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**DEPARTMENT OF STATE**

*for Brazil*  
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FROM - RIO DE JANEIRO

SUBJECT - Prof. John F. Rood - End-of-Tour Report

REFERENCE -

1. Attached is Prof. John F. Rood's End-of-Tour Report covering the period of November 16, 1963 to July 30, 1965. This was Dr. Rood's third and last tour of duty in Brazil under USC Contract No AIDc-1138.

2. His background and basis for judgement of this activity are described on page 3 and, while perhaps underrated due to an obviously modest approach, it is difficult for example, to disagree with his self-evaluation.

3. Insofar as relations with the USAID are concerned, the lack of regular contacts with contract personnel is recognized as a problem to be faced. For this reason, the first Contractor's Conference was held in September 1964, at which time all contractors were brought together for several days for exchanges of views with USAID personnel and with each other.

4. Professor Rood's recommendations are of interest. PRO had already arrived at the same conclusions about the relation between the number of contractors and the project progress, and is planning all future projects on a much more modest manpower base, especially at the contract's beginnings. Although there are as yet no specific plans for inviting contractors back for brief visits, a more adequate follow-up on contracts appears necessary and desirable to protect the USAID substantial investment in those projects which have been notably successful.

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UNCLASSIFIED

End-of-Tour Report of  
Professor John F. Road  
University of Southern California  
School of Public Administration  
Contract AIDc-1138, Project 512-11-770-044  
November 16, 1963 to July 30, 1965

This is my third End-of-Tour Report. In addition, during the past six years, I have written five semi-annual reports, 72 monthly reports and about 20 special reports on programs, activities, or problems. In addition to these more formal reports there has been a substantial number of informal reports made.

I do not know whether the reporting has been excessive or not. I'm inclined to believe that in a University program of this type and duration the heavy reporting was desirable, in general, necessary. At least we can maintain that the experience of this contract has been largely "Captured" on paper.

I do feel however, that I've reached the point of repeating myself many times and I am convinced that the readers of this ~~vol~~ ~~un~~ ~~re~~ ~~po~~ ~~rt~~ ~~ing~~ ~~are~~ ~~sharply~~ ~~limited~~ ~~even~~ ~~within~~ ~~our~~ ~~own~~ ~~Univer-~~ ~~sity~~.

In short, the story of Bahia up to the present has already been written and though it is, I think, an unusually interesting story, some of the best parts are yet to come and, unfortunately, not likely to be written.

In this final report I intend only to recapitulate briefly my assignments and work and touch on a personal impression or two gained during these six years, and, finally, a couple of recommendations.

I came to Brazil with the USC project in July 1959 as a member of the original 8 man team. My connection with USC dates back to 1953 as an Instructor in the Evening classes in Public Administration, but I was a career employee for 22 years in the California State Department of Employment. From 1955-1959 I was Area Manager for the Department in Southern California I was, therefore, a senior administrator, a bureaucrat, and my orientation and approach has inevitably reflected this fact. I feel that my principal contribution to the project has been as an administrator, organizing and assisting in the administration and development of the parts of the program to which I have been assigned. I hold graduate degrees in Public Administration and Political Science but do not pretend to be a scholar. Although I have taught University classes both undergraduate and graduate for nearly 12 years I do not consider myself a teacher by profession. As I have said, I am a bureaucrat; I believe this fact has been valuable in this project. It is clear that the administration at the University of Southern California also thought so, since I was retained for three tours, the life of the project. In 1963, I was assigned to Bahia where, perhaps, the greatest unexplored opportunity for further growth existed and still exists.

From 1959-1962, I was assigned as Leadman to the DASP School of Public Service. This "School" was, and is, really a training division for public employees. Our mission at the School - which Professor Owen Richardson shared - was to assist the School to become an effective central in-service training unit for the federal service. There was no intention to turn the School into an academic organization and though the then Director of the School had such pretensions, we considered it part of our task to direct those thoughts toward the more viable and more appropriate aim of becoming an effective central training agency. As previously reported, we had, I believe, made substantial progress toward our aims when the revolution attending the fall of Jânio Quadros and subsequent events made impossible the plans and programs already underway. The DASP School reverted to its original limited functions and the only visible result of our 2 year effort were from excellent bolsistas (three of them still in the University program) and a small Research Center which has provided a limited number of publications.

In January 1963, I was assigned to Bahia on a part-time basis although retaining my office at the DASP School where I continued to teach two classes in supervision, using the case method. The classes were well attended and provided more than 50 original cases which have been used in several institutions and were recently published in Bahia for regular classroom use. In November 1963, I moved to Bahia, where I spent my final two years which ended July 31, 1965.

My tour in Bahia has been extraordinarily interesting, challenging and fruitful and all this has been reported and repeated several times. The School of Administration, Bahia, is, I believe, already one of the best in Latin America and is still growing and improving. The School has been ~~built~~ with several special factors, to wit: it was created in 1959 by Dean Cresap of USC and the MSU Professors with the obvious opportunity and advantage of building along the new lines desired. The work was most ably carried along by Professor Ray Jolly, USC, 1961-1963. The Director of the School, Professor Lafayette Pondé, must be duly credited with the success of the School. He has been most "permissive", willing to delegate authority and responsibility to both the Brazilian and American professors to develop the School to its fullest potential. He is a man of courage and vision and justly respected for heading an institution that is held in the highest esteem in Bahia and elsewhere. A third factor of supreme importance has been the presence of Professor José Senna and the splendid team of young Brazilian professors who studied at USC and others who will study, we hope in the US, at a later date. Professor Senna, undoubtedly is among the most competent men in Brazilian public administration.

Early in 1964, the Ford Foundation recognized the work and the potentiality of the School of Administration by making a 4-year grant of \$132,000 for research in public administration. Later that same year, FINE/NE made a 2-year grant of approximately 400,000.000 cruzeiros to create and finance an Institute of Public Service within the School of Administration to direct an administrative reform of the State Government.

In addition to the regular undergraduate course of 4-years, the School is conducting special courses both academic and in-service training for government employees. In the academic year 1966, FINE is supporting the recruiting, pre-particular<sup>x</sup> training and courses for up to 100 state employees in the 4-year undergraduate course. The future is bright.

x pre-University entrance examination

Relations with other agencies

All have been happy and fruitful. It is virtually impossible to say a negative word with respect to USAID. The personal and usually the professional good will expressed by all USAID personnel has been incalculable. Among many with whom I've had such contact I must mention former PBAD Chiefs Bernholtz, Parker and Harry Keen, the latter for nearly all of our contract in various capacities. Technicians such as Fauret, Robinson, and especially that highly competent "do-or" George Pease have provided splendid cooperation and just plain help on many occasions. I shall always remember John Dieffenderfer, former Mission Director, Recife who understood and supported the idea of the Institute of Public Service, the first of its kind in Brazil. The American Consul in Bahia, Harold Midkiff has been unfailingly helpful.

There is however one curious aspect of our relationship with USAID that is difficult to describe with fairness. I would, for want of better language, say that there has been a reluctance on the part of USAID to recognize in the USC project the degree of success that appears, to me, to be so obvious. It is as if certain personnel in USAID did not want too much of a success. Not, I hasten to add, that a reasonable success was not wanted or that anything whatsoever was done to prejudice our program. On the contrary, as I previously stated, it is impossible to point to any obstacle of consequence which was placed in our way. Then why do I say what I've said? Largely because no one in USAID during the whole six years of the project ever took the trouble to take a good look at the program, much less evaluate it, even though invited to many times; because a summary attempt was made to terminate the program a year early; and finally because an extension of one year at EBAP and Bahia is such a logical and desirable step but no serious consideration was given to this move, although strongly urged by all the Brazilians, including the Governor of Bahia. There is some evidence that personal attitudes and perhaps a degree of personal hostility toward University contracts in general, and certain members of our party in particular, were allowed to influence or at least color decisions with respect to overall long-range planning of the project. Some of this friction arose over administrative matters, and with my own orientation as a bureaucrat, I confess I was more often than not sympathetic with the position of USAID rather than with my academic colleagues. I have, however, been present with USAID personnel, including a former chief of PBAD, when university contractors (not USC) were discussed and in which

a clear degree of hostility was expressed. Perhaps I was seen as another ~~university~~ <sup>university</sup> rather than a professor and so my presence was not inhibiting. There is nothing unique in this semi-vague hostility toward academicians. I have observed it frequently in a near lifetime in government service. We can all see it very clearly at this very moment at the national level during the discussions of foreign policy. There is no great importance to my observation and USAID can properly and with justice point to the numerous university contracts in the program, so be it. But we are not loved.

### Recommendations

As an administrator, I would recommend that a project such as ours be started with less professors and those with an entrepreneur spirit. Our project was organized a little too slowly and we had too many on hand for the immediate work. There was much more need for 8 professors during the final two years of the project and the present 5 could have done the complete job during the first two years. The tasks of organizing and getting underway a program such as ours is somewhat different from the development and fleshing out of a maturing project. There should be some carryover in the two year terms and the professors coming down should have a reasonably good start in Portuguese or convertible Spanish. As I look back on the 13 different professors who served two or more years in Brazil, I'm struck by the fact that all performed well and that there was true harmony and collaboration within the group. It was a real USC team, though a number of the professors came from other institutions.

A second recommendation relates to the future. There should be a follow-up annually from campus in the form of a four-week visit to each participating Institution by a former member of the USC-Brazil team. The purpose of this visit would be to put on a series of crashup graduate seminars for the Brazilian professors, assist in the research projects, and review and assist with curriculum and other plans for the coming year. The visit would also treat of all matters, library, bolsas, publications, as well as administrative problems.

Chief of Party's Comments

Combining great charm, excellent Portuguese, and sound judgment, Professor Rood secured the personal acceptance and support of the Governor of Bahia, the Rector of the University of Bahia and the Director of the School of Administration for the program. His contribution will have prolonged effect in Bahia.



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

CFR/ef