista Government at the end of the year. Despite the difficulties BENJAMIN GURA, an employee of the Bureau of Census under a Special Project Agreement with ICA, continued to assist the National Census and Statistics Office. The highlight of this year's work was the publication of an atlas containing maps of Cuba's metropolitan areas and 126 municipalities. This atlas has become a best seller.

The Labor Force Survey was continued despite difficulties of field enumeration, and the current analysis is now published on a monthly basis. Two women statisticians who studied sampling in the United States at the Bureau of the Census under an ICA program in 1957 have recently published a technical bulletin explaining the sampling design used in the Labor Force Survey. Cuba is the only country of Latin America which has a continuous sample survey in the field of employment and unemployment.

Just prior to the revolution the Government indicated definite interest in moving forward on the establishment of the Statistical Training Center and at the end of the year ICA and the Census Bureau have been advised to proceed with plans to assign Census experts in

Cuba - Continued

demography, sampling, and economic censuses as short-term consultants to assist the Training Center in getting underway.

During 1958 FAO provided Cuba with an advisor on agricultural statistics.

DOMINICAN REPUBLIC

There is no ICA-sponsored program in public administration in the Dominican Republic. As part of preparation for the 1960 Census, two participants received training in the U.S. in Statistics.

ECUADOR

1958 marked a major transition in the public administration program in Ecuador. In May, following a 30-day temporary assignment in Haiti, NOLLE R. SMITH completed his tour of duty which had involved concentration on problems of administration of the capital city of Quito and, through the pilot work in Quito and, through the pilot work in Quito and other activities, stimulation of interest in improvement of public administration on a broader front. Formal requests for assistance in public administration were received from the Ministries of Public Works and Treasury. Mr. Smith's work in Quito included reorganization of the fiscal structure of the city, modification of budgetary controls and methods of budget formulation, revision of the accounting system, reorganization of the municipal treasury department, with mechanization of some operations and payment of municipal obligations and salaries of employees by check.

During the first half of the year a local public administration staff member, Miss INGRID PARTMUSS, began work in the field of records management. Her survey of the Ministry of Education was completed and her recommended plans were installed in August. As a part of her work Miss Partmuss developed a filing manual in Spanish which includes illustrations and drawings.

Late in the year after Mr. Smith's transfer to Haiti, MARVIN WEISSMAN arrived in Quito to head up a three-point public admini-

Ecuador - Continued

stration program in organization and methods, in accounting and, in personnel administration. He was joined by MIGUEL VELEZ, who is specializing in the accounting field. As the program is now being developed, formal requests for assistance have been received from the Ministry of Development and from the Comptroller General. Requests have also been received for teaching assistance from the recently created School of Public Administration in the Department of Economics at the National University of Ecuador.

During 1958 eleven participants from Ecuador came to the U.S. for training in a variety of fields: economic planning, fiscal administration, procurement and supply management, and state and local administration.

The Curran Mission, under the direction of Harry Curran of the United Kingdom, continued its work in the area of financial reform through staff provided by the United Nations. In this program JOSEPH P. CROCKETT, formerly with the Internal Revenue Service, continued to work within the field of tax administration and ROBERT HERMAN of the New York State Budget Office served as a short-term advisor on budgeting, followed by THOMAS E. O'CONNELL of the same office, who began a one-year assignment late in 1958.

EL SALVADOR

Following extended discussions between the Director/USOM and the Minister of Finance, a project agreement was developed in which ICA will provide technical assistance to the Administrative Studies Unit of the Ministry of Finance. This work is expected to be primarily in the O & M field with the prospect of gradually broadening out into other areas of activity and will include some work with the School of Public Administration of the National University and the business administration courses now being given in San Salvador. At the end of the year RICHARD P. LOCMIS, formerly with USOM/Iran, was making plans for arrival in El Salvador early in January.

16 participants received training in the U.S. during the past year. Their fields of concentration included administrative management, bank administration, economic planning, fiscal administration, statistics and tax administration.

GUATEMALA

With the replacement of the caretaker governments that followed the assassination of President Castillo-Armas by a duly-elected administration early in the year was a period for redevelopment and redirection of the public administration program.

ROBERT AVERY spent the first six months of 1958 in Guatemala as a Public Administration Consultant. He assisted a group of Guatemalans in developing proposed legislation for civil service which is now under study by the Executive Branch of the Government. He undertook a study of the organization and management of the Ministry of Health and, as his major responsibility, made a survey of the basic needs of Guatemala in the area of public administration.

As an outgrowth of the Avery survey, the position of Public Administration Advisor was established in USOM, and H. DONALD McINNIS was transferred from USOM/Philippines in September. McInnis began the coordination of the program and assisted the Ministry of Health in undertaking the reorganization of the Ministry.

ROBERT YOUNG, formerly USOM Training Officer, was transferred to PAD/Guatemala and, along with Mrs. IRMA JANER, continued to guide the In-Service Training Center. The Center, set up as a cooperative program in the Ministry of Finance late in 1957, conducts clerical and secretarial training in Spanish for Government employees. Courses are given in such subjects as filing, office practice, human relations, remedial typing and shorthand. The students, expected to number around 1,000 per year by 1959, are already beginning to make significant changes in clerical and secretarial work of the Government. The objective of the program includes important emphasis on "training of trainers" through "training by doing". The training program is highly regarded by Guatemalan officials and employees.

During the past year 12 government officials received training in the U.S. in such fields as administrative management, economic planning, fiscal administration, personnel, and supply management.

Klein & Saks continued to provide advisory service in economics and related fields under a contract now financed entirely by the Government of Guatemala after ICA financing ceased in January 1958. Under the Klein & Saks Contract RICHARD SHAW continued to serve in the general field of public administration and CARL NEPRUD completed his work in customs and tariffs late in the year.

HAITI

To meet a USOM request for a review of public administration needs in health and agriculture and to provide short-term training for key Haitian officials, NOLLE R. SMITH went to Haiti on one month's temporary duty from Ecuador in the spring of 1958. When President Duvalier was informed of the training plans, he requested that the seminars be opened to top officials from all ministries and made participation virtually a "command performance".

By using the seminar approach Mr. Smith was able to get the Haitians to discuss their own administrative problems. In this way, he was able to provide some training and at the same time provided enough information for a ten-page report on the "Administrative Functions and Procedures of the Ministries of Health and Agriculture".

At the same time ALEXANDER MOLIS of the General Services Administration was detailed to Haiti for 60 days to assist in improving the filing and record system of the Ministry.

Following home leave, Mr. Smith was transferred to Haiti as Public Administration Advisor in October 1958. During the remainder of the year he concentrated attention on the development of a public administration program that would reenforce Haitian plans for economic development.

At year's end, the Government of Haiti signed a self-financed contract with the economic consulting firm of Klein & Saks which includes provision for advisory service in the field of taxation and public administration.

The Ambassador to the United States from Haiti, a former participant, conferred recently with staff of PAD. Another participant is on the staff of the Organization of American States. During the year 1958, 14 participants from Haiti came to the U.S. for training in a variety of fields; administrative management, economic planning, fiscal administration, supply management and statistics.

HONDURAS

Customs. As a result of two years of intensive collaboration

Honduras - Continued

with government officials by Customs and Tariff Advisor ROBERT B. KENNEDY, a completely new Customs Code and accompanying regulations became effective on November 6, 1957 and went into operation in 1958. These provide for simplified but effective customs procedures and the establishment of a sound customs organization.

Some improvements that have been effected are: (a) customs duties are paid to the Central Bank rather than to customs officials; (b) arbitrary administrative penalties have been eliminated; (c) new, simplified customs forms have been introduced and the number of forms and required signatures have been reduced; (d) public auction procedures have been instituted which are effective in clearing customs warehouses of abandoned articles; and (e) a new warehouse accounting system has been established using Kardex, including a master Kardex in the central office, giving more effective control against theft in customs and against withdrawal of imports without paying customs duties.

Eight people have been trained in Puerto Rico in various aspects of customs administration. One of these had six months' training in personnel administration and the others had two months' training in customs enforcement practices and procedures. Another customs employee was given six months' training in warehousing procedures in the United States. Concurrently, considerable training for personnel in the Bureau of Customs as well as those in the principal customs posts of the country was given by the USOM advisor, and two Peruvian Government employees have been doing on-the-job-training in the field of warehouse accounting, public auctions and classification of textiles. Widespread personnel changes occasioned by ministerial changes (new Government December 21, 1957 - Ministers changed again January 1959) make necessary the continuation of a large-scale training program for some time to come.

Definite plans were made for the opening of a school for training customs employees, particularly appraisers, liquidators, warehouseman and collectors of customs. In the budget which became effective January 1, 1958, money was assigned to this school but was utilized for other purposes when fire destroyed half of the Bureau of Customs offices. It is hoped money will be made available for a customs school next year.

The end results of these activities have been considerable. In 1957 the revenue from customs increased 8 percent to 10 percent

Honduras - Continued

over the previous year. The Central Bank reported that this increase was due principally to better customs administration rather than to increased imports or increased rates of duty. Importers and customs brokers are relieved from the arbitrary procedures and practices in effect before the new code and regulations. Some customs brokers report that they have been able to reduce their staffs by one-third due to the simplification of customs procedures.

Tariff. After the arrival of Tariff Advisor JOSEPH PINCUS in March 1958, a "Proposed Procedure for Revising the Honduran Customs Tariff" prepared by the ICA Tariff Advisors was presented to the Minister of Economy and Finance in May and received his full approval in mid-June. The Tariff Revision Commission proposed by the Tariff Advisors established in October representing the major interest groups in Honduras -- the National Congress, National Economic Council, commerce, industry, and consumers. This Commission is the policy-making and directive group responsible for the tariff revision program. After study by working groups of the Commission, its internal regulations together with the work program for the Tariff Research Staff, also proposed by the Tariff Advisors, were adopted by the Commission with minor modifications. The Tariff Research Staff was organized to perform the research and economic analysis required for tariff revision. The extreme shortage of qualified personnel and the need for those few available to perform a multiplicity of functions has been a serious handicap to the project. Each staff member was provided with and required to read carefully the "Curso en Principios y Construccion Arancelarios" prepared by the Tariff Advisor.

On the basis of earlier surveys and reports, Procurement and Supply Management Advisor ROBERT BAKER was able to present a plan of action for control of purchasing within two weeks after the new Government took office in January 1958. Working with a committee appointed by the Minister of Finance, he assisted in the drafting of a supply management law which became effective on April 28, 1958. In a further move to strengthen supply management, Baker submitted proposals to the Controller General for reorganization of the National Procurement Agency and also assisted in improving systems in the Health Servicio.

Statistics. Honduras shows a steadily increasing interest in and use of statistics, notably in the fields of current statistics relating to foreign trade, industry, vital statistics, education and agriculture. During 1958 major emphasis by Census and Statis-

Honduras - Continued

tical Advisor EDGAR ELAM was on improving processing and implementing the reorganization plan which had gone into effect early in 1957. The reorganization brought together in one central bureau several offices which had been operating with little or no coordination or control.

The most significant work has been the joint efforts to draft a new law to promote statistical development and to replace restrictive existing legislation.

The proposed new law lays and adequate legal basis for a strongly coordinated statistical system, organized in such a manner as to assure awareness of governmental and public statistical needs and attention to them. The obligatory nature and periodicity of major censuses also is established. The measure has received favorable committee action, and Congressional approval is expected early in 1959.

A total of 28 participants received training in the U.S. during the year 1958. Their fields of concentration included administrative management, customs, fiscal administration, organization and management, personnel, postal administration, supply management, public works administration, and statistics.

MEXICO

Though there is currently no ICA-sponsored public administration program in Mexico, former participants are continuing their efforts to develop the Institute of Public Administration which will serve as a government-wide center for in-service training. The Institute's journal of public administration - Revista de Administracion Publica - is being published at intermittent periods. A former participant has recently been appointed Minister of Economy in the new Government. Other former participants continue in key positions in such agencies as the Ministry of Finance, the Central Bank, the Agricultural Bank, the Ministry of Public Works.

NICARAGUA

The new Director of Administration of the Ministry of Public

Nicaragua - Continued

Works is the first woman participant to attain a key administrative position in her country. This appointment followed her successful work in organizing a personnel office in the Ministry, planning a national archives, developing and helping to reorganize six executive departments.

Five participants from Nicaragua received training in the U.S. during the year 1958. Their fields of interest included administrative management, fiscal administration, and tax administration.

PANAMA

Through the Mision Tecnica, a joint Panamanian-University of Tennessee group in the Office of the Controller General, the University of Tennessee, under an ICA-financed contract, continued to provide technical assistance in public administration to the Republic and to the University of Panama.

The Chief of the Tennessee team is ROBERT S. AVERY, who succeeded EDMUND W. MEISENHELDER, III., when he returned to Tennessee upon completion of his tour in Panama. ROBERT B. ELMORE is the Fiscal Advisor. UN was represented by LOUIS HOSCH (USA) who worked with the Civil Service Board and the National University in developing a public administration seminar for some 24 leading Panamanian administrative officials.

Intense interest in economic planning is serving as a focal point for interest in strengthening economic plans and action and in gearing the governmental machinery to the point where it can function more effectively and thus facilitate economic development. Dr. ALVIN MAYNE, Director, Bureau of Economics and Statistics, Planning Board of the Commonwealth of Puerto Rico, made a reconnaissance survey on planning needs under a contract arranged by USOM. Dr. Mayne's recommendations, generally accepted by the National Economic Council, provided for establishment of a permanent planning structure and substantial attention to the problems of governmental administration including the eventual transfer of the central budget and personnel functions to the Executive Office of the President to work in the closest relationship with the planning function.

The National Economic Council (NEC) and the President have re-

Panama -- Continued

requested \$50,000 from the 1959 Panamanian Budget to establish the new organization, the Department of Economic, Social and Physical Planning. As one of the first steps in the new program, the NEC has asked the University of Tennessee to begin studies to eliminate overlap and duplication among the ministries and autonomous agencies.

In another development, a National Budget Department was established on January 1, 1958 with a professional staff of a chief and three examiners, and the old system of granting the ministries their appropriations in four equal parts has been replaced by a system of allotments based on requests in accordance with agency needs. As a part of the training of the new examiners, studies are being made of the organization and functions of all ministries.

Despite difficulties in gaining acceptance of the personnel program, culminating in the resignation of the Board because of alleged lack of support and the appointment of a new Board, considerable progress has been made in technical fields: Classification specifications have been prepared for some 200 positions, some 60 examinations were given and eligible lists established, comparative wage surveys have been made for some 100 classes. The Personnel Office collaborated with the University in providing in-service training for some 400 employees. The Director and the Chief of Examinations are former ICA participants.

In other developments, the Government of Panama published the first volume of the index to all laws, decrees, etc. issued since the establishment of the Republic, a project undertaken with the technical assistance of the University of Tennessee Mission.

University of Tennessee published a revised bibliography of some 78 pages.

A total of eight participants from Panama received training in the U.S. during the year 1958. Their fields of concentration included economic planning, fiscal administration and personnel.

PARAGUAY

Major emphasis in 1958 in Paraguay has been on the development

Paraguay - Continued

of an over-all program of technical assistance to ministries and government establishments in administrative management, technical cooperation in subject matter areas of direct importance to the economy of Paraguay, and collaboration in connection with the strengthening of public administration education.

Work in the Ministry of Health has served as a demonstration project in administrative management and the most important event of the year was a presentation of a report of accomplishments made by former participant JOSE P. CRISTALDO and Public Administration Advisor NORBERT KOCKLER. The report, presented to a group of more than 100 Paraguayan officials including the Minister of Health, summarized some of the changes brought about in the Ministry through the work of the Administrative Management Section headed by Mr. Cristaldo and outlined plans for further improvements. By the use of bright yellow cards on a large maroon flannel board, Cristaldo and Kockler were able to dramatize the "before" and "after" aspects of their work.

Projects developed and fully implemented by the Ministry of Health included a procedure for the collection of and accounting for business and other fees levied by the Ministry; system for requesting approval of per diem payments to employees, and for control of such payments; organization plan and administrative procedures for an anti-rabies campaign as well as for the Ministry's salt iodization plant; revision of purchasing regulations to tighten fiscal control. A comprehensive organization survey was completed and is now under study by the Ministry.

Following completion of the advisory service to CORPOSANA, the government corporation responsible for installing the water supply system in Asuncion, Chief of Public Administration Division LAWRENCE W. SMITH and Public Administration Advisor DOYLE CASEY participated in a survey of the Ministry of Finance to determine steps necessary to improve its operations. A plan (largely orienting the Division's technical assistance activities in administrative management toward the Ministry) was accepted by the Ministry. A central concept in the plan requires that implemented recommendations be concurrently accomplished with advisory service. The first project leading to a comprehensive revision of all administrative functions, and the preparation of a manual of administrative procedures has been completed. The project, establishment of a system of inventory record and control, has been accepted by the Ministry, and is now being implemented.

Paraguay - Continued

In addition to his overall responsibilities as Division Chief, Mr. Smith personally collaborated with the Minister of Interior on plans to encourage improved municipal administration. One recommendation related to the advantage of holding a congress of all principal municipal officials for a discussion of common problems and to obtain recommendations for the improvement of the existing law regarding municipalities. The congress was held from May 31 to June 5 on an agenda suggested by the Division. Recommendations for a number of improvements in the law made at the congress have been accepted by the Minister, and such revisions are being made. The section on taxation has been completed. Mr. Smith is serving as advisor-observer in this work.

Dr. CLARINDA MESQUITA, a Paraguayan member of the Public Administration Division staff, is serving as advisor to the Bank of Paraguay on Foreign Trade Statistics and to the Ministry of Agriculture on agricultural statistics. Preliminary discussions have been held with the Directorate General of Statistics with respect to improving administration and participation in the 1960 Census of the Americas.

Customs Advisor ROBERT B. KENNEDY, USOM/Honduras, on temporary duty in Paraguay, made a brief survey of customs administration and tariffs as a basis for recommending the type of technical assistance required to improve overall operations. Mr. Kennedy is now on home leave prior to his transfer to Paraguay where he will provide assistance to implement his preliminary survey.

As an outgrowth of discussions between USOM and the University of Asuncion, the University has authorized the establishment of a School of Public Administration. Classes will start in July 1959, and initially emphasis is expected on in-service training. A budget for the School has been approved and a former participant, Dr. FERNANDO AYALA, has been selected as Director of the School. Shortly after the first of the year Dr. Ayala will be brought to the U.S. for special training by ICA and plans are being made for a Public Administration Advisor to work with him on his stateside training before the Advisor reports to Paraguay for a two-year tour.

The Division continues to collaborate with the Public Administration Center which is an active society composed of young men and women seeking improved public administration. Most of the members are former ICA participants. Highlight of the year's activities in which PAD participated was the series of annual seminars

Paraguay - Continued

running from four days to a week. Seminars in the cities of Asuncion, Pilar, Concepcion, and Encarnacion each drew from 150 to 400 participants. These were the first discussions of the concepts and techniques of public administration by and among Paraguayans outside of the capital area.

During the year 1958 nine government officials from Paraguay received training in the United States in such fields as administrative management, fiscal administration, O & M, state and local administration, and statistics.

PERU

Public administration activities in Peru fell into three categories during 1958 - records management and office practices, statistics, and taxation - with heavy emphasis on local training through all activities.

In an unusual program of advisory service and training, JOHN LAWTON and his Peruvian assistants, de DeCASTRO, GESPEDES and CHAVEZ, assisted in the improvement of records management and office practices in a wide variety of Ministries and offices. As part of the plan to undertake a project, arrangements were made for the group training of selected personnel. The work in the Ministry of Fomento is illustrative of the program. A follow-up study in the Sub-Direccion de Industrias of the Ministry of Fomento showed that the introduction of simplified procedures reduced the processing time of industrial registrations from an average of four and one-half months to an average of seven days. Before the installation of the simplified procedures, this office spent an average of 40 man-hours per day searching for strayed documents, after the installation, 83,000 items moved in the office in a 12-month period without the loss of a single item.

During 1958, 419 Peruvian employees were given training averaging about 20 hours each. Each course is built around standard material, the "Working Guide for Elementary Training in Records Management", developed by John Lawton and translated into Spanish and adapted with the aid of his Peruvian associates. The courses are adapted to the problems and materials in particular ministries and offices and are based in part on an analysis of filing, space, office practice and related problems in a given office or ministry. Where an examination is given at the end of the course, the usual practice is to make provision for supervisory and subordinate employees in

Peru - Continued

separate sessions. At the end of each session, certificates are presented to the successful participants at ceremonies attended by USOM representatives and by prominent Peruvian officials.

The National Office of Statistics and Census was reorganized on the basis of recommendations made by Statistical Advisor WILLIAM BRADFORD. The reorganization merges the Census Office with the Statistics Office to form a combined statistical organization for continuity in census and statistical programs, as well as for utilization of common services. A report was prepared on the census potential of Peru which analyzed the needs of the census organization and made recommendations for its improvement.

Just prior to Mr. Bradford's transfer to Honduras as ICA program officer, the Minister of Education requested him to participate in the closing ceremonies of the first in-service training course in educational statistics. Bradford had assisted in designing the course and delivered several lectures.

Lima played host to a Regional Statistical Training Conference from August through November, sponsored jointly by the Food and Agriculture Organization (FAO), the UN Technical Assistance Administration (UNTA), and the Inter-American Statistical Institute. EDGAR ELAM, Census Advisor at USOM/Honduras, was detailed to assist in conducting the program. Dr. CALVERT L. DEDRICK, Chief of International Statistical Programs, U.S. Bureau of the Census, participated in the final week of the conference en route to serve as a member of the U.S. delegation to the sixth Meeting of COINS (Committee on Improvement of National Statistics) in Buenos Aires.

Tax Advisor JASPER COSTA assisted Peru in developing a Tax Reform Bill which was enacted into law on December 31, 1958. The measure modifies rates and other provisions relating to taxation of industrial and commercial profits. Dr. Costa had served as secretary and technical advisor to the Commission responsible for the development of the tax bill.

Late in the year the Government of Peru budget was approved which carried an item of six million Soles for reform of tax administration, and Costa was assisting in the development of plans for improving administrative, audit and collections procedures.

Peru - Continued

A total of six government officials from Peru received training in the U.S. during the past year in the fields of economic planning, O & M, supply management, and tax administration.

URUGUAY

Public administration activities were limited largely to the area of statistics as the project started in 1953 was completed in June 1958 when MORTON A. MEYER of the U.S. Bureau of the Census completed his tour and returned to the U.S. Building on the work of previous years and on advisory service by Mr. Meyer, the National Council of Government authorized the reorganization of the National Office of Statistics and Census in January.

Later in the year the "5year statistical annual" for 1945-1949 was completed, and Uruguay published its first National Production Index for Livestock and Agriculture based on data for the 15-year period 1940-1955.

In April a special intensive training course in hospital and vital statistics was inaugurated. This course, sponsored jointly by USCM and the Ministry of Health, is designed to train statistical personnel in hospitals in the interior of Uruguay.

Though attention of the Uruguayans was concentrated largely on the national elections in 1958, a small group of former U.S. and UN participants continued efforts to stimulate interest in administrative improvement. The earlier work (1953-1957) of Public Administration Advisor JOHN O. HALL continued to serve as a point of departure for this group.

During the past year eight government officials from Uruguay received training in the U.S. in the fields of O & M, state and local administration, and statistics.

VENEZUELA

Venezuela has launched a major public administration program with the assistance of UNTAA and several American consulting firms. A reorganization commission has been established and John B. Blandford,

Venezuela - Continued

former General Manager of the Tennessee Valley Authority and former Assistant Director of the Bureau of the Budget, has been assigned as head of the UN Advisory Team. Advisory service is being provided in the fields of personnel administration, organization, fiscal administration and training.

As a part of this project Venezuela has contracted with J. L. Jacobs, with the Public Administration Service, and with Griffenhagen & Associates for survey work. The three firms are collaborating closely with each other and with the reorganization commission.

The ICA program in Venezuela is limited to the field of public health.



Committee drafts a civil service law for Guatemala. Left to right: Alberto Galicia Recinos, Head of the National Department of Personnel; Robert S. Avery, USOM Public Administration Consultant; Carmen Vargas de Amezquita, Chief of Labor Statistics of the Ministry of Labor; and Javier Duke, Legal Advisor to the Minister of Labor. The draft law is now under study by the Executive Branch of the Guatemalan Government. (Photo by Secretaria de Divulgacion Cultura y Turismo de la Presidencia de la Republica, Departamento Fotografico.)

EUROPE

AUSTRIA

As part of the phase-out in technical assistance in business administration education, a group of seven key officials from the Vienna Technical University completed a stateside program under the guidance of George Washington University which concentrated upon the relations of universities with the business and industrial community. A number of their findings with respect to industrial research projects, in-service training programs and related recommendations are now being considered for adaptation in Austria.

A three-year contract is being negotiated with New York University which will provide the final step in assistance to Austria in the fields of business management and industrial engineering.

GERMANY

The services of ADOLPH E. GRUNEWALD of the School of Business Administration, Michigan State University, were extended with the Berlin Technical College through the academic year 1958-59.

A total number of 12 participants received training in the United States during the past year in the field of personnel. Of these, 11 were self-financed.

ITALY

Successful establishment and acceptance of a School of Public Administration at the University of Bologna is indicated by the assumption of financial responsibility for the University of California-University of Bologna activity by the Ford Foundation. Graduates of the School have taken their place in the Civil Service and are making contributions particularly in the field of organization and methods. All ICA public administration activities have been phased out.

VIRGIL ZIMMERMAN, formerly at Bologna, has been appointed head of the Research Center in Rome. DANIEL S. McHARGUE of the

Italy - Continued

University of Michigan is a Fulbright professor at the University of Bologna and is teaching courses in personnel administration.

During the year 1958, six participants from Italy came to the United States for training in the field of public administration education.

SPAIN

A highlight of activity in Spain was the request of the Government of Spain for a public administration advisor to serve as a contract consultant. JAMES R. WATSON, Executive Director of the National Civil Service League, will serve in this position and work with the Office of the Presidency as well as teach public administration subjects.

Technical assistance to the School of Business Administration and Industrial Management was continued through the services of ARTHUR J. SHEDLIN of the University of Chicago, who advised on organization of curricula and teaching methods and taught management subjects. DEWITT C. DEARBORN, in a consultant capacity, advised on the selection of subject-matter specialists. Among these were GEORGE T. HUNTER of the International Business Machines Corporation who taught the business game, a new technique in business administration for teaching decision-making; and ARTHUR F. BURNS, formerly of the Council of Economic Advisors, who, as an economic consultant with the Government of Spain and the National Commission for Industrial Productivity, consulted with officials on coordination of economic policy and planning and planned training courses to meet economic planning needs.

A number of unusual participant projects were developed with Spain during the year. Most of these projects stemmed from the Bureau of Administrative Reform in the Executive Office of the Presidency. A group of key administrative analysts from the Bureau spent a period in the United States on a practical study of central staff agencies and management improvement programs. In addition, a group from the Ministry of Public Works, which is being used as a demonstration agency for management improvement, also were programmed in the United States.

The first Census of Industry of Spain will be taken in 1959

Spain - Continued

at a cost of about 40,000,000 pesetas. Preparation for this census has been made by a team of four Spanish technicians sent to the United States in 1956 under ICA auspices and programmed by the Bureau of the Census. One of these Spanish statisticians has also completed translation into Spanish of two books in the field of statistics: "Work Sampling" by Barnes, and "Linear Programming" by Samuelson.

A total number of 22 government officials from Spain received training in the United States during the year 1958. Their fields of interest included administrative management, O & M, personnel, public administration education, public works administration, and statistics.

YUGOSLAVIA

After a long search by ICA for a suitable candidate, FREDERICK R. COOP, one of California's top-flight city managers, was recruited for the position of Public Services Advisor. JACK KOTEEN, Deputy Branch Chief of the Training Branch, PAD/W, preceded Mr. Coop to Yugoslavia to develop and lay an initial program in public administration and other public service functions.

Recent stateside programs for participants from Yugoslavia have been of unusual scope and potential. The six directors of technical assistance for the Free Republics of Yugoslavia completed a two-month program in the United States on the administration of technical assistance. This special program afforded them extensive opportunity for conferring with ICA/W staff as well as with UNTAA officials. Other participants have completed special stateside programs in transportation administration, the organization and administration of institutes of public administration, and organization and operations of central O & M offices.

A total number of 22 government officials from Yugoslavia received (stateside) training in the United States. Their fields of interest included fiscal administration, legislative administration, O & M, personnel, public administration education, and state and local administration.



預算實務研究
小組專題討論績
效預算

安全分署駐行政院
主計處美籍顧問柯啓先
生所主持之預算實務研
討小組，於每星期三輪
次假座安全分署及交通
部舉行會議，先後已凡
廿一次其第十八次會議
係在日月潭涵碧樓舉行
，專題討論「績效預算
之價值」；湖光山色，
尤增集思廣益之效。先
由柯啓先生擬具書面議
案，與會同仁咸認為績
效預算之主要功用在於
預算計劃同屬兩位一體
，不可分割，此對我國
當今計劃與預算脫節之
時弊，當屬對症下藥，
其研討結果已送請行政
改革委員會預算組參考
矣。

The Committee on Budgeting Practice headed by Mr. Arnold J. Kirch of ICA, China Mission, concurrently Advisor to the Comptroller-General's Office, has since its inception held altogether 21 weekly meetings, scheduled for every Wednesday. The 18th meeting held at a hostel at the scenic spot of Sun-Moon Lake was devoted exclusively to discussing the performance budget system as to its merits and practicality. Mr. Kirch presented his written recommendations thereon as the basis for discussion. It was the concensus of those present that the performance budget has its merit in merging program formulation and budgeting into one entity, and that such budgeting system, if and when adopted, would be a cure for disadvantages resulting from the disconnection between budgeting and program formulation as found in our present practice. The conclusions reached at the meeting have been referred for consideration and eventual adoption to the Budget Committee of the Administrative Reform Commission. (Picture and text from Chu Chi Yueh Pao, June 10, 1958, monthly review for accountants and financiers, Taipei, Taiwan.)

FAR EAST

BURMA

While no program for the improvement of public administration has been developed in Burma, a former participant has been appointed Permanent Secretary, Ministry of Democratization of Local Administration. This official returned to Washington recently to confer with PAD staff on federal-state relationships.

CAMBODIA

The principal objective in Cambodia continued to be to provide advisory assistance to the Ministry of Finance in such areas of public finance as budget formulation and execution, fiscal controls, tax and customs administration, and improvement in the overall financial system at the national, provincial and local levels.

ICA/W continued to experience difficulty in locating French-speaking public administration advisors to meet the Cambodian Government requests. For a major part of the year, Budget Advisor RICHARD L. DUNHAM "held the fort" until the arrival in the fall of Budget Advisor F. R. LANOU who had previously transferred from USOM/Haiti. By year's end, Mr. Lanou was established in an office in the Ministry of Finance and was well along in the usual first steps of fact finding.

Only one Cambodian participant came to the United States during the year. The first participant specifically selected under the fiscal project is scheduled to arrive in the United States in early 1959. Also, a combined study and observation program for six graduates of the Royal School of Administration is being arranged for the spring of 1959.

As the year closed USOM was developing a possible project for assistance in government accounting and auditing.

INDONESIA

Public administration activities in this country represent a relatively new effort and, in many respects, the program is still in its formative stages. Generally, the objectives during 1958 were toward the development of local institutions for the support of public administration training and education. Interest is beginning to develop throughout the economy for improved management in both the business administration and public administration areas.

In May 1958, the government established within the Office of the Prime Minister the National Institute of Administration (Lembaga Administrasi Negara). This institution is the focal point of interest and support for the government's expanding program for management improvement. It is emphasizing in-service training, research, and management analysis and acting as a stimulant to the development of public and business administration education. In September 1958, the Public Administration Center was established within the Faculty of Social and Political Science of the University of Gadjah Mada. This is currently the educational center for public administration. A three-year undergraduate program has already been established and during the academic year of 1958-59 a two-year graduate level program is being initiated. There is a student enrollment of 310 of which 39 are graduate students. Concurrently, the Ministry of Home Affairs has been developing and operating at Malang a Government Service Training Academy for local government officials of the Ministry. This is a three year staff college providing the equivalent of an undergraduate educational program in public administration. The enrollment numbers 154. The first class graduated this year, all members of which have been placed in important field positions of the Ministry of Home Affairs. Several of the graduates are now referring back to the Faculty of the Government Service Training Academy for advice on management improvement practices to be applied in their respective locations.

The National Institute of administration has initiated its in-service training program with a series of conferences with high level officials of the government. A very successful Conference of Bureau Directors was held in September on the question of improving government efficiency. Several ministries have subsequently begun to develop management improvement programs stemming from the interests and ideas developed at the conference. In December, a meeting was organized of all Directors of National

Indonesia - Continued

assistance is being provided to the Faculties of Economics at the University of Indonesia and the University of Gadjah Mada, which in part is contributing to the development of academic programs in the related field of business administration education. An interesting product of the survey team's work was the spontaneous organization of a group of Indonesian economists and businessmen who had, either in 1957 or 1958, participated in the advanced management program that has operated each summer in Baguio, Philippine Islands. This group of individuals has developed a proposal for initiating a Management Institute to be located in the School of Economics, University of Indonesia, and provide a program of four to eight weeks' residential-type training in business management for high-level officials in government and business enterprises. Through the Colombo Plan and the Asia Foundation, book resources and limited technical assistance has been intermittently provided the Government Service Training Academy at Malang.

During the early part of 1958, the Public Administration Division was headed by HARRY W. MARSH, who was subsequently replaced upon completion of tour of duty by MacDONALD SALTER. GARTH N. JONES, Public Administration Educational Advisor, was Acting Chief of the Division for several months and continues his very successful technical assistance program to the Ministry of Home Affairs Government Service Training Academy at Malang, and the Faculty of Social and Political Science at the University of Gadjah Mada, Jogjakarta.

67 government officials were brought to the United States or under-took third country training during 1958. This training includes the fields of economic planning, administrative management, budgeting, accounting and auditing, banking, general administration, municipal administration, O & M, personnel administration, statistics, and tax administration.

An Indonesian participant in a recent supply management workshop conducted by the Public Administration Training Branch at ICA/W has been sent by his government to New York City to organize and develop the Indonesian Supply Mission. The Director of Central Purchasing for Indonesia returned home recently with a plan for improving procurement methods. The Chief of the Personnel Division of the State Planning Bureau, a participant in a recent personnel management workshop in PAD/Washington is now in charge of the Personnel Affairs Division, Foreign Aid Coordinating

Indonesia - Continued

Academies (training organizations established by ministries to meet the serious deficiency in technical staffs) numbering some 60. At this conference it was agreed that programs on supervision and management would be progressively included in all of the academy activities. A Coordinating Committee was appointed under the Chairmanship of the Director of the National Institute of Administration. In recognition of its function the Prime Minister appointed the Director of NIA as Chairman of a Personnel Committee to study and propose civil service legislation.

At the request of the State Planning Bureau, a survey team from Indiana University consisting of LYNTON K. CALDWELL, professor of public administration, and HOWARD TIMMS, professor of business administration, visited Indonesia during the summer of 1958 to undertake a general review of the managerial needs of the country and to make an evaluation of managerial training and educational facilities in relation to these needs. The report, "Developing the Managerial Resources of Indonesia" has been presented to the Planning Bureau. This report contemplates an action program under the leadership of the government designed to provide long-term and high-level support for management improvement and management education throughout the economy.

The Indonesian Government joined with the other nations of the Far East in the first regional conference on public administration for officials of countries of the Far East, held in Manila in June 1958. The Indonesian delegation supported the organization, on a permanent basis, of the Eastern Regional Organization for Public Administration. The Indonesian representatives attended the annual conference of the Public Personnel Association and participated in the conference on "Institutes of Public Administration" held at Indiana University during May 1958.

During this year, experts of the United Nations Technical Assistance Administration produced an excellent study "Taxation, in Indonesia". A UN expert on municipal investment has been working with the city of Djakarta in the development of a capital investment program. He has also been working with the National Institute of Administration on in-service training activities. A UN expert on city planning is now developing, at the Institute of Technology at Bandung, an Institute of Town and Regional Planning. This is an academic institution and is drawing for instruction and staff assistance upon recently returned participants in city planning. Two short-term UN experts during the year 1958 developed with the Central Bureau of Statistics a proposed plan for a decennial census for Indonesia. Through the Ford Foundation,

Indonesia -- Continued

Bureau, Ministry of Economics.

The Special Assistant to the President, who is in charge of reorganizing the Executive Office, conferred recently with the Public Administration Training Branch at ICA/W prior to his return to Djakarta.

While recent participants who have come to the United States have been from the central government in Djakarta, an increasing proportion of participants are from provincial and local government. This trend which is so striking in the case of Indonesia is beginning to show itself in the case of other countries.

Chief of the Bureau of Pensions, Indonesia, has had a challenging task of overcoming the handicaps of lost records and files during periods of war and revolution in his country. Since his return from the United States, he has worked out a plan to set up new and complete record and files management for all government employees to be accomplished in a three-year period. He has also conducted a course for supervisors on pension matters. Co-directors for this institute have been two recent returnees from ICA training in the United States.

As an early step in the preparation of plans for a national census of Indonesia, an experimental census was taken in a suburban area near Djakarta during August 1958. The statistician in charge of making preparations for this population census was a former participant who studied in the United States in 1957. Two of his international consultants, sponsored by the UNTAA program, were also former participants in ICA training programs, one from Pakistan and the other from Germany.

JAPAN

The University of Michigan continues to work with Waseda University, assisting in the development of management education and the establishment of a management research institute. WYETH ALLEN, Campus Coordinator at the Ann Arbor campus, visited Japan to observe progress and development of the curricula.

Japan - Continued

During the year a total number of 30 government officials from Japan received training in the United States in the fields of business administration education, economic planning, and public administration education.

KOREA

When a nation attempts to accelerate economic advancement, as Korea is doing, the emphasis will normally tend to be placed on physical and material improvement. While this is a natural response, care must be exercised not to overlook an equally important facet of any successful improvement program - the concomitant development of human and technical resources. The main objective of the Public Administration Division in Korea is, therefore, to offer advice and assistance to the attempts of the Government of the Republic of Korea (ROK) to shape its human resources into an administrative system within which the physical development can take place.

Specifically, human resources are being developed by educational programs in public and business administration; by introducing new and improved techniques and methods in government administration, revenue and fiscal affairs, supply management, banking, and statistics; by encouraging the growth of local facilities for the training of governmental and industrial personnel in modern management practices; by developing an efficient, democratic police force capable of maintaining internal security and reducing fire losses; and by assisting in the establishment of a council to plan the integrated economic development of the country.

Directing the development of the programs is MARVIN M. SMITH, Chief of the Public Administration Division of the Office of the Economic Coordinator (OEC). His deputy, THOMAS L. ELIOT, former Assistant Chief of the Far East and Europe Program Branch of PAD/W, arrived in October succeeding FRANK G. O'NEILL, who has enrolled in a year's graduate program in public administration at Syracuse University under the ICA in-service training program. WAYNE C. OLSON became the Program Assistant in July after serving his internship at USOM/Manila under the Junior Overseas Officer Training Program, and WILLIAM J. WILLIAMS

Korea - Continued

arrived in October as a Public Administration Trainee under the same program. M. ARTHUR REICH joined the staff in September as an O & M advisor.

In order to train and develop managers and administrators for the expanding Korean industry and the increasing activities of the government, two university contracts are in operation.

Business Administration Education. The contract with Washington University of St. Louis has as its objective the improvement of the Schools of Business Administration at Korea University and at Yonsei University, as well as the establishment of Management Development Conferences for Korean business leaders. The team is headed by CHARLES E. GILLILAND. To bolster the university program, teaching materials are being presented to the schools, Korean professors and prospective faculty members are being trained at Washington University, and American teaching techniques are being introduced at the two universities. The first conference for the improvement of management practices occurred in Korea in July, 1958 and was strongly supported by top business and government leaders. The conference, limited to 29 participants, was conducted by visiting professors from Washington University in cooperation with faculty members from Yonsei and Korea Universities. Another management development program is being planned for the summer of 1959.

Public Administration Education. The public administration phase of ICA's contract with the University of Minnesota is directed toward the development of professionally trained personnel, capable of becoming the future administrators of the Korean government, as well as achieving an immediate increase in the effectiveness of the present government employees through the media of in-service training. The advisors from the University of Minnesota are assisting the officials of the Seoul National University to create a graduate School of Public Administration. These Advisors, STUART MacCORKLE and WILLIAM O. FARBER, have proposed a curriculum which is now under review. Since the proposed plan calls for the teaching to be done by Koreans, 14 participants have been sent to the U.S. for graduate studies in public administration at the University of Minnesota. Those who have returned are assisting in preparing courses for the classes to be started in the spring of 1959 and are assisting in establishing a modern public administration library for the school.

Korea - Continued

The other part of the Minnesota effort is directed toward improving the training of the present employees of the ROK government. The National Officials' Training Institute (NOTI), originally established in 1949, has undergone tremendous improvements during 1958, both in course content and physical plant. As a result of the stimulation of the advisor, ERWIN R. DRAHEIM, and his recently arrived assistant, a complete review of the course offering has resulted in the installation of new courses and the improvement of teaching techniques. Officials of the ROK government have enthusiastically accepted these new offerings, and there is now an accelerated demand for more training of higher officials including Bureau Directors. During November, 1958, contracts were awarded for the complete remodeling of the classrooms and facilities of the Institute. Again, extensive use has been made of the training received by participants who are materially assisting in the revamping of the courses presented by NOTI.

Banking and Customs. In the area of improved management operations, considerable progress has occurred during the current year. Two banking advisors have contributed to the operations and efficiency of the Bank of Korea, OLIVER S. POWELL, and the Korean Reconstruction Bank, ROBERT F. W. WHITCOMB. The Customs Advisor, LESTER LEVEY, working with the Bureau of Customs in the Ministry of Finance, has assisted materially in developing the current ROK Government - United Nations Command campaign to suppress black-market activities. In addition, the Customs Advisor is working on the problem of smuggling and has been consulted in the revision of the tariff structure.

Supply Management. The ROK Office of Supply (OSROK), engaged in a multi-million dollar purchase and supply program, faces a host of major operational and financial problems. The services of the supply advisory team directed by FREDERICK MAPES, consists of full-time specialists in each of the critical phases of procurement who are working with the ROK officials responsible for obtaining and delivering urgently needed project materials.

During the year it was determined that procurement and port operations should be the responsibility of the ROK government and that the proper role of the American technicians should be advisory. Consequently, by November, operating control of the ports of Pusan and Inchon had been turned over to OSROK and the

Korea - Continued

functions of ordering and disposing of materials had been transferred. As a result, the Supply Advisory Group now consists of Public Administration Advisors EDWIN W. PAYNE, AMES GAUTHIER, ROBERT E. MORELL and several Port and Pier Specialists.

Economic Development and Public Service. It has also been recognized that if Korea is to obtain financial stability it will be necessary for the nation to attract foreign investment capital. To do this, Korea must have an investment law which will encourage the influx of foreign money. With this in mind, Foreign Investment Consultant NOEL K. SARGENT assisted in the drafting of appropriate legislation now being debated in the National Assembly. To further strengthen the finances of Korea, ICA is negotiating for contract advisors to strengthen the nation's tax structure and revenue system.

A vital adjunct of economic development is the preparation of valid and reliable statistics. Towards this purpose, STUART A. RICE, President of Surveys & Research Corporation, visited ROK Ministries during a three-month tour in order to survey the statistical needs of the nation and to lay the ground-work for the advisors who would follow. These advisors, HERBERT O. ROGERS and LORAND DABASI-SCHWENG, are now engaged in the task of providing assistance to ROK government statistical units in their efforts to improve and coordinate their statistical activities.

The first step leading to a contract to provide the Economic Development Council of the Ministry of Reconstruction with a group of high-level technical advisors to help chart the economic future of the Republic of Korea, was nearly completed by the end of the year. RICHARD W. LINDHOLM, Dean of the School of Business Administration of the University of Oregon, was nearing the end of a 30-day initial survey preparatory to developing a contract between the ROK government, Oregon and ICA. Dr. LOWELL J. CHAWNER returned to Korea in November to provide advisory assistance to the Council until the arrival of the contract technicians.

In the very early stages is a contract to study and survey the executive branch structure and to recommend measures to increase the effectiveness of the public service. It is anticipated that the contract technicians will assist ROK agencies in technical implementation of agreed improvements.

Korea - Continued

A significant improvement carried out by the Korean government was the 100 percent raise in salaries paid to its employees. This increase, which occurred on October 1, 1958, had been long sought and urged by American advisors in Korea, for it was recognized that until salaries were adequate to meet the cost of living it would be impossible to maintain efficient operations. Concurrent with the salary increase, the ROK government initiated a campaign to raise the integrity of its employees and to improve the quality of its services to the public.

Participants Trained in U.S. A total number of 68 participants received training in the United States during the past year. Their fields of concentration included: administrative management; bank administration; business administration education; economic planning; fiscal administration; judicial administration; legislative administration; O & M; patent, trademark, copyright administration; personnel; supply management; statistics; and tax administration.

Indicative of the effectiveness of former participants is the fact that the Director of the Budget has recently been appointed Vice-Minister of the Ministry of Finance. The new Director of the Budget and his principal aides are also former participants.

A recently returned participant has been made Chief of the Special Aid Projects Department of the Korean Reconstruction Bank, while another has been assigned to the Bank of Korea to develop an "aggregate plan of fund control".

From Korea it is reported that all five participants in the recent Supply Management Workshop conducted by the Public Administration Training Branch at ICA/W are utilizing their U.S. training by improving the work of the Office of Supply. Another former participant is procurement representative for the Korean government in Western Germany.

The participant training program has resulted in a number of improvements in the administration of the Republic of Korea. Participants who have completed their training have assisted in preparing the plans for the new School of Public Administration, suggested methods for accelerating industrial growth, and participated in the revision of the small claims court system.

Korea - Continued

In addition, they have prepared recommendations for the low-cost housing program, budgetary revisions, revised immigration laws, stock exchange operations, and the production of training films. Indirect benefits have accrued as a result of the preparation of articles on economic development, civil service revision, and governmental finance as well as a series of lectures delivered to labor and youth groups.

A new report on "Korean Economic Statistics" is now being compiled in the Ministry of Reconstruction under the direct supervision of an ICA participant who studied in the United States in 1957 at the Bureau of the Census and the Office of Business Economics, Department of Commerce.

Since the beginning of this program in 1954, 253 Korean nationals have been selected for advanced training in public administration with 33 more scheduled to be selected for training before the end of 1958.

LAOS

In this former province of Indochina which became an independent kingdom only seven years ago, it is not unusual that virtually all Ministries and subsidiary agencies of the government are in need of qualified administrative personnel and organization. USOM technical assistance projects aim to meet the multiplicity of needs in the areas of the highest priorities. The program to date has accomplished, primarily, the construction of some essential office and warehouse buildings, procurement of needed equipment, and the hiring and initial training of local personnel and third-country nationals for the operation of several newly-created agencies. The program now envisages the initiation of basic surveys in the field of administration to assist the recently formed government, especially in the fiscal area and customs operations, and includes provisions for specialized training of personnel, contingent upon the assignment of the needed advisors.

ICA/W efforts in recruiting French-speaking advisors for Laos has been understandably slow. In July, however, the public administration program acquired a chief, KALMAN DIENES (on transfer

Laos - Continued

from Brazil). His supporting staff consists of WILLIAM RIZK, Banking Advisor, who also served as acting head of the Finance and Trade Division, and ROBERT HOLDING, who arrived in September, as Procurement and Supply Advisor.

Mr. Rizk has been working with the National Bank of Laos for about one year. He has been instrumental in the stabilization of a number of policies and procedures, and has assisted in the course of monetary negotiations both at the Bank and the Mission in his technical capacity.

Late in the year, at the request of the Government of Laos for a high-level fiscal advisor who would be free of USOM and Embassy responsibilities, the Department of State made available a Foreign Service Officer, ROBERT EISENBERG, for this post. He is expected to report to Laos at the end of January.

The contract with Howell and Company which provided assistance to the Government Purchasing Office and the National Import-Export Commission expired in June. Mr. Holding is now advising the Purchasing Office and so far during his brief period in Vientiane has assisted in stabilizing operations, defining responsibilities, and laying plans for expanded operations under organized procedures.

Since 1955 some assistance has been given to Laos on problems of ministry organization, in terms of advisory assistance and equipment and supplies. As a result of this assistance, a planning and coordinating body has been established in the Laotian Government for all external technical assistance received; the nucleus of a statistical organization has been established; a modern structure has been built for the Topographical Service and modern technical and printing equipment has been provided; necessary office and transportation equipment have been provided to a number of agencies, including the Customs Service.

As an outgrowth of ICA assistance given toward the establishment of a statistical organization, plans were laid for taking a National Census in 1961 under the guidance of a UN technician who will also assist in further developing a statistical service.

PHILIPPINES

The Philippine program is one of the oldest programs in the field of technical assistance in public administration. Here many ideas for the improvement of government have been initiated and perfected. We are fortunate because of the long acceptance of the concept of improved administration and because of the use of English as a lingua franca. The program has as its continuing objective the improvement of public administration through better organization, improved operating systems and a trained civil service. The organization of the Philippine National Government had been completely studied between 1954 and 1956 by the special Government Survey and Reorganization Commission which utilized the services of Louis J. Kroeger and Associates, Management Consultants. The reorganization plans developed by the Commission are being substantially implemented.

Operating systems have been vastly improved, particularly in the fiscal areas of budgeting, accounting, auditing, treasury operations, customs, and internal revenue, as well as in statistics, personnel administration, and police administration.

Training for public service has been provided in several ways: 1) directly to operating personnel of government agencies by U.S. technical advisors; 2) through an in-service training program for agency training officers conducted by the Institute of Public Administration, University of the Philippines; 3) through in-service training of organization and methods personnel of government agencies given by the Management Service, a central staff agency of the Budget Commission; 4) through the United States participant training and the third-country training programs.

During 1958 three principal activities contributed toward management improvement. The Management Service of the Budget Commission prepared and published several administrative manuals for government-wide distribution. It also conducted two eight-week training seminars in O & M subjects for 86 government officials. The training officers of various agencies established and conducted in-service training in their agencies.

Department of General Services. Believed unique in underdeveloped countries is the Department of General Services of the Republic of the Philippines. This Department, headed by a Secretary of Cabinet rank, was established July 1, 1958, and is

Philippines - Continued

the result of one of the several congressionally-approved reorganization plans recommended by the Government Survey and Reorganization Commission, 1956. Though patterned after the General Services Administration (GSA) of the U.S., the Department has Cabinet status and has, in addition to the functions of GSA, a Bureau of Printing (comparable to the United States Government Printing Office) and a National Media Center. Other bureaus are Records Management (similar to the United States National Archives and Records Service), Buildings and Real Property Management and Supply Coordination.

Activities and progress to date include a reduction of P200,000 in a long outstanding overdraft of the Bureau of Printing's working capital fund, the initiation of a program for rehabilitation of records and documents of the Spanish archives, assumption of the National Economic Council's previous function of administering United States dollar procurements, and the institution of a survey of all business equipment and office supplies on hand in the Philippine Government.

Institute of Public Administration. As the Institute of Public Administration continued to grow in strength, U.S. financial support has tapered off. The Institute is an outstanding success. Under Director CARLOS P. RAMOS it not only trains pre-graduate Filipinos but it has also conducted a Training Officers Program. The Institute continues to extend its interests and its responsibility for training in government through third-country training, and has made a beginning in local government and executive development.

In June 1958 the Institute of Public Administration was host to the first Regional Conference on Public Administration, attended by 78 delegates from nine countries and Hong Kong and Singapore. Out of this conference was formed the Eastern Regional Organization for Public Administration (EROPA).

Personnel, PAD/USCM. During 1958 the number of public administration advisors has decreased from 15 to 5. The Division at the close of 1958 consisted of: FRED G. CRAWFORD, Chief; JOHN A. DANISCH, budget and fiscal accounting administration; C. LAWRENCE PRICE, internal tax revenue; LOUIS A. ROUSE, general services administration; and JETER L. WILLIAMSON, public safety advisor. Plans are now being laid for new projects and programs and continued emphasis on old projects.

Philippines - Continued

By the year's end the Public Administration Division in the USOM had almost completed preparation of "Papers on Public Administration", a compilation of speeches, material printed in professional magazines and journals, and other documents by members of the PAD staff. Wide distribution was being planned for this unusual document showing how Public Administration Advisors in several diverse fields handle the technical aspects of their respective assignments within their host country.

Professional Associations. Many individuals formerly or currently involved in the program, either in Manila or in the United States for training, are actively promoting the objectives of sound public administration by personal effort or in associations. The following associations, formed within the past few years, are all energetically stimulating their members, the government agencies, and the public to forward their objectives: (1) Association of Government Internal Auditors of the Philippines; (2) Association of Government Accountants of the Philippines; (3) Society for the Advancement of Management in the Philippines; (4) Personal Officers Association of the Philippines; (5) Government Training Officers Association of the Philippines; (6) University of the Philippines Industrial Management Association; (7) Society of Public Administration of the Philippines; (8) FOA (Fellows Association of the Philippines) (An association of returned participants); (9) LEADEX (League of Administrative Executives of the Philippine Government; and (10) Management Association of the Philippines.

Regional Training Efforts. On the negative side, formal training in the Philippines of government officials from other countries in Asia has not measured up to the potential. Seminars and programs offered to third-country participants include the three-year program financed by the Asia Economic Development Fund and a regional in-service training officers program!

There are several reasons for lack of satisfactory progress. Generally speaking, participants favor going to the United States even though the cost of travel to the Philippines is far less and the cultural similarity is greater. Problems arise from the fact that many participants who do go to the Philippines are scheduled for only a week or two and then proceed to other countries in the region for equally short visits. The result is that they hardly have time to grasp what they observe; the Philippine institutions find it difficult to program short visits;

Philippines - Continued

and the few United States Public Administration Advisors in USOM/Philippines cannot spend sufficient time with these participants. For nations in the Far East to realize the advantages of observation in the developing and progressive Philippines may take a year or two.

Activity of Former Participants. Former participants have been particularly effective in the Philippines. The National Survey of Households, initiated in 1956, is being continued and expanded under the operational leadership of several ICA participants who studied in the United States from 1956 to 1958 and were given on-the-job training by statistical advisors provided by the Bureau of the Census through arrangements with the ICA.

In the Internal Revenue Bureau (IRB) former participants have been promoted to such top positions as Acting Chief of the Bureau and member of the Court of Tax Appeals. Some 20 key positions in IRB are now held by recent participants who have successfully carried on internal improvements and the decentralization of the Bureau.

Under the leadership of the Budget Commissioner, himself a former participant, a central management service now largely staffed by former participants has been actively working on reorganization plans and other management improvement projects. The work of the Management Service in the Budget Commission is illustrative of participant effectiveness found in other areas such as the civil service, customs, economic planning, banking, and municipal administration.

A splendid record of professional advancement has - according to an article in the November Civil Service Reporter published in Manila - been achieved by 16 Filipino ICA participants who have had training in personnel administration in the United States. One recent returnee has been appointed Government Training Coordinator in the office of the Bureau of Civil Service, in addition to serving as Special Assistant to the Commissioner.

Others in the Bureau of Civil Service are: Chief Examiner; Acting Chief, Legal Services Division; Chief, Records Section, Administrative Division; Acting Unit Head for the Agriculture, Recruitment and Examining Division; and Chief, Personnel Transactions Division.

Philippines - Continued

Other successful participants are: Chief of Organization and Methods for the Central Bank; Personnel Officer, Mayor's Office, City of Manila; Secretary, Budget Commission. In the Wage and Position Classification former participants include Director; Assistant Director, and Supervising Job Analyst. Another former participant is instructor in personnel administration at the Institute of Public Administration.

Training in U.S. During 1958. During 1958, a total of 54 participants from the Philippines received training in the United States in the fields of administrative management, bank administration, business administration education, customs, economic planning, fiscal administration, legislative administration, O & M, personnel, supply management, public works administration, statistics and tax administration.

TAIWAN

Within the general objectives of improving Government of the Republic of China (GRC) policy and administrative efficiency and performance of government enterprises, public administration on Taiwan recorded progress during 1958. This includes the adoption of a comprehensive cash budget format embracing all government functions and business operations, the effective consolidation of the military and civilian budgets, the improvement of government corporations financial reporting and the simplification of foreign exchange regulations. The establishment of a unitary exchange rate which should better Taiwan's foreign trade position and simplify fiscal operations has been a notable improvement.

Other areas in which progress was recorded in 1958 include:

- (a) The consolidation of the Council for United States Aid (CUSA) with other operating agencies and the partial transfer of some of the end-use check functions from ICA's Controller's Office to CUSA.
- (b) Consolidation of retired servicemen's operations and provisions for turning over the operation to GRC, and further integration of retired servicemen into the civilian economy.
- (c) The work of the Committee for Government Reorganization, which has as its objective the improvement of GRC personnel, budget, and financial administration and the consolidation of

Taiwan - Continued

overlapping jurisdictions, has been effective. Under its influence, significant improvements in the government organization have been achieved and the adoption of its recommendations for budgetary and fiscal reform which are aimed at modernizing current operations is now in process.

(d) The initiation and operation of a budget workshop in which staff members of budget and fiscal offices of the various agencies of both the National and Provincial governments participate in devising ways and means of applying modern budgeting methods to their governmental operations has been signally successful.

Members of this workshop were selected to serve as consultants to the Committee on Administrative Reform and were instrumental in developing recommendations for improving budget and fiscal operations included in the Committee's report to the Legislative Yuan.

Changes in the government's tax collection procedures aimed at correcting faulty methods in use were developed by the Mission and the government has taken positive steps toward the adoption of all of these changes.

(e) Removal of Provincial Government to Taichung has created liaison difficulties but has more clearly identified responsibilities between central and provincial government authorities.

ICA public administration advisors at the Mission in Taipei during 1958 were ARNOLD J. KIRCH, budget; HARRY L. HARTING, finance; and ALBERT S. FRALEIGH and MERLIN O. EKERN, advisors on the retired servicemen's program.

During 1958 eleven Chinese administrators received training in the U.S. in such fields as economic planning, fiscal administration, personnel administration, statistics and tax administration.

TAIWAN (FORMOSA)

Participant Impact. No evaluation of public administration activities in Taiwan would be complete without acknowledging the favorable impact participant training is exerting on the

Taiwan (Formosa) - Continued

betterment of administration in the various governmental sectors of Free China.

Participants, with few exceptions, have, within a relatively short time after returning, gained recognition for their increased abilities. In several instances a returnee is already directing the operations of an agency or one of its subordinate divisions in which he had previously served only in a minor capacity. One is the head of the financial branch of an important department of the government. Another has been appointed as chief fiscal officer of the Executive Yuan Secretariat, and still another who just recently returned from his training has been delegated by the Commission on Administrative Reform to serve as its principal liaison officer with other agencies of government on all matters pertaining to budget and finance.

The Ministry of Economic Affairs has appointed a Chief Statistician, who recently returned from an ICA-sponsored program in the United States, to supervise all of the work in economic statistics in that Ministry.

PAD participants from the Republic of China are involved in the formulation of an organization to improve and encourage efficiency in governmental purchasing in the Republic of China. Copies of by-laws and other materials have been sent to aid them in their project which is sponsored by the Industry and Commerce Improvement Union, an association of leading businessmen in Taiwan.

THAILAND

The Thai year, B.E. 2501 (1958), started with a continuing provisional military government which had taken over the reins in September 1957 in a bloodless coup d'etat. Another coup in October 1958 abolished the constitution and the legislature. Although there is empirical evidence that such governments in Thailand usually honor the principal commitments of predecessor regimes, nevertheless delays occur and reappraisals are undertaken. Whereas the cabinet of the previous government had approved the establishment of a new budget department, the lack of a legally constituted provisional government precluded the passage of necessary legislation. The other projects in the joint Thai - U.S. program in

Thailand - Continued

public administration also were slowed accordingly. However, the presence of a strongly constituted economic survey team from the International Bank for Reconstruction and Development (IBRD) indicated the Thai Government's interest in promoting increased economic development. The public administration staff of USOM was consulted by the IBRD team on matters of Thai public administration, particularly the establishment of a central economic planning agency. It is to be anticipated that the Bank's report, when it is published, will furnish additional incentive to the Thai Government to move faster toward improvement in public administration across the board.

Our general objectives in Thailand are to improve and modernize fiscal administration and management practices; encourage and assist the Thai Government in adopting policies and planning procedures relating to economic development programs and relevant fiscal policies, external economic and financial affairs, and financial relationships of public enterprises to the government; strengthen the academic and in-service training programs of the Institute of Public Administration at the University of Thammasat; improve governmental statistical services; and provide a city plan for the Bangkok-Thonburi metropolitan area.

Institute of Public Administration at Thammasat University. The program of assistance by Indiana University has been headed by JOHN E. STONER since August. At year's end, about 100 students were enrolled in the Institute. In November, three students received the first Master of Arts degrees in public administration ever awarded in Thailand. 26 officials, designated by their ministries as training directors, were given a ten-week course of in-service training. The In-Service Training Division also conducted a two-week course for 36 supervisors in the Department of Public Welfare. Supervisory training programs under Thai direction have been instituted in six government departments.

Modernization of Government Fiscal Management. The Public Administration Service (PAS) contract team, headed by JOHN CORCORAN, assisted in the organization and activation of a new budget unit in the Ministry of Finance, preparation of the government's 1959 budget on an improved basis with an entirely new classification of budget items, and installation of a new accounting system to become effective January 1, 1959.

A number of participant programs in the United States during the

Thailand - Continued

year were synchronized closely with this project. Key Thai officials in budget, accounting and auditing were programmed in the United States by TB/PAD with the assistance of PAS staff in Chicago. Among these participants were the Secretary-General and the Chief of Audit of Government Enterprises of the Royal Audit Council, and the Chief of Financial Statistics Division and other key officials of the Ministry of Finance. Emphasis in the training programs was upon installation methods.

Bangkok-Thonburi City Planning. Under a contract executed in December 1957, the firm of Litchfield, Whiting, Panero and Associates has assisted the metropolitan area in completing a topographical survey of the area and in starting land use and public utilities surveys. At the urgent request of the Thai Government and USOM, the contract was expanded late in the year to provide assistance in solving the emergency water supply problem in the metropolitan area. Plans have been finalized for drilling 12 to 20 deep wells under this phase of the project. DAVID D. LONGMAID is Chief of Party for this contract.

Economic Planning. JOHN A. LOFTUS, under contract with the Thai Government, continued his advisory services on economic policy and planning, budget improvement, external and financial affairs, and financing of government corporations.

PAD. JAMES A. McAVOY, Procurement Advisor, has been assisting the Thailand Technical and Economic Committee in developing improved procurement procedures.

While JOHN W. MORE was on home leave and attending the ICA Programming School, ROBERT T. McMILLAN, Community Development Advisor, served as Acting Public Administration Advisor with assistance from JAMES E. WEST, Public Administration Program Assistant.

Because of the increasing work load of USOM's Public Administration Division occasioned by the interest of the Thai Government in improvement of its tax administration and national statistics, JAMES WEST was added to the PAD staff as program assistant. He had spent the previous year with USOM as a Junior Officer Overseas Intern.

Participants. The former governor of Songkhla, Thailand, a recent returnee, has been appointed Deputy-Director General of the Department of Interior. Other returned participants have formed the nucleus of the new budget unit, the Thai city planning staff, and the faculty in the Institute of Public Administration.

Thailand - Continued

A total number of 73 government officials from Thailand received training in the United States in a variety of fields: administrative management, bank administration, customs, economic planning, fiscal administration personnel, supply management, public administration education, state and local administration, statistics and tax administration. One of these participants was self-financed.

Non-ICA Programs. Under guidance of the Survey Mission of the International Bank for Reconstruction and Development, a small Thai staff was assembled and trained to carry out economic investigation and analysis.

The Thai Government employed a team from the Henry J. Kaiser Company to study and report on the administration of the National Development Corporation.

Under the Colombo Plan, a customs advisor from Australia is assisting the Customs Authority on problems relating to administration and customs rates. USOM contributed to this activity through the participant training program.

VIETNAM

In Vietnam, general objectives are: (a) to assist the central planning and housekeeping agencies of the government in developing suitable indigenous policies, improving their organization and operations, and obtaining effective government-wide implementation of their programs; (b) to provide advice on administrative problems to other departments or operating agencies of the government upon request; and (c) to stimulate and support academic and in-service training activities in the field of public administration which will make the host government independent of outside assistance at the earliest possible date and assure it of an adequate supply of public administration technicians and a sufficiently wide dissemination of administrative "know-how" so that Vietnam can develop an effective government responsive to its own needs.

To further these objectives several activities were significant during the year:

National Institute of Statistics. On-the-job and formal in-

Vietnam - Continued

service training were greatly expanded, a regional program for the training of operating level statistical clerks from Cambodia, Laos and Vietnam was instituted by USQM's Statistical Advisor, BOOTH KNOX, in cooperation with UN statistical advisors, and a sample demographic survey was conducted in preparation for a general population census in 1960.

Modernization of Accounting and Auditing Systems. The General Directorate of Budget and Foreign Aid continued to receive the full-time assistance of an advisor under the Michigan State University (MSU) contract, MARVIN MURPHY, and payroll support for a few of its technicians engaged in purely ICA-required activities. A modern budget classification system has been set up by the agency and the budget document has been basically reformed.

Payrolls for eight major government agencies are now run on International Business Machines (IBM). The Director-General and one of his chief assistants had a productive visit to the United States during which they observed electronic computer operations; and a preliminary report on the potential utilization of a computer in Vietnamese budgetary, tax collection and other operations has been prepared by an IBM France technician and is currently being translated.

Civil Service. The Director-General of the Civil Service Agency has requested a survey with a view to modernization of statutes and procedures. A committee has been established for this purpose, composed of representatives of the agency itself, the National Institute of Administration (NIA), Dale Rose of the MSU contract group, and USQM. A basic study of long-range goals has been prepared for committee discussion and adoption as a prerequisite to the determination of the nature and priority of immediate specific reforms to be undertaken.

In-Service Training. While the President of the Republic of Vietnam has not yet signed a decree to give centralized responsibility for the stimulation of in-service training to a single agency, independent activities are gaining momentum in a number of departments and at provincial and local levels in the Department of Interior. USQM's supporting project has been designed to assist such independent efforts pending creation of a central authority; but as a means of promoting coordination, the title to imported training aids, and local currency for printing training materials,

are given to the In-Service Training Division of the NIA. An MSU contract group technician, LEONARD MAYNARD, advises the officials of the NIA and other agencies on in-service training activities.

Government Supply System. The government's Central Purchasing Agency, which receives from USOM/PAD full-time assistance of Supply Advisor, TAYLOR GREENFIELD, is now functioning smoothly and efficiently in the purchasing, storing and distributing of aid project purchases; and has begun to expand into purely GVN centralized purchasing activities. All records of stocks, receipts, disbursements and balances are now registered electrically. Goods received approximate 5,000 metric tons per month, and contracting amounted to about six million dollars during the last fiscal year. The agency has sufficiently formalized and refined its procedures to be on the point of mimeographing its tentative procedures manual; and has obtained authority to recruit specialists so that it can have buyers for each of the major technical areas of procurement.

Expansion of Civil Police Facilities. Questions of jurisdiction, organization, and equipment of the Vietnamese Civil Guard, involved in the determination as to whether or not that organization should be regarded as a civilian police agency and supported logistically through ICA channels, occupied a great deal of staff time during the year and are now being resolved. Nevertheless, MSU contract technician HOWARD HOYT and his group of Police Advisors made considerable progress in expanding advisory and training activities with the Vietnamese Civil Guard, as well as with the Surete ("V." B. I.) and municipal police organizations for which USOM does provide logistical support. Under the supporting project, transportation, ordnance, office and specialized equipment have been ordered. Communications equipment (other than training items already purchased) will be ordered in accordance with the Police Communications Advisor's approved plan as soon as assurances are received from the government of the availability of qualified candidates for technician training and of local currency for equipment housing and maintenance.

During the year, criminal records have been consolidated in Saigon; modernization of the VBI's Identification Bureau has been completed; the government has adopted the Henry fingerprint system and will use it in the nationwide issuance of new identification cards; ordnance and automotive repair shops have been completed and staffed; and traffic patterns, particularly in the Saigon metropolitan area, have been considerably improved.

Vietnam - Continued

The National Institute of Administration. While the equipment of the civil police agencies is the most important project of USOM/Saigon's PAD from a cost standpoint, the contract under which Michigan State University provides technical advisory services to both the National Institute of Administration and to the police agencies is by far the most important to the improvement of public administration in Vietnam.

The widespread training of host government officials in modern concepts of public administration provided by the MSU Group is a prerequisite, at least in Vietnam, to the effective launching and the acceptance of the reforms in specific administrative agencies and programs which will be suitable for USOM aid project support. That training is also beginning to have a general impact on improved organization and administration of technical programs in other areas.

During the report period the MSU Group, under Chief Advisor RALPH SMUCKLER, reached its full contract strength of 54 persons, approximately equally divided between the Police Administration Division headed by HOWARD HOYT and the Public Administration Division headed by JOHN DORSEY.

Accomplishments of the NIA, with the assistance of its MSUG counterparts, included the publication of a Government Organization Manual; the launching of a quarterly Journal of Administrative Research and a monthly In-Service Training Newsletter. Enrollment in evening courses continued high 600 per semester. The NIA Library collection reached 8,100 items.

The Academic Instruction Section of the PA staff participated in the planning and inauguration of a program of advanced studies (a two-year course open to NIA graduates, law school graduates and higher civil servants), and the establishment of a case study program. The Consulting Section completed an intensive study of the Treasury Directorate General in the Department of Finance and an inventory controls survey of the Vietnam Press, and has almost completed a study of the Department of Health, in addition to activities reported above in connection with USOM support projects for budgetary and civil service modernization.

The In-service Training Section provided assistance on training programs to the Directorates-General of Civil Service and of Budget and Foreign Aid, to Vietnam Press, and to several provinces, as well

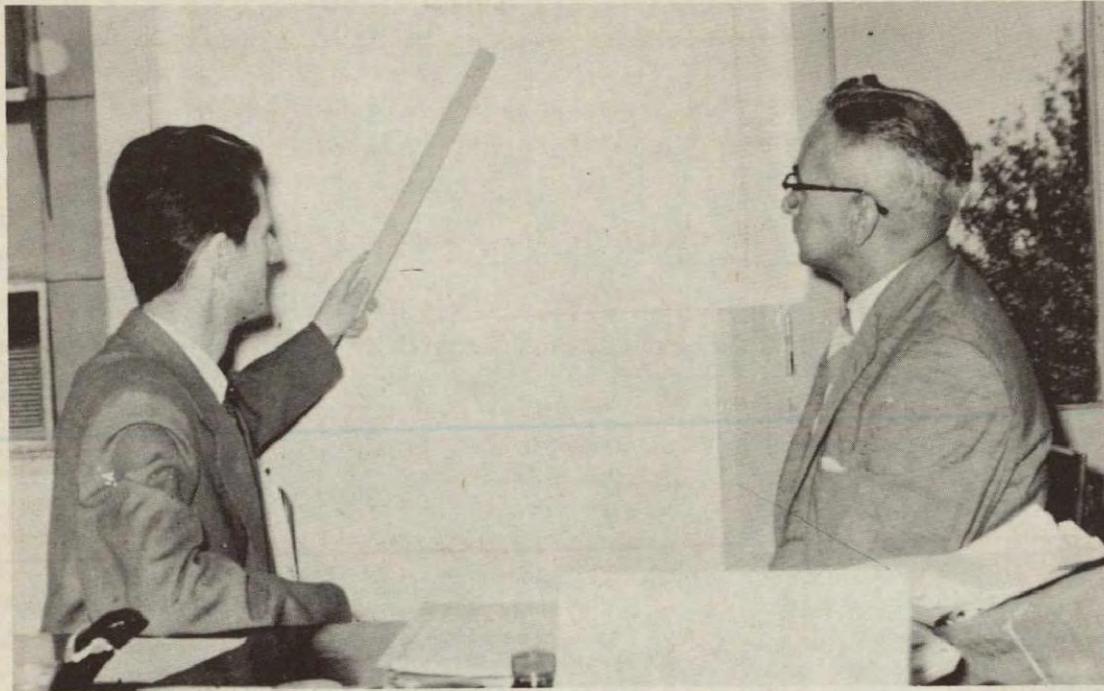
Vietnam - Continued

as giving courses in typing, conference management and library classification. Activities in connection with USOM's support project have already been mentioned. The Research Section reached 75 percent completion of a study of the administrative, economic, and social structure of a rural village; assisted the National Bank in the development of statistics for national income estimates; and assisted the NIA in advance planning for Vietnam's new responsibility as the initial site for the Documentation and Research Center of the Eastern Regional Organization for Public Administration (EROPA).

Participants. A new statistical coordination service has been set up in the National Institute of Statistics of Vietnam to review data-collection questionnaires, cooperate in statistical programs with other departments of the government and handle relations with international statistical agencies. The Chief of this new service was an ICA-sponsored participant in the United States in 1957.

A former participant has drafted new regulations on the budget execution process. He is also working on problems of duplications of pre-audit functions in the Vietnamese fiscal system. Another participant who was selected by the Central Bank of Vietnam to organize its New York office has returned to Saigon as a senior officer of the Bank. Two returnees who participated in a recent supply management workshop are engaged in improving procurement methods in the Vietnamese Government.

During the past year a total of 46 participants from Vietnam received training in the United States. Their fields of concentration included the following: bank administration, economic planning, fiscal administration, O & M, supply management, public administration education, statistics, and tax administration.



Dr. Dhrodi, Acting Director of the Administrative Improvement Office, Iranian Ministry of Agriculture, explains to O&M advisor Thomas Foley the effects of the reorganization of the Ministry of Agriculture on the redistribution of personnel from headquarters to the field.



A meeting of the Personnel Committee of the High Council for Administrative Improvement, Iran. Discussion centers around a proposed law to establish a Central Personnel Agency. This picture shows participation of an American advisor, who in this case is leading the discussion. The Committee will report its findings to the Council, which will pass its judgment and recommend action to the Council of Ministers. With approval of the Council of Ministers, the legislative bill will be presented to the Parliament by the Prime Minister. (USOM Photo.)

NEAR EAST AND SOUTH ASIA

AFGHANISTAN

Through an ICA-financed contract, the Public Administration Service (PAS) of Chicago continued throughout 1958 to give technical assistance to the Ministry of Finance of the Royal Government of Afghanistan, directed toward improvement of the national fiscal administration. Experts in the fields of general management, budgeting, accounting, revenue administration, statistics, cadastral surveys and property assessment worked with Afghan counterpart officials in improving and modernizing administrative organization and procedures. Based upon their studies, new systems were developed, and officials were trained in their operation. The recommended budget system has been adopted by the Cabinet and acceptance of the proposed accounting system is expected soon. A comprehensive reorganization of the Ministry of Finance was adopted by the Minister substantially as recommended by the advisors.

The PAS team was headed by DONALD NEMETZ and included KATHERINE HUDSON, Administrative Secretary; REAM LAZARO, Budget; HARRY MANGERICH, Tax; MICHAEL NIGHTINGALE, Statistics; CHARLES WINTER, Accounting; GEORGE HARDING, Cadastral Engineer; and WARREN HYSER, Assessments.

During the year, at the request of the Minister of Finance, who is also President of the Helmand Valley Authority (HVA), the contract was amended to provide the services of two advisors for the HVA. In June 1958 ROBERT L. PRICE arrived in Kandahar to assume his duties as O & M Advisor to the HVA, and in the following month MARVIN SIMONSON began work as Accounting Advisor.

ARTHUR LANG was appointed in December 1958 as Public Administration Advisor in USOM/Kabul. He was scheduled to arrive in Kabul at the end of January 1959.

Recent participants under the ICA training program are now serving as Director of Procurement for the Afghanistan Government and as Chief Auditor of the Helmand Valley Authority.

During 1958, eleven governmental officials from Afghanistan received training in the U.S. under ICA auspices in such fields as administrative management, customs administration, economic planning, and supply management.

CEYLON

Six officials from Ceylon received training in the U.S. under ICA auspices in such fields as bank administration, economic planning, fiscal administration, and supply management.

GREECE

During the past year eleven participants from Greece studied aspects of public administration in the U.S., under ICA auspices, including economic planning, fiscal administration, organization and management, procurement and supply management, and tax administration. One participant was self-financed.

INDIA

In January 1958 ROBERT JOHNSON joined TCM/New Delhi as an O & M consultant to the Committee on Plan Projects of the Indian Government's National Development Council. On this six-month assignment Johnson worked with the Joint Secretary of the Special Reorganization Unit of the Ministry of Finance on a management study of the General Directorate of Posts and Telegraphs, chosen because its budget problems, expanding workload, and personnel problems afforded an excellent opportunity to demonstrate the use of modern techniques of administrative analysis. He also assisted in preparation of materials for a two-month training course in work simplification given to a group of twelve O & M officers of the Ministry of Finance. At the close of his six-month tour as consultant the Indian Ministry of Finance requested his continuation on a regular two-year tour as O & M advisor to the Special Reorganization Unit. Johnson returned to India in November to begin his two-year assignment as Public Administration Advisor.

Following a survey of business education in India by a team of U.S. consultants under auspices of the Ford Foundation, the GOI in 1958 requested ICA to send to India four specialists trained in the preparation and use of case studies in business education. Each specialist is to be assigned to a cooperating Indian university.

The Indian Statistical Institute requested early in 1958 the advisory services of four highly-qualified experts in the fields of statistical quality control, sample surveys, operations research, and econometrics. These experts will serve as consultants at the Institute in Calcutta.

India - Continued

Four faculty members from the University of Lucknow came to the U.S. under ICA auspices to study in-service training programs in public administration which are being carried out by various American universities. They joined with similar participants from three other countries in a series of clinical sessions in the Training Branch of the ICA Public Administration Division.

Six other participants from India received training in economic planning and education in public administration.

IRAN

The public administration program is not only the largest U.S. sponsored technical assistance program in Iran, but is larger than any similar public administration program in any other country. In scope it included in 1958 advisory services in general administration, organization, management, personnel, budget, auditing, accounting, tax and customs administration, public and monetary statistics, assessment of manpower requirements, the development and utilization of manpower resources, municipal management, and city planning. In addition, public administration training has been made available to Iranian officials through an institute established in the Faculty of Law of the University of Tehran. These services have been supplied by advisors on the USCM rolls, or through contracts with American institutions, specifically the Governmental Affairs Institute and the School of Public Administration of the University of Southern California. The services are supplied through six separate projects described hereafter.

Government Administration and Organization. In the area of general administration and organization the Iranian High Council for Administrative Improvement, composed of Permanent Administrative Undersecretaries of the several ministries, continued to play a key role especially in developing legislation defining the organization and functions of the ministries. New proposed basic laws were before the Majlis for consideration at the close of 1958. While some recommendations of USCM advisors were not incorporated in this legislation, the advisors gave effective assistance in the preliminary studies which provided the bases for the organization plans. The Council also, in its weekly meetings, contributed significantly to the improvement of coordination within the GOI.

Iran - Continued

The importance accorded to the role of the High Council was delineated very clearly by His Majesty the Shah in receiving the Permanent Administrative Undersecretaries in a special audience on August 10, 1958, when His Majesty said, in part:

"Your appointment to this position has been approved with the conviction that each one of you may, with genuine interest and good care, undertake to effect essential reforms in detailed administrative affairs and make every conceivable endeavor and sacrifice in accomplishing the duties assigned....I will judge your work on the basis of the efficiency of your proposed solutions. Of course, I expect no miracles, but I do expect that your solutions for the improvement of administrative affairs will have such marked effect as to make even the public conscious of it....

"Let it also be stated that you will always enjoy my support in accomplishing any action, and will receive our favor and support in effecting administrative improvement, stabilizing affairs and accomplishing reforms."

USOM/PAD. Early in 1958, the direction of the USOM Public Administration Division was assumed by RAY COFFMAN, who had been serving as deputy chief for the preceding two years. LESTER SHEPPARD was transferred from USOM/Manila in June to become the new deputy chief.

USOM advisors who were assigned to assist the Administrative Undersecretaries and other ministry officials on general administrative problems included: RICHARD CHAPMAN, JOSEPH FLYNN, ROBERT GRIFFEN, EDWARD JOHNSON, DAVID KEOGH, RICHARD MATTOX, ALBERT O'CLARE, JOSEPH SCHUMACHER, JOSEPH THEW, and JAMES WIGGLESWORTH. Several of this group returned to the U.S. on home leave during 1958; of these Flynn, Griffen, and O'Clare left ICA service, and Keogh was assigned to the John Hopkins University for a five-month course on ICA programming techniques.

O & M. During 1958 the group of advisors who had been organized under HARRY KEEN to conduct O & M surveys in the several ministries, and to train Iranian officials in the Mission's O & M Workshop, was disbanded and the staff reassigned. Keen joined the Public Administration Division in Washington, DONALD GOODWIN became a general advisor in PAD/Iran, WILLIAM RICHTER became one of

Iran - Continued

the new provincial advisors described below, and RICHARD LOOMIS and THOMAS FOLEY left for the U.S. on home leave.

Public Finance and Fiscal Administration. The third group of advisors who under the leadership of JESSE MCWHORTER, Budget Advisor, offered specialized advice in fiscal and financial administration, included: SHEPHERD CONOVER, Audit; ERIC DAENECKE, Commercial Accounting; STERLING MCGRATH, Governmental Accounting; JOHN REES, Tax Administration; and WILLIAM SHAW, Customs and Tax Administration. During 1958 three-fourths of the Government of Iran (GOI) ministries installed the improved program budget system, developed with USOM help, and prepared their budget requests for the Iranian year 1337 on a program basis. Government-wide compliance with the new budget system is expected in the following year. About 175 accountants were trained in elementary practices of modern accounting. Assistance was given in preparing legislation now before the Majlis which will establish an independent audit agency under supervision of the Majlis (somewhat like the General Accounting Office in the U.S.). Assistance was given in preparing two new laws providing for lump-sum settlement of delinquent tax claims, and revising the income tax law. Many improvements were effected in customs procedures, and a beginning made in improving the maritime customs patrol in the Persian Gulf and Gulf of Oman.

New Emphasis. Toward the close of 1958, the USOM public administration program was reoriented to give particular emphasis to two major projects (1) to improve program budgeting procedures of the ministries, and (2) to concentrate on improvement of administration in local government, including decentralization of functions and responsibilities to field services of the ministries as well as strengthening municipal administration. Five USOM public administration advisors were assigned to as many provincial posts to assist in effecting the decentralization of national governmental activities.

Municipal Administration. In the field of municipal administration, the USOM continued to assist the Iran Municipal Association, associated with the Ministry of the Interior, in developing a program of advisory services, research and training for municipal officials. An interesting feature is the establishment of a "pilot city" (Isfahan) for the introduction and testing under Iranian conditions of progressive administrative management and operational techniques, and the development of uniform budgeting, accounting, personnel, and other administrative procedures. The "pilot city" will later be used as a center for training officials from

Iran - Continued

other cities. Assistance also is being given in the reorganization of the administrative and fiscal structure of the City of Tehran, and the improvement of measures for fire prevention and fire fighting.

During the year, the USOM staff in municipal administration included THOMAS THORSEN, Municipal Advisor and IVAN STUCK, Fire Prevention Advisor. In the course of the year two USOM City Planning Advisors, IVAN ALTEN and R. S. JOHNSON, were transferred to the Public Administration Division as a part of the plan to strengthen and expand the program in municipal management.

Personnel Classification. The plan for a personnel classification system was completed in March and appropriate legislation was laid before the Majlis for creation of a central personnel agency. Pending enactment of the necessary legislation, WINFIELD LOWE took home leave in the U.S. and on his return to Iran continued the preliminary planning for the proposed personnel program, and MARGARET JAASTAD was transferred to the USOM administrative staff.

Institute for Administrative Affairs. Educational activities in public administration center principally in the Institute for Administrative Affairs, established in 1954 within the Faculty of Law of the University of Tehran with the assistance of professors made available by the School of Public Administration of the University of Southern California (USC) through an ICA-financed contract. Twelve Iranian professors have completed their U.S. preparation to teach public administration at the Institute; six are now serving as its faculty, and six others fill important government posts and teach part-time. Seven others are still studying in the U.S., and eleven are scheduled to join them later.

Courses in public administration are offered at the graduate level, leading to the master's degree; but some special courses of an in-service type have also been offered in accounting, O & M, and municipal management. Courses are taught in Farsi, and require a considerable amount both of research and translation. The Institute has a library of some 3,000 volumes.

In the summer DAVID SHIRLEY succeeded HARRY MARLOW as Chief of Party of the University of Southern California Group, and JOHN GERLETTI succeeded GEORGE BEMIS (resigned because of illness) as Professor of Public Administration. Other staff members were: GILBERT SIEGEL, Administrative Officer; THEODORE SOGARD, Professor of

Iran - Continued

Accounting; RICHARD GALLOWAY, Librarian; HUGH LOVELL, Professor of Industrial Management; and SHERMAN MILLER and CHARLES VORIS, Professors of Public and Business Administration.

Plan Organization. The Plan Organization is primarily responsible for the execution of Iran's economic development program, and has at its disposal a substantial portion of Iran's oil revenues for that purpose. At the request of the Iranian Government, a broad program of technical assistance in management has been instituted by the Governmental Affairs Institute (GAI) under an ICA-financed contract. The GAI group, headed by WILSON HARWOOD, included THERON HEMPHILL and JOHN MASSEN, O & M; KARL LORING, Auditing; PAUL BANNING, Budgeting and Accounting; RICHARD WOODRUFF, Personnel; CECIL HARBERSON, Statistical Reporting; and M. SCOTT MYERS, Manpower Training. During the year, they were joined by J. HILLIARD COX, Manpower Resources; and MABEL GEORGION, Records Management. WAYNE UNTEREINER, formerly with the USC group in Iran, returned to join the GAI staff as a Special Consultant. CARL PFORZHEIMER serves as a Research Assistant.

The advisory services of the GAI team are directed toward (a) improving internal organization and management policies and practices of the Plan Organization, (b) assessing the total manpower resources of Iran and the future manpower requirements of that country, and (c) studying the background of Iranian culture within which management improvement and manpower development programs must be carried out. As the year closed, approved recommendations for improvements in specific areas -- such as personnel administration, accounting, auditing, budgeting, statistics, and reporting -- were in various stages of implementation. A national manpower survey, carried out cooperatively by the Plan Organization and the Ministry of Labor was in progress, with most of the census completed in Tehran at year's end and collection of data in other areas planned for succeeding months.

Statistics. USOM is also providing advisory assistance in statistics under two projects. SIEGFRIED HOERMANN has assisted in the coding, tabulation and interpretation of the village census of 1956; has aided in planning and carrying out special purpose censuses and surveys in five shahrestans and three cities; and has assisted in preparations for the 1961 census. DEWARD WAGGONER arrived in Tehran in July to assist in improving the collection of vital statistics. Three additional statistical advisors entered on duty in Tehran during 1958 to assist in revising and improving price, monetary and financial statistics maintained in the research

Iran - Continued

department of the Bank Melli. The advisors are ERNEST LUTHER, BRUNO SCHIRO and MARVIN TOWNE.

Participants. During the year 1958, eighteen participants from Iran came to the U.S for training in a variety of fields: customs, fiscal administration, judicial administration, personnel, public administration education, state and local administration, statistics and tax administration.

IRAQ

Progress was being made in improving administration in the Government of Iraq until the revolution on July 14, 1958, after which ICA public administration assistance virtually ceased. Organization and management studies conducted in the Ministries of Finance, Agriculture, and Health, resulted in the implementation of recommendations designed to improve administration. The strengthened central management unit in the Ministry of Finance successfully conducted several management surveys.

During the first six months of the year a committee of government and university officials, assisted by JOSEPH R. STARR, Chief Public Administration Advisor, developed preliminary plans for an Institute of Administrative Science. The University of Michigan was selected to conduct a survey in Iraq preparatory to establishment of the Institute. The survey had not been conducted by the end of the year, but there were prospects that it might be made during 1959.

LAWRENCE W. CRAIN, Public Administration Advisor (O&M) and MAXCY R. DICKSON, Public Administration Advisor (Records Management) joined the PAD staff, which consisted of Dr. Starr, JOSEPH B. ROBINSON, Public Administration Advisor, and VIRGIL WINTRODE, Public Administration Advisor (O&M), who continued on the staff from the previous year. AUSTIN G. FLINT, Public Administration Advisor (Records Management) terminated in January. At the end of the calendar year, 1958, all advisors except Dr. Dickson had left the post on home leave or transfer.

14 Iraqi government officials received training in the U. S. in such fields as administrative management, economic planning, fiscal administration, O & M, personnel, supply management, public works administration, state and local administration and statistics.

Iraq - Continued

One of these participants was self-financed.

ISRAEL

New York University (NYU) continued to provide technical assistance to Israeli institutions in the fields of business administration and industrial management education and executive training. A business administration program was established at the Kaplan School of Economics and Social Science, Hebrew University, with the assistance of THEODORE LANG, Professor of Accounting and Business Administration; ANDREW BARTA, Professor of Management; and a short-term consultant, EDWARD E. PRATT, who served as Visiting Professor of Marketing and Foreign Trade. The program consisted of newly-developed courses in Production Management, Personnel Administration and Labor Relations, Introductory Accounting, and Cost Accounting. Additional progress was made in training Israeli faculty members, introducing the case method of teaching, and preparation of a dictionary of Hebrew business and accounting terms. Two participants entered the fall term at Harvard Graduate School of Business Administration.

At the Israel Institute of Technology, SYLVAIN EHRENFELD, Associate Professor of Operations Research, and EUGENE RICHMAN, Associate Professor of Industrial Engineering, assisted in the development of a graduate program in industrial management. This program began, as the fall semester opened in October, with courses in operational analysis and research, statistical engineering analysis, and production engineering being offered.

RAYMOND E. HARTSTEIN, served as full-time advisor to Israeli organizations in the field of executive training. Other members of the contract team have provided part-time assistance in this field, but an integrated executive development program has not been developed.

B. BERNARD GREIDINGER, NYU Contract Coordinator, visited Israel during the first three weeks of January to evaluate the opening phases of the project.

On October 22, 1958, the Israel Management Center was founded with the assistance of USOM/Israel and NYU contract staff members. This new organization is expected to serve as a useful

Israel - Continued

vehicle for professional development in the field of management.

During the past year six additional participants from Israël received training in the U.S. in the fields of administrative management, bank administration, business administration education, and economic planning. One of these participants was UN-financed.

JORDAN

At the request of USOM/Jordan, JOSEPH B. ROBINSON, Public Administration Advisor at USOM/Iraq, made a preliminary survey in April of the needs for a public administration assistance program in Jordan. On the basis of survey findings, a decision was made to provide advisory services to the Government of Jordan. The unsettled political climate resulting in the removal of dependents of U.S. employees, however, led to postponement of recruitment for public administration advisors. The ban on dependents was lifted during the latter part of the year and active recruitment was resumed in December.

During the year three participants received training in the U.S. in the fields of economic planning and fiscal administration. A former participant was appointed Assistant Under Secretary in the Ministry of Public Works.

LEBANON

The American University in Beirut continued to provide training in the field of public administration for ICA participants from other countries.

NEPAL

At the close of 1958, proposals were under consideration in USOM/Kathmandu calling for supplying to the Instituté of Public Administration, recently established by the Nepalese Government with UN assistance, the services of two specialists, one experienced in teaching office administration and the operation of commonly-used

Nepal - Continued

office machines and the second experienced in the maintenance and repair of office machines.

PAKISTAN

USOM's public administration program has centered largely on development of projects for the training of governmental officials at top and intermediate levels in management principles and practices. Most of the training is being made available through ICA-financed contracts with American institutions.

Institute of Business and Public Administration. The oldest of these projects is that of the Institute of Business and Public Administration in the University of Karachi, established in 1954 with the technical support of the Wharton School of Finance of the University of Pennsylvania. In 1958-59, 124 full-time students were enrolled in the regular day-time courses. The 311 students enrolled in evening courses included supervisory officials from private business firms as well as governmental agencies. About 100 others were enrolled in short-term in-service training courses. Seven Pakistani professors, trained in the United States, are now members of the Institute faculty, and they will be joined next year by eight others now in training in the U.S.

The American faculty members included WRIGHT HOFFMAN, Chief of Party; HUBERT BREUNINGER and FREDERICK HENNINGSEN, Accounting; RICHARD WOOD, Business and Industrial Management, who was replaced in September by REXFORD HERSEY; NELSON PEACH, Economics, who was succeeded by JOHN ROSS during the year; STANLEY HENEMIER, Statistics; GEORGE RUCKER, Research Assistant in Finance; JOHN HALL and VIRGIL STEVENS, Public Administration; GEORGE MORELAND, Librarian and Research Advisor; GEORGE MELANSON, In-Service Training Advisor; FERDINAND RYDELL, Accounting; and VIDA MOGENSEN, Administrative Officer and Registrar. NORMAN PALMER continued as Coordinator on the University of Pennsylvania campus.

Early in 1958 the Institute faculty drew up a Five Year Plan for the Institute which, after careful consideration by all concerned, was adopted as a basis for planning the future course of the Institute. The plan calls for an increase in student body and faculty, an expanded curriculum, a well-developed research program to create materials needed for the new courses, and construction of new

Pakistan - Continued

buildings to replace the present inadequate rented quarters. At the close of 1958, revision of the University of Pennsylvania contract and of financial support by the Government of Pakistan and the ICA were under active consideration looking toward implementation of the Five Year Plan.

Meanwhile, the Institute's reference library, catalogued and operated in accordance with accepted American practice, has grown to over 8,000 volumes; and the Institute has published seven textbooks, reference works, and monographs, with others in preparation.

Superior Civil Service of Pakistan (SCSP). A second major training project went into full operation at the beginning of 1958: the executive development program for the Superior Civil Service of Pakistan. This project brings to the University of Southern California (USC) each year two groups from 15 to 20 high-ranking civil service officers who spend several weeks in campus seminars studying American management principles and practices, two months actually working in local and state governmental agencies where they can see management in action, and about six weeks of group travel to various representative governmental operations to observe management practices on the spot. At the close of 1958, the second group of SCSP officers was in the latter stages of its program, and the third group was being selected by authorities in Karachi.

The USC Project Staff is headed by Dean HENRY REINING and Dean-Emeritus EMORY OLSON of the School of Public Administration of the University of Southern California, with ROBERT BERKOV as Project Director and WALLACE BEST and RAYMOND JOLLY, Assistant Directors; BEATRICE MARKEY, Research Associate; and ESTHER WOLF' Administrative Assistant. The services of this staff are supplemented by a number of part-time consultants and lecturers and by local governmental officials who guide the Pakistani officers during the period of on-the-job association.

During 1958 preliminary plans were developed for a third management training project especially designed for the very limited group of highest-ranking permanent civil service officers in Pakistan, carrying the title of "joint secretary". In groups of from three to five, these officers are to come to the U.S. for about 60 days, including also stopovers in England and Canada. ICA is contracting with the Governmental Affairs Institute (GAI) to arrange programs of study and observation intended to provide these top officials with a full appreciation of what has been accomplished through application of

Pakistan - Continued

modern management principles in American governmental institutions. This project is supplementary to the SCSP project.

Statistics. The oldest project, that devoted to the improvement of statistics in Pakistan, has been in existence since 1951. Until May 1958, work of the team of U.S. statistical advisors had centered on developing the staff and the activities of the Central Statistical Office (CSO) in the Ministry of Economic Affairs in Karachi. Until that time the principal U.S. advisor had functioned as Acting Director of the CSO. With the departure of LOWELL GALT, however, ICA sent no replacement, urging instead that the Government of Pakistan name one of its own officials to this post. A new Pakistani director was not appointed until September 1958; meanwhile, the other three U.S. advisors, ROE GOODMAN, LLOYD PROCHNOW, and Mrs. DOROTHY COOKE, turned their efforts to strengthening the statistical organizations of East and West Pakistan, and on the development of national and provincial sample surveys.

DUVAL STOAKS continued to serve as Chief Public Administration Advisor, and ROBERT REINHOLD as Public Administration Advisor. In September, GORDON EVANS reported to USOM/Pakistan as an Overseas Intern.

During the year a total of 45 Pakistani officials received training in the U.S. under ICA auspices in such fields as economic planning, personnel, supply management, public administration education, and statistics.

TURKEY

DONALD MACDONALD, Chief of the Office of Public Affairs, USOM/Turkey, transferred in November 1958 to ICA/W. ANTHONY ORMASA, Chief Public Administration Advisor, served as Acting Chief of S/PUB after MacDonald's departure. Mr. Ormasa continued to provide advisory services to various ministries of the Turkish Government and to act as USOM liaison with the New York University (NYU) contract team. A new position of Public Administration Advisor (Personnel) was established during the year and occupied by JAMES M. CLINTON, former USOM Personnel Officer.

One of the highlights of the year in Turkish public administration was an outstandingly successful management training con-

Turkey - Continued

ference for senior executives of the State Hydraulic Works Agency held in Ankara during November with the assistance of USOM public administration advisors. The advisors are also assisting this agency to plan and carry out a general program of management improvement, including changes in organization, administrative procedures, and personnel administration.

Forty-one participants from Turkey received training in the U.S. during 1958 in the fields of administrative management, public administration education, statistics and tax administration.

During 1958, plans were developed with the Ministry of the Interior to send to the U.S. in 1959 six Kamaykans, sub-provincial governors, for an especially-designed, one-year program of studies of local government administration. Upon their return to Turkey these experienced officials will be responsible for development of training programs and refresher courses to be established within the Ministry for sub-provincial governors.

Technical advisory services to Turkey under the ICA-New York University contract initiated in 1954 continued throughout the year. Assistance was given to the Faculty of Political Science, University of Ankara, in building a program in public administration and in improving the accounting and statistics curricula. LORENTZ H. ADOLFSON, Chief of Party, and the following staff members aided the Faculty: ELWYN MAUCK and ALBERT STURM, Professors of Public Administration; WILLIAM LARSEN, Associate Professor of Public Administration; HERBERT HYMAN, Professor of Sociology and Methodology; ERNEST HEILMAN, Professor of Accounting; and WILLIAM WASSERMAN, Associate Professor of Economics and Statistics. Professors Heilman, Hyman and Wasserman completed their tours of duty during the year and were not replaced. Adolfson also finished his tour and was succeeded as Chief of Party by JOSEPH E. MCLEAN.

JOSEPH W. HAWLEY and EDWARD C. KING, Professors of Law, assisted the Legal Research Institute, Faculty of Law, University of Ankara, in modernizing and improving the Turkish legal system. Professor King served as Co-Director of the Institute until May when his tour of duty ended, at which time this position was taken over by Professor Hawley.

The Commercial Teacher Training College, which was established in Ankara with NYU assistance, graduated its first class of students during the year. All graduates, except one, were appointed to

Turkey - Continued

commercial teaching positions in Turkish schools. At the end of the year there were on the staff two NYU advisors to the College: ANTHONY R. LANZA and LESTER I. BROOKNER, Assistant Professors of Business Education. DONALD J. TATE, who served as Co-Director of the College, completed his tour of duty in June.

Africa



Reviewing the flow chart of the proposed new procedures for the handling of letters and files in the Ministry of Public Health, Government of Ethiopia. Left to right, R. E. Baumberger, Public Administration Advisor; Ato Wossene Habte Selassie, Chief of Archives; Ato Beyene Kifle, Archives File Clerk; and Ato Assefa Kessese, Interpreter.

AFRICA

EGYPT

There was no ICA-sponsored public administration assistance program in Egypt during the year. However, the results of training activities in previous years became apparent. For example, a former participant was appointed Vice President of the Egyptian Civil Service Commission. In addition, two former ICA participants have been directing a project on classification of positions in the Egyptian Government. One of these participants has conducted courses for classifiers at the UN Institute of Public Administration.

ETHIOPIA

ROBERT E. BAUMBERGLER, USOM Public Administration Advisor, continued throughout 1958 as administrative consultant to the Long Range Planning Committee of the Ministry of Public Health. At the request of the Mayor of Addis Ababa, he made a reconnaissance survey of the city's principal administrative problems and followed this with more detailed plans for developing and installing improvements in the fields of finance, personnel, and records administration. He also continued to assist a USOM committee charged with preparing a manual on operation of the joint funds.

During the year, nine participants from Ethiopia came to the U.S. for training in public administration, including such special fields as administrative management, fiscal administration, postal administration, procurement and supply management, and state and local administration.

LIBERIA

Advisory services to the Liberian Government in the field of public administration were initiated during the year with the appointment of JOHN L. CLAY, Public Administration Advisor. Mr. Clay, former Health Administration Advisor with USOM/Liberia, is advising the Treasury and Interior departments and the National Public Health Service of the Liberian Government. Current projects include the development of a government-wide retirement and pension system, improvement of fiscal and accounting procedures, and municipi-

Liberia - Continued

pal organization and management improvement. Participant training in the U.S. and a third country is being planned.

LIBYA

JOHN C. RUSSELL, Public Administration Advisor, was reassigned under the ICA rotation policy to Vanderbilt University in September where he is assisting in the development of a course in the administrative aspects of economic development and auditing economics courses. While in Libya, Dr. Russell completed a survey of organization and administrative problems in the Libyan postal system. With the departure of Dr. Russell, USOM public administration advisory activities in Libya were discontinued.

Two participants from Libya received training in the U.S. in 1958. The fields of training covered by these two officials were personnel and supply management.

MOROCCO

JAMES M. MITCHELL, who headed the Tunisian manpower survey team, visited Rabat in October to discuss technical assistance needs in the field of public administration with USOM and Moroccan government officials.

SUDAN

In March 1958, two UN experts, RICHARD NIEHOFF and NORMAN ANGUS, made a reconnaissance survey at the request of the Government of the Sudan to make proposals concerning the establishment of a program for training in public administration. The team proposed the establishment of a Public Administration Institute with research, training and advisory functions. It is understood that in November 1958, the UNTAA accepted the invitation of the Sudanese Government to assist in the establishment of the proposed institute.

CARROLL SHAW of the ICA Public Administration Division visited Khartoum in early November 1958 to obtain information respecting administrative problems of the Government of the Sudan.

Sudan - Continued

Major political changes in the Government of the Sudan at the close of the year slowed the consideration of possible technical assistance in public administration.

TUNISIA

The major public administration activity during the year was a survey of high-level managerial needs and resources in the Tunisian Government. The survey was conducted during the period from June through September by JAMES M. MITCHELL, GUSTAV HERTZ, JEREMY HODSON, and BURNIE MERSON in collaboration with a committee of Tunisian government officials. Principal recommendations of the survey group, which were presented to President Bourguiba, were to increase technical and administrative training activities, improve personnel management, strengthen management facilities, and establish a manpower resources and planning office. USOM has proposed several technical assistance projects designed to aid in implementing the survey group's recommendation.

EDWARD JOHNSON, Public Administration Advisor, resigned in August while on home leave, and was replaced by DALLAS W. HUNTER in December.

During the year eight young men selected by the Government of Tunisia received training in the U.S. in the field of investment and central banking and international trade and finance.

TABLE A

OVERSEAS PUBLIC ADMINISTRATION POSITIONS (Filled and Vacant)

as of
December 31, 1958

<u>Specialty</u>	<u>Government Employed</u>		<u>Contract</u>
	<u>Filled</u>	<u>Vacant</u>	<u>Filled</u>
General Public Administration Advisors	31	7	11
Organization and Methods	14	6	3
Personnel Administration (Training, Classification, Civil Service)	3	7	8
Fiscal Administration (Budgeting, Accounting, and Auditing)	12	4	10
Public Finance (Taxation, Customs, Tariff, Central Banking)	14	8	1
General Services (Supply Management and Records Administration)	10		1
Organization and Administration of Institutes or Schools of Public and Business Administration, Economics, etc.			80 <u>1/</u>
Local Government	6		
Statistics (Census and General)	13	6	4
Other	13	12	49
Totals	<u>116</u> <u>2/</u>	<u>50</u> <u>3/</u>	<u>167</u>

Number of countries 37

1/ Includes 4 professors concerned with training in Economics (Chile)

2/ Includes 3 Interns

3/ Includes 1 Latin America Regional position

TABLE B

PUBLIC ADMINISTRATION PARTICIPANTS
TRAINED BY ICA IN U.S.
CALENDAR YEAR 1958

COUNTRY	TOTAL	ADM MGMT	BANK & CREDIT	BUS ADM	CUSTOMS ADM	ECON PLAN	FISCAL ADM	JUD ADM	LEGIS ADM	OSM	PATENT TM & GR ADM	PERS ADM	POSTAL ADM	PROC & SUP	PUB ADM ED	STATE & LOCAL		TAX ADM	
																PUB WORKS ADM	STAT		
Afghanistan	11	3			4	1				1				2					
Argentina	1					1													
Austria	7					7													
Bolivia	26	1	2			1	4			3		1		2	12				
Brazil	58		2	14		2	1			5		3					20	8	
Cambodia	1															1			
Ceylon	6		1*			1	2							2					
Chile	26					15	2			3				4				2	
China	11					2	4					1						3	
Colombia	7					4									1			1	
Costa Rica	17						3			5		3		5				1	
Cuba	6					1												5	
Dominican Rep.	2																	2	
Ecuador	11					4	2							4			1		
El Salvador	16	3	1			2	4											5	
Ethiopia	9	1					3						1	2			2		
Germany	12											12 ^{1/}							
Greece	11					1	1			12 ^{1/}				3				5	
Guatemala	12	1				6	1					1		3					
Haiti	14	1				1	5							3				4	
Honduras	28	3			3		10			2		2	1	5		1		1	
India	6					2 ^{2/}									4				
Indonesia	71	14				3	7		1	5		6	1	1			31	2	
Iran	18				1		2		1			3			7		2	1	
Iraq	14	2 ^{1/}				1	2			1		4		1		1	1	1	
Israel	6		1*	3		2													
Italy	6														6				
Jamaica	1	1																	
Japan	30			8		1									21				
Jordan	3					1	2												
Korea	68	4	6	5		8	8	4	1	4	4	2		7			12	3	
Libya	2											1		1					
Mexico	4		1*															2 ^{1/}	
Nicaragua	5	2					1											2	
Pakistan	45					4						12		8	13			8	
Panama	8					4	1					3							
Paraguay	9	3					1			3							1	1	
Peru	6					2				1				2				1	
Philippines	54	3	3	1	3	5	5		2	5		5		2		1		11	
Puerto Rico	2						2 ^{2/}											8	
Somalia	9	6													3				
S. Rhodesia	1					1													
Spain	22	1								6		4			1	4		6	
Surinam	1													1					
Thailand	73	4 ^{1/}	2		6	6	12					1		3	12		3	17	
Tunisia	8		8																
Turkey	41	3					6					1		2	17			7	
Uruguay	8									6							1	1	
Vietnam	46		3			2	3			1				2	25			4	
Yugoslavia	22						2		1	10		3			4		2		
TOTAL	881	57	29	31	17	91	96	5	5	62	4	68	3	65	125	9	64	100	50

* UN Participants
^{1/} Of whom 11 were self-financed
^{2/} Self-financed
^{3/} Of whom 1 was self-financed

AREA SUMMARY

EUROPE & AFRICA	88
NEAR EAST & SOUTH ASIA	163
FAR EAST	354
LATIN AMERICA	276
TOTAL	881

