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FROM **RIO DE JANEIRO**
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Extension Advisor (Information)**

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Attached is the Terminal Report of Lloyd E. Clyburn, prepared on completion of two tours of duty on the same assignment at this post.

He has fairly, and clearly, stated the improvements in, and the development of, agricultural information services during his tours of duty. He is entitled to credit for those.

His recommendations are noted and the Mission has an unfilled position for program and reports officer for the F&A Division on its staffing pattern. So long as there continues to be the joint-fund or service (ETA) for the agriculture program, the need for USOM employed Brazilian assistant and secretary are not apparent.

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TERMINAL REPORT

Lloyd E. Clyburn
Extension Advisor (Information)

The first aim of this report is to orient my successors. For this reason, the developments cited date from April 1957, the beginning of my previous tour of duty.

A. Objectives

- 1) assisting with the establishment of a national agricultural extension information system;
- 2) leading the state agricultural universities to include information services in their schemes of organization and development;
- 3) aiding the development of an information outlet for agricultural research;
- 4) advising on a general reform program of the Information Service of the Ministry of Agriculture;
- 5) upgrading agricultural reporting in the Brazilian Press;
- 6) providing information backstopping for the other technicians of the USOM Food and Agriculture Division;
- 7) reporting on the Division's program and filling in as Division program assistant.

B. Cooperation with Brazilian and International Agencies

Close relations were maintained with (first) my chief counterpart and his staff, (second) the Brazilian Co-Director of ETA, (third) the directors of the ETA projects, (fourth) the directors of the schools of agriculture and the rectors of the rural universities. A close cooperative relationship was maintained with the Inter-American Institute of Agricultural Sciences, Turrialba and Montevideo.

C. Summary of Activities

At the beginning of my first tour, in 1957, a survey of the agricultural information needs of the country was made, with the assistance of Lyle Webster Director of the USDA Office of Information, John W. Spaven, Chief of the Office of Agricultural Information, University of Vermont, and John Bishop, Visual Editor, Agricultural Information Service, Texas A & M College System (all through ICA/Turrialba Contract services). It was concluded from the survey that a philosophy of public service in agricultural information such as exists in the United States was not known in Brazil. The above objectives, 1) through 5), were drawn from the study. The USOM had recently sponsored the establishment of six state agricultural extension services, resulting in the placement of 260 county extension agents. These agents were without subject matter support. This determined the priority order of the objectives.

To begin with the STA Co-Directors employed Dr. Francisco Arinos da Costa Silva as Chief of the Division of Information of Escritorio Tecnico de Agricultura (ETA), who would serve as my chief counterpart. He in turn recruited a staff.

1. Assistance to extension

The first job undertaken was providing intensive in-service training to the state and county extension workers. This involved training a team of four trainers on-the-job. This group has since multiplied into three teams of three technicians each and has reached over 3000 agricultural and home economic workers. Besides providing at-hand information skills for a large number of very isolated extension workers, these teams launched into general use a large number of modern communication techniques. They also provided an effective first-round orientation to public agricultural information services.

ETA has since terminated this phase, restricting its training activities to assisting the national and state extension services and the universities in conducting their training.

In August 1957 a cooperative assistance agreement was made between ETA and Associação Brasileiro de Crédito e Assistência Rural (ABCAR) to establish a national extension information center, with Dr. Francisco Arinos serving as Chief. The staff was a mixed compliment of ETA and ABCAR employees. The field training was from there forward carried on under joint ETA-ABCAR sponsorship. The center serviced ABCAR, ETA and Food and Agriculture Division of the USOM.

By 1960, this venture was judged sufficiently advanced so that ABCAR could assume full control and responsibility. Accordingly, the ETA personnel was withdrawn from the project. ABCAR has since been replacing the ETA personnel removed.

They are in the process of hiring two RFA technicians (former participant trainees) who assist in the establishment of the RFA-Extension Center. I have favored this move. With the employment of these two technicians, plus one additional specialist in radio communication, about should shortly become able with a minimum of USOM assistance to provide national leadership in agricultural extension information training provided that the training institutions develop.

Guidance has been provided in the development of information departments in state extension services in Minas Gerais, Rio Grande do Sul, Santa Catarina, Paraná, Espírito Santo and Pernambuco with varying degrees of completion.

This is not to say these states have not made progress. The RGS Extension Service, for example, has developed an outstanding current information service. The county extension agents in both RGS and Santa Catarina have been highly successful with regular radio programs. These states so far have not developed extension information facilities which are substantially adequate to support their extension programs.

I believe the prime reason for the apparent slowness in the development of the information departments of the state extension services is that much more training and experience is required to develop an extension center and department head than was anticipated.

2. Assistance to Agricultural Education

As was stated above, the first line of orientation and motivation toward the establishment of university and research information services was in the form of five-day short courses in communication skills offered university professors. This had its beginning with professors itinerantly sitting in on communications courses offered on their campuses for extension workers. Special short courses were given to the faculties of Agriculture and Home Economics of the Rural University of Minas Gerais, Viçosa and to parts of the faculties of Agriculture of the National Rural University, Km.41, Rio de Janeiro, and the University of Ceará.

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Lectures to the rural university faculties and the Brazilian Association of Agricultural and Veterinary School came following. Next, a paper on the role and organization of a university agricultural information service was written and distributed among the agricultural education leaders of Brazil.

The results to date are that the rural universities at Vigosa and Rio de Janeiro have begun the establishment of information services, with ICA and IIA assistance. The University of Ceará and the Institute of Agronomy of the South, Florianópolis, have requested technical assistance in establishing agricultural information services.

An IIA project agreement (IIA Project 47, Revised) was signed with the Rural University, Ceará, in May, which provides for establishing an information unit to service the University, the National Agricultural Research Service Main Station and the National Institute of Animal Production - all headquarters at Ceará.

A proposed amendment of this project would provide for the establishment of a national technological information processing center and a center for training agricultural editors. No action has yet been taken on the proposal.

The general result of the orientation effort has been the inclusion of agricultural information as an essential supporting link among research, academic work and extension in the thinking of the agricultural education leaders of the country.

3. Assistance to agricultural research

The only concrete achievement toward developing information facilities in the agricultural research institutions has been that the Institute of Animal Production has assigned one employee (artist) to the Rural University Information Service (IIA Project 47) in an act of cooperation. The agricultural research leaders have expressed strong desire to develop information outlets. To the present, however, they have faced such obstacles as: 1) the staffing patterns of the National Agricultural Research Service, fixed by law, does not provide for information specialists and auxiliary personnel, 2) hesitancy in employing new personnel in new activities in view of low appropriations.

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In the meantime, the ETA information staff has provided a minimal emergency editorial service for the Agricultural Research Service and the Institute of Animal Production.

The proposed amendment to ETA Project 47 would overcome this problem by providing for contributions to a joint fund, which could be used to employ personnel as well as to purchase printing supplies and maintain normal current operations of a central editorial and processing service.

4. Assisting the Information Service of the Ministry of Agriculture (SIA)

ETA's relationship with the Information Service of the Ministry of Agriculture commenced in 1956 when the Director and two staff members accepted participant training grants. This was followed by a series of service-for-money proposals which were declined by ETA. Finally, in June 1958, a general cooperative agreement (ETA Project 49) between ETA and SIA was signed. The agreement called for, 1) ETA's participation in and identification with all of the activities of SIA and 2) the establishment of educational motion picture laboratory.

Beginning with the 1959 program of work, this project was delimited to a reform and rehabilitation operation. These areas were treated:

a. Current information service. Current news releases to cities outside Rio were put on a regular weekly basis, whereas they had previously been made at irregular intervals which averaged almost a month. Distribution (to newspapers and magazines) was increased from 240 to 900 and regionalized.

b. Publications. The formats of SIA publications were modernized. This resulted in smaller, more useful publications. This was accomplished through in-service training and demonstrations.

c. Printing plant. Although most of the essential pieces of equipment for a small offset printing plant were already at SIA at the initiation of the project they were not in use. With ETA's advice the equipment was installed and put to work. The few additional items of equipment required were purchased with joint fund dollars. As a result of activating the printing plant and reforming the formats, SIA realized its greatest annual output of publications in 1960 with the smallest actual budget in its 20 year history.

Motion Picture Laboratory. Of requests for technical assistance SIA was most insistent upon establishing a motion picture processing laboratory. A total of \$20,000 of joint fund money was allotted to the importation of 16 mm processing equipment. The importation and installation of the equipment has been in progress since 1949. Recently, all of the equipment necessary for developing, editing, printing, and sound-recording 16 mm black and white films, except one attachment (vacuum pump, which is on order) for the printer, has been installed.

d. Distribution. A study of the overall distribution system of SIA was made. Basic recommendations followed. A selective addressing machine was imported to automate the system. The machine has arrived but it has not yet been installed.

The 9th of June a new director of SIA was named by the new government. He immediately requested our assistance in evaluating the Service and implementing a severe reform program.

Study priorities were not in this order: 1) organization and methods, 2) radio, 3) motion picture production, 4) publication and 5) distribution. The director mentioned the press service last because he felt that it is a less critical situation than the other sections at the present.

The cooperation of the SIA Division of Public and Business Administration was requested on this study. Mr. Percy H. Jackson, Organization and Methods Specialist, was assigned. The first report was submitted July 14th.

Besides a general administrative regrouping of functions and the disposal of superfluous services the report recommended a "cabinet" section. The Chief of the "cabinet" would be the coordinator of the sections, the manager of the service agreements and the chief advisor to the Director. This seems to be a logical location for a national agricultural information project between SIA and SIA (revision and renewal of SIA Project 49).

The past director of SIA has requested a two-year participant study program in communications in the United States. This has been recommended.

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5. Upgrading Agricultural Reporting.

Brazilian newspapers are more generous toward farm coverage than is the case, generally, in the United States. Practically all of the major dailies carry weekly farm sections (up to 8 pages) or tabloid farm supplements (up to 32 pages). There are more than 50 farm magazines in Brasil. However, practically all of the farm news articles found may be classified as either academic or promotional in nature. The how-to-do-it article is not well known. Progress in improving farm reporting has been slow for a number of reasons. However, general upgrading of farm news reporting over the past four years is detectable.

Fifteen farm news reporters received farm press and radio participant grants over the past four years. In 1959 we participated in a regional conference on farm reporting. The same year ETA and SIA technicians conducted a short course in agricultural journalism. Also, for the past four years Dr. Francisco Arinos has collaborated with his technical colleagues in writing how-to-do-it articles for national distribution through the current news service of SIA. The aim of this work was to demonstrate the helpful information type article. There are definite cases of improvement attributable to these efforts.

6. Providing information backstopping for other technicians.

The technicians of the Division looked to me for consultation and support in the preparation and acquisition of their information materials. This involved, a) distributing the literature arriving from ICA/W, b) acquiring non-Brasilian literature from ICA/W, c) counseling colleagues on their publications needs, d) editing publications, e) negotiating printing, and f), advising the ETA Librarian.

7. Reporting.

I was the drafting officer for the U-233, U-636 and U-914 Reports of the Division. The U-233 Reports, forwarded quarterly with the fourth covering the calendar year, occupied the most attention.

Information for the U-233 Reports was taken from varied sources. The technicians' monthly reports (following the format, special activities, significant changes, plans for next months, suggestions and/or recommendations) were the main sources. However, a great deal of information was taken from the newspapers.

The procedure first followed was that I drafted the report and gave it to the division chief for review before it was put on airplane form. Although this method saved time, a feeling was sensed among the staff that they were being left out of the reporting exercise. To resolve this situation a session with the division chief, Deputy PIA officer and the branch chiefs was held to review the general content of the report before it was drafted. This proved very satisfactory.

9. Assisting with other projects

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About ~~some~~ percent of my time was spent counseling my colleagues with their program work. This included reviewing project proposals, preparing project agreements and planning educational activities. A majority of this work was devoted to the agricultural extension project. Lesser amounts of time were devoted to the agricultural research and livestock projects.

. Problems

The problems I face were those that could normally be expected by one having a part in superimposing a highly complex institutional service, such as a national agricultural information system, upon the society of a large country permeated, however, with financial. These problem elements were intensified somewhat by the general policies of the host government during the past five years.

One problem was presented by the situation that the agricultural information work was launched two years behind the initiation of the extension program. As a result of this delay, too much of our time was devoted to emergency type assistance to the extension project.

1. Results

My two tours in Brazil were warmly received. During this period there has developed a favorable philosophy of agricultural information as a public service.

Among the concrete achievements of my Brazilian colleagues during the two tours is the development of the Department of Information of ABCAR.

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We were able to introduce rural communications research methods in Brazil. The Agricultural Research Council of the State of Minas Gerais has chosen a rural communications survey as a high priority project. This will likely give the activity sufficient popularity and prestige that it will rapidly become institutionalized.

As a result, I believe, of the training and consultation we provided, the Extension Service, generally, shifted its emphasis from group methods to mass methods.

We introduced the campaign as an extension method in Brazil.

We introduced a particular short-course method of teaching information skills which has proven very efficient and very popular.

The ETA-ABCAR training group was instrumental in introducing nationally the extension agent's news column, circular letter, flip-book and flannel-graph.

Looking on the other side, I failed to develop an editing and publishing facility adequate to support the USOM-ETA staff. This was a case of misjudgment. I refrained from recommending the establishment of such a facility in REA for fear that we would become involved in running our own show and never reach the national agencies which we should be assisting. It was envisioned that the ABCAR Department of Information would provide this service. It was overlooked, however, that ABCAR would develop its own philosophy and objectives which might not necessarily include servicing ETA. As it happens the ABCAR unit stays fully occupied with ABCAR affairs.

The present approach to the solution of this problem is to, a) add to ETA's office machines and clerical staff and, b) negotiate a priority printing contract with the Instituto Brasileiro de Geografia e Estatística, the Brazilian government printing office.

F. Suggestions

I have submitted my recommendations to the Chief of the Division by memorandum from time to time. They have always received due consideration, and in most instances they have been adopted.

I shall take the liberty of discussing some things I believe the

incumbent program and reports officer (new position) might do. In the first place I believe he will require a full-time Brazilian assistant (newspaper background) and a full-time secretary-typist. These two should be on the USOM payroll.

The new program and reports officer might consider devising a simple scheme for evaluating the work of the Division. A means of gathering comparative data on the results of the program is particularly needed.

He might be given the job of Division orientation officer.

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