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To: Dr. Wm. F. Gelabert - Human Resources Office

From: Manfred H. Schrupp - Secondary Education Team

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Subject: Secondary Education Team
Twenty-Second Monthly Progress Report -
Month of October, 1967

A. - OBJECTIVES FOR OCTOBER

1. - Continue working on the sector loan project, including:
 - a. - Bi-weekly visits to each state
 - b. - Development of additional guidelines for the three-year plans
 - c. - Develop plans for a meeting of state representatives in Rio, for late October or early November
 - d. - Close liaison with USAID and MEC officials
2. - Transmit to the San Diego State College Foundation recommendations on budget revisions for the third contract year.
3. - Explore the feasibility of extending operations to selected additional states, probably after January 1.

B. - SUMMARY OF ACTIVITIES AND ACHIEVEMENTS

1. - Once again, major activities during this month centered on the sector loan program. These activities included the following:
 - a. - Visits to all four states during the week of October 9 and the week of October 23.
 - b. - A meeting at EPMM headquarters of representatives from the four states, on October 30 - 31.
 - c. - A number of meetings of EPMM, at times including representatives of USAID.
 - d. - The development of additional guidelines.

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9. - The publication, on October 17, of a progress report on the program. The state - by - state and the general analyses which follow include material from this interim report:-

I. a. h. i. a. -

A. - Organization of the Team - When it is time for setting goals and priorities and for developing training, construction, monetary, curricular and other programs for implementation, the team will be, perhaps, organized differently. For the collection, organization and analysis of data (i.e. identification of problems and the proposal of solutions) the following division has been worked out:-

1. - The coordinator, in addition to his administrative and accounting duties, and his over-all leadership to the group, is responsible for the definition of educational objectives and for pinpointing inefficiencies in the administrative organization of the system. Also, he will participate with others in the analysis of curricular data.

2. - A statistician is responsible for enrollment projections, calculating geographic and demographic "demand" for ensino médio, and for estimating the "productivity" (flow and loss of students) through the system.

3., 4 and 5 - Three members have joint responsibility for data on school buildings, special facilities, personnel (including facts on qualifications and work loads of teachers), and curriculum.

6. and 7.- Two members are assigned the duty of getting financial data, including tables on teachers' salaries. One of these members, while full time, is not a regular member of a team but assistant to the Secretary of Education with good background in finance.

8. - A new member has been added with no specific duties yet assigned. Considering her organizational ability, energy, drive, and imaginativeness, she will probably function as coordinator de facto, helping when and where help is needed.

In addition to these, the team has two or more typists

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with type and ditto machines. Also, the coordinator has at his disposal a few thousand new cruzeiros to pay for student help.

b - Status of Data Collection

October 9 to 13, 1967, Cerdeira and Hamel worked in Salvador to determine the status of data collection. According to schedule, "data gathering" was to be completed by the middle of October. By October 13, enrollment data and projections to 1971 were complete; all data of a modified sample of campaign, private, and municipal schools were in; about 80% of all student, teacher, building and curriculum data in state ginásios and colégios were received; financial data collection had not yet advanced very far.

October 23 to 27, Cerdeira and Hamel worked in Salvador. According to schedule, the state team should have finished tabulation of data and their analysis by October 27th. Tabulation, per ss, was 95% complete; but, analysis had not yet begun. This phase of the work will be completed during the week of October 30, and the week of November 6 will be spent in the setting of goals and priorities.

a - Problems

The team as a whole (the coordinator in particular) tends toward being a bit disorganized. A new member, by the name of Lucia, should improve this; she is a well-organized, leader-type, who began work on October 16. In terms of energy and enthusiasm, the atmosphere is kin to the season of futebol. The Secretary of Education continues his positive, active support; for us, he has maintained an "open-door" policy. The superintendent of ensino médio, unfortunately, seems preoccupied with his own administrative problems to the point of neglecting this important phase in his own sphere of responsibility.

A conselho is now in the process of being formed. The Secretary of Education, the Governor and state legislation are nominating and appointing members. Naturally, EPEM's work will need to articulate with the council, once it has been installed and organized.

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The state-wide meeting with public and private school directors of the interior, still, is scheduled for the week of November 6. This meeting will be useful to the directors, the superintendent of ensino médio, and for our purposes, also, in the concretizing of goals and priorities developed in light of problems perceived in the analysis of data and of solutions proposed toward their resolution.

d. - Opinion on Termination Date

Considering the mass and complexity of materials to be processed, it may be said that progress in Bahia is "good". Team members are working hard, including weekends and evenings. The Secretary of Education is giving all the support one might hope to get. All-in-all, the December 1 deadline still is 100% possible and 80% probable.

Espirito Santo

On October 11, Profs. Santos and Mullins were in Vitória to assess the progress made to date by the State Planning Team toward completion of Phase X (description of the present system) of the Sector Loan Program, and to assist them in problem areas. It was found that the 7-member Planning Team, working individually and in small groups had made satisfactory progress toward the collection of data. However, little or no effort had yet been made to synthesize the data thus to show the interrelationship that exists between the discrete elements (e.g. students, teachers, building, etc.) of the data.

Mr. Ogilvie, ADCO, and Miss Neide da Silva, joined the group in the afternoon and discussed elements of the Financial Plan. Several suggestions were made with respect to estimating the resources of the private system. Help was also given in citing sources from which financial data could be secured in more detail.

Some of the major problems adversely affecting the program of the Planning Group are as follows:-

1. - Coordination is weak.
2. - At least 5 of the team members are each holding concurrently

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one or more additional jobs, which is seriously limiting the time they can devote to the project and,

2. - The team does not have exclusive use of its present working space.

On the positive side, the team members are individually competent and enthusiastic regarding their work.

October 23 - 25 - Profs. Bastos and Milkovich returned to Vitória to assist the planning group in the refinement of this data. The statistician, Prof. Michel Sead (temporarily added to the team) made a report on enrollment projections and these were discussed. A preliminary draft of the sections -- types and goals of secondary schools, organization and administration of the system, staffing and facilities were submitted. A general discussion of these sections followed. The obvious need at this time is to fill in the few existing gaps in the data and to synthesize the parts into a meaningful document. Therefore, two members, Messrs. Ceotto and Deusdedit were asked to organize the data for presentation at the next meeting of the group.

At this point in time, the team is working toward the following deadlines for completion of the 5-year plan.

Nov. 1 through 10 - Refinement of data, analyze and put in draft form

13 " 17 - Further analysis, goals and priorities

20 " Dec. 1 - Further refinement programming, and put in final form

December 1 -- Completion of Plan

Minas Gerais

During the month of October, EPEM members made two visits to Minas Gerais to work on plans for the Sector Loan. On October 9 - 12 Profs. Hunter, Porto and Schrupp met with the re-organized Planning Committee. The new Committee has for its chairman Prof. Fontes, chairman of Education of the Federal University and for its Coordinator Prof. Magda, also of the Federal University staff. Members of EPEM also met with the Planning Committee of the Conselho to discuss their role in working with the Committee.

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The Committee is making considerable progress, especially in view of its recent reorganization. Its link to the School of Education seems to be working very well. The Committee is facing problems in collecting adequate data on teachers and drop-outs. At this time the reaction of the Council seems somewhat unpredictable.

On October 23 - 25, Profs. Porto and Sando worked with the Planning Team in Minas Gerais. They have made substantial progress in data collection. They are having problems securing 1966 and 1967 enrollments. During these three days Dna. Maria Luísa Barbosa met with some Committee members on procedures for determining a random sample of schools for additional studies. John Ogilvie and Nelde da Silva met with the Committee on financial data. During the three days the Coordinator of EPEM met with the Planning Chamber of the Conselho and discussed goals.

The Committee feels it will have its plans ready by December 1, although much remains to be done. The meeting with the Conselho members was particularly good in evolving desired goals for ensino médio. Arrangements were also made to have Dr. Agnolo Viana complete a section on the economic growth and manpower needs in Minas Gerais.

Rio Grande do Sul

Profs. de Oliveira and Schrupp visited Rio Grande do Sul on October 11 through 13, and Profs. Umbelino and Schrupp on October 23 through 25.

The Planning Committee in Rio Grande do Sul is composed of five full-time persons with several part-time persons making contributions in several areas. The Committee has strong, well organized leadership which is aware of the total job to be done. An economist joined the Committee on a full-time basis on Monday, October 16. The Committee has completed the collection of enrollment data for 1965-1967 and is in the process of establishing over-all desired goals for the various branches. Particularly noteworthy is their series of consultations with the leadership of the several branches of ensino médio. Satisfactory progress is being made in each of the other areas.

Data collection is difficult in several areas and in some cases "educated guesses" must replace exact data. Drop-outs,

failure rates and many areas of school equipment may well fall in this category. For other data, such as the federal expenditures for education, the Committee will have to rely on EPEM for help. Another area which will present problems is that of financial support for private schools.

It is quite likely that the Committee will meet its deadline of December 1 for the presentation of their plans. It is checking frequently with the Conselho and the Secretary of Education at crucial points in the developments of plans so there should be no problem in the adoption of the plans once completed.

Summary

a. - EPEM is cautiously optimistic that all four states will, in general, meet the December 1 deadline. It is quite likely that some elements of the state reports will come in later, but this should not prevent effective work of editing, compiling, translation, etc. during December.

b. - Certain kinds of information are difficult to find in all or most states. Those include information of several kinds for the private sector, some financial data, data on equipment and teaching materials, the condition of school buildings, and details on administrative personnel.

c. - All teams now have a core of technicians working full-time, and most have additional help from part-time personnel.

d. - In all states, except Rio Grande do Sul, the coordination is weak. EPEM must work intensively in these three states to help insure effective coordination.

e. - It has been assumed that the data collected and the plans developed by December 1 would be on a state-wide basis. Specific information by zones, and probably in some cases by municipalities, will be compiled, and appropriate recommendations made, during "Phase III", which will start immediately after Phase II has been implemented. The same may be true of other important elements which, for various reasons, could not be completed by December 1.

2. - On October 9, Prof. Rudy Sando returned to Rio after an extended medical leave in the United States. He returned in good health and immediately resumed full-time work with the team.

3. - On October 14, Prof. Vicenta Umbelino returned from a one-month visit to the United States. Appreciation was expressed to HRD for releasing Prof. Kamero de Oliveira to work with EPEM during Prof. Umbelino's absence, and to Prof. de Oliveira for his excellent contribution to the work of the team during this important period.

4. - At various times during the month, discussions were held with USAID officials on possible changes in the Project Agreement, and the formulation of a new contract and budget for the third project year.

C. - PROBLEMS AND RECOMMENDATIONS

1. - The major problem facing EPEM in the near future will be to organize separate reports from the four states into a cohesive sector loan paper. This process will involve extracting common elements from the four reports, editing the content into a somewhat common format, writing introductory material, translating into English, and publishing in both languages. This will involve others than EPEM, which means that the entire process will need close coordination. It will also require considerable help in translating and typing.

2. - The current Pro-ag, Contract, and budget, all terminate January 31, 1968. Any modifications to be incorporated need to be determined immediately.

D. - OBJECTIVES FOR NOVEMBER

1. - Continue working on the sector loan project, with emphasis on completing state reports by December 1.

2. - Set up procedures for formulating the sector loan paper, which should be done during December.

3. - Orient Dr. Ira Winn to the EPEM activities after

he completes language instruction on November 9.

4. - Formulate recommendations for changes in the Project Agreement, Contract and Budget.

5. - Begin the compilation of a comprehensive report covering the two years of the current contract.

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