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Enclosed is the End-of-Tour Report of Prof. George W. Bemis, University of Southern California professor assigned to the Brazilian School of Public Administration, Getulio Vargas Foundation, in Rio de Janeiro, covering period of February 1963 through June 1964.

The Chief of Party's comments are incorporated in this report.

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**END-OF-TOUR REPORT OF**

**Professor George W. Bemis  
University of Southern California  
School of Public Administration  
From February, 1963 to June, 1964**

**Contract AIDc-1138**

**Project Nº 512-11-770-044**

**I. General Objectives and Assigned Duties**

Within the general objectives of the project, to assist in the development and improvement of public administration education and training in Brazil, it has been my responsibility to perform the following functions:

1. serve as curriculum coordinator for the USC professors located at EBAP (Brazilian School of Public Administration) during the first half of the tour;
2. serve as research coordinator during the second half of the tour;
3. give leadership in cooperating with the EBAP faculty, the Brazilian Institute of Administrative Sciences and faculty members at the DASP school in planning, organizing and conducting the First National Conference on Public Administration held in Rio de Janeiro, July 24-26 of 1963;
4. assist in the preparation of plans and grant applications for an Inter-American School of Public Administration to be operated by the Getúlio Vargas Foundation in Rio de Janeiro, with financial assistance from the Inter-American Bank and the collaboration of EBAP and its professors;
5. assist in getting into shape the first volume of a basic textbook on Brazilian Government and Administration, and contributing a chapter on state government administration;

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6. plan a second volume of the perspectives series of articles in public administration, consisting of articles in the area of Brazilian state and local government to be published in English;
7. bring to completion a monograph on Brazilian State Government Administration and a book of readings on the same subject;
8. prepare for publication a 20-month series of monthly case studies on the political background of public administration in Brazil;
9. prepare the first issue of a Quarterly News Report on Educational Programs in Public Administration in Brazil for the Latin American sub-committee of the ASPA (American Society for Public Administration) committee on comparative public administration.

## II. Achievement of Objectives

1. So far as curriculum work has been concerned, my responsibilities have been mainly in the area of helping to plan the curriculum for the program of the Inter-American School at Getúlio Vargas Foundation. This work was closely related to work done previously during my first two-year tour of duty in helping to develop a new graduate program at EBAP and get it launched. The Inter-American School has been awarded a 5-year grant of \$320,000.00, and the Getúlio Vargas Foundation has obligated itself to contribute facilities and services equal to this amount during the first five years of operations, as well as to carry full responsibility for support of the new school subsequent to that time.

The curriculum is exclusively at the graduate level and consists of a one-year program. Students are anticipated from all Latin American countries when the school gets into operation. It will be located in a new 12-story building at the site of EBAP in Rio de Janeiro. During the initial period of activities the faculty will come for the most part from EBAP. During 1964, courses will be limited to special seminars and short-term conferences on selected subjects. The one-year full-time graduate program will be initiated in March of 1965.

2. The job of research coordinator for the project has been a difficult one for a number of reasons, some of which are an intrinsic part of higher education in Brazil and some of which are extrinsic in character in the sense that difficulties encountered have been due primarily to an unstable political and economic situation which has carried with it uncontrolled inflation and constantly rising costs of living. Under the circumstances, there has been lacking a general climate conducive to systematic research of an academic character and likewise there has been a financial inability on the part of faculty members to devote the necessary time and effort to a sustained research effort. It has been more important to hold a second job and to engage in outside consulting work to serve the interests of family and personal welfare.

Only now with a radical change in the governmental situation, plus the availability of substantial special grants for research purposes, is there a serious and extensive research program at the various project locations. It is anticipated now that the proposal for a Brazil-wide research program made by the USC faculty at a general meeting in November, 1963, can proceed with a good chance of success.

3. Although it was subject to all the vicissitudes of fortune and misfortune during its planning stage, the pioneering First National Conference on Public Administration in Brazil presented last year a lively, interesting and effective program. It represented a need and started a tradition. This year the School of Administration at the University of Bahia will be host to a similar conference of public administrators scholars from all parts of Brazil. From present indications annual conferences in future years will not lack for enthusiastic sponsors.

Approximately 100 persons attended and participated in the initial conference hosted by the Getúlio Vargas Foundation, School of Public Administration in Rio de Janeiro in early November of 1963. In its ninth semi-annual report on activities of its public administration program in Brazil, the University of Southern California faculty in Brazil observed that:

"Beyond its value as a vehicle for the exchange of ideas the First National Conference had special merit as a device for bringing together professors and practitioners in a situation designed for mutual learning ---. Hopefully, the conference will be the beginning of a regular and meaningful interchange capable of a real impact on public administration in Brazil".

4. The inter-American idea is not new in Brazil and particularly not a novelty at the School of Public Administration at the Getúlio Vargas Foundation in Rio de Janeiro. The School owed its early development to the active help of United Nations professors and United Nations financial resources. Over its more than ten years of existence, it has attracted students from virtually all of the other Latin American countries. Consequently, the most noteworthy significance in the recent creation of the Inter-American School of Public Administration is the fact that it represents the recognition of a common need for professional training at the graduate level, under the auspices of an organization specially constituted to serve the entire western hemisphere.

It is within this Latin American concept, that the initial period of the school is being planned over a five-year period, and is being integrally related to an already well established instructional, research and consulting program at EBAP.

5. In the matter of personal research jobs, I have given much effort during the past two years to stimulating interest in the completion of a basic textbook on the government of Brazil for use first at the professional and university level and subsequently to be adapted for use also at the secondary level. This project has been in process of development for a number of years and now, finally, is near completion so far as the first general government volume is concerned. It will be a work of some 400 pages and, hopefully, will find an interested publisher for an English edition as well as for the Portuguese version.

The perspectives volume on state and local government topics of application to administration should be of special interest to English reading students. It is intended as a source of information on a variety of different aspects of public administration in Brazil --- in this instance all relating to problems at the state and local level.

The book on Brazilian State Government Administration and a companion book of Readings represents a continuing interest of the writer which has extended over a four-year period. The books are essentially a study of federalism in Brazil considered from the point of view of Public Administration in the sense of political - executive planning and management. The textbook on State Government Administration will run around 150 pages and the book of Readings around 350 pages. The textbook will be published in both English and Portuguese, the Readings only in Portuguese.

6. The Monthly Political Background volume includes a total of twenty case analyses which were written currently, month-by-month, from the viewpoint of how the events reported appeared at the time to an interested academic observer and an avid news reader. They were initiated originally as an instrument to give a realistic point of reference for estimating the effectiveness of what we as professors of administration were attempting to accomplish, working with our Brazilian associates. Beyond that, when other persons in the USAID organization expressed an interest, they were shared with them likewise. In publishing the political background articles in book form, it is thought that the month-by-month record of what has taken place in Brazil, governmentally speaking, during the past twenty months may be a matter of interest generally to students of comparative government and administration.

7. The Quarterly News Report was prepared in response to a request from Professor Clancy Thurber of Pennsylvania State University, speaking for the Committee on Development Administration in Latin America, which is a part of the comparative administration group of the American Society for Public Administration. This report will be prepared, in the future, by the director of the research division of the School of Public Administration at the Getúlio Vargas Foundation in Rio de Janeiro.

### III. Evaluation of Accomplishments

In attempting to make a self appraisal on a reasonably modest basis of my work during the past two and a half years, I am inclined to attach most importance to those few things that have become institutionalized -- or nearly so -- to the point that they will be continued under full Brazilian auspices.

Falling in this category of accomplishments, I would place the two original works in Brazilian state government administration which should fill an area of real need so far as academic study is concerned. They likewise should shed some new, modern light on the nature of present-day federalism in Brazil with respect to its administrative aspects and with reference to recent trends.

Of special importance from the standpoint of potential impact upon the problem of strengthening of democratic institutions in Brazil is the forthcoming textbook on the Government of Brazil which will fill a great need in the social science curriculum in all schools of higher education and which can be adapted readily for general use at the secondary level. Although delayed in its preparation over a

period of years, and in spite of the difficulties inherent in achieving excellence through the collaborative efforts of many contributing authors -- Brazilian and United States -- this basic text book can make an important contribution to citizenship training in Brazil, and to the development of a more general and active interest in the problems of democratic government in a country where the popular impulse has been strong to leave such matters to somebody else.

I think, in third place, that the effort given over a considerable part of a six-months period in 1963 to promoting the first annual conference on public administration in Brazil was effort well spent. In spite of the delays and the frustrations -- and they were many -- an institution was launched which, again, will contribute to a better understanding of practical governmental problems which for their solution call for general professional discussion carried on in a form which gets at the same time widespread public attention. This year the annual conference will be in charge of the School of Administration at the University of Bahia where the public administration program has become a key regional resource for the entire Northeast.

Finally, the investment made in time, interest and effort in helping to get established and financed the Inter-American School should give substantial returns in the future. There will be many problems, of course, as soon as money to initiate the program is forthcoming and the new educational program begins. There have been delays already, and the man who was selected as director has already been borrowed to become director of the Department of Administration (DASP) in the federal government. These happenings are to be expected. In the end, however, an Inter-American school of administration in Brazil is needed and in due time will get into full motion.

#### Chief of Party's Comments

I believe that Professor Bemis has accurately described the nature of his contribution during the tour of duty which will end on 28 May 1964.

E. J. Jones, Jr.  
Chief of Party  
USC Faculty in Brazil

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