

August 28, 1958

To: Robert Scigliano
From: Frank B. Cliffe, Jr.
Subject: EROPA: Random Thoughts

As I'm not coming to Saigon, here's an attempt to pull together some miscellaneous ideas.

1. Establishing an indispensable institution. It seems to me enough resources have now been committed to the Center to make it a reasonable bet that a semi-viable institution will be set up.

A next step would be that of establishing a widely recognized, well-known institution to which requests for assistance come in ever increasing quantities. The Center's name should be mentioned at meetings of any sort; notices concerning its progress should appear regularly in professional journals and newsletters.

In this context, you may not have heard of some of the following meetings:

1. Urbanization Seminar, Tokyo, Japanese Government and UN, co-sponsors. O. Weerasinghe in the UN. (Room 2790, Secretariat Building).

2. Urban Community Development Seminar, U.K. UNTAA sponsored. Sometime in the Spring of 1959.

3. ECAFE Conference on Government Corporations in October-November, 1959. Mentioned in my July 29 memo.

In addition, of course, there are forthcoming meetings of such groups as IIAS, ASPA, IPSA, APSA, IULA, (International Union of Local Authorities, The Hague), and IFHTP (International Federation of Housing and Town Planning, The Hague).

The British, New Zealanders, and Indians (and others?) each publish public administration journals as activities of their Institutes of Public Administration. Periodicals of one sort or another are also put out by the IIAS, IULA and IFHTP, as well as the U.S. organizations mentioned.

Notices should invite requests for assistance. Precious few, if any, requests are apt to come in; rather, they'll have to be stimulated artificially and at first largely from Americans with other institutes. Requests to others for assistance may not only elicit needed information but also engender some requests for assistance.

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Something must be done in response to all requests. This is basic.

I'd hope some trial runs on a newsletter could be run off and distributed, long before March of 1959.

In a note to Sheinbaum, I've expanded a bit on an idea of mine--that the members of EROPA's Executive Committee should come from the heads of state level. This would add multitudinous headaches but also greatly increase the odds of solving some of EROPA's --and the Research Center's--basic problems.

2. Establishing a regional orientation. Getting Thais interested in what the Indonesians have done is of course no simple task. L. L. Barber thinks the two groups who have had most success along these lines are American University of Beirut and the U.N.'s Central American Center for Public Administration Training. Some correspondence with Fred Bent, George Grassmuck and Paul Beckett would probably be in order. You may not have heard that Fred is moving to Cornell this coming year.

Capturing guest lecturers and providing research fellowships are devices which can build regional identifications. Key types would certainly include men responsible for functional progressANS.

Staff members of the Colombo Plan and ECAFE secretariat should have some ideas along these lines--as well as other substantial resources to tap.

3. Substance. Henry Block¹, the UN's expert on fiscal and monetary matters, is convinced that electronic data processing is one of the keys to effective economic development. (The UN's chief statistician is dubious, worried, of course, about the quality of the input.) Block's point became increasingly clear to me this summer as I participated in the summer seminar on Vietnamese Financial Administration.

In any case, I'm sure it would be good strategy for the Center to locate and collect as much non-technical information as possible on the uses and abuses of EDP techniques. If you do move in this direction, please let me know; I may be able to offer some specific help.

The IIAS Committee on Administrative Practices has made automation one of its topics for continuing study. I believe Lowell Hattery prepared a paper for the Liege Round Table on the economic and social effects of automation. My scribbled notes indicate the next IIAS Congress (in Germany) will discuss three topics, all of interest to the Center: "Automation", "The Government Corporation", and "The Structure and Administration of Governmental Financial Activities".

Further, the Yugoslavs have asked for an IIAS study in the setting up of national institutes of administration. The IIAS secretariat will follow up this request.

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4. Forthcoming publications of interest to the Center (these are subjects, not titles):

Van Mook: Personnel Administration

L. L. Barber: O & M and TA

Emmerich: Public Administration and Technical Assistance

Harold Zink, for IPSA: Comparative study of rural local governments (already published?)

UNESCO-IULA: Study of local governments in four (five?) countries

Henry (?) Maddick - IPSA: Means of Decentralization of National Ministries (This may be only a paper for the September IPSA Conference in Rome.)

Emil Sady: PA and Community Development

IULA-UN: Services to local governments. (This study is just about to begin, will result in no publications for a long time.)

Molitor, IIAS-UNESCO: Higher Teaching of Administrative Science. (French, should be out shortly.)

5. And lastly, I trust you're regretting (but will mention again) the Newsletter of ASPA's International Section and IIAS's own journal.

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