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FROM - Rio de Janeiro

SUBJECT - End of Tour Report of Owen F. Glissendorf,  
Extension Information Advisor

REFERENCE - *Ag. Res. & Ep*  
*512-11-110-096*

Attached is the terminal report of Owen F. Glissendorf,  
Extension information advisor, for the period of his initial tour  
September 1961 to September 1963.

This report gives a fair evaluation of the needs and achieve-  
ments in the areas of information in which the author has worked.

His recommendations point to some essentials in agricultural  
development program that deserve full consideration.

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DRAFTED BY <i>RM</i> Marvin/ig iga.	OFFICE ARD Office	PHONE NO. 202	DATE Aug. 22, 63	APPROVED BY: Richard R. Newberg, ARD Officer
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AID AND OTHER CLEARANCES  
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END OF TOUR REPORTOwen F. GlissendorfExtension Information Advisor

(Covering the period September 1961 - September 1963)

I - General Objectives and Specific Goals

The broad objective of the assignment was, primarily, to bring about a greater emphasis on, and improvements and developments in, the reporting-editing phases of agricultural communications work in Brazil.

The main specific goals were:

1. To provide technical assistance in programs to develop and improve effective press and publications services in the Brazilian Extension Service and Rural Universities.
2. To provide guidance and assistance in planning and production of writing-editing training courses and printed educational materials.
3. To procure, through AID, the Regional Training Aids Center, and other sources, equipment, publications, films and other materials useful in the projects in Brazil.
4. To assist with handling of the routine editorial and information tasks of the Food and Agriculture Division.
5. To aid the information technicians of the cooperative Brazil-USA "Escritório Técnico de Agricultura", (ETA) as needed in the planning and conducting of the various projects in agricultural information.

II- Problems and Difficulties

Dozens of different problems and difficulties which impede progress in the development of agricultural information programs in Brazil could be listed. But many of these are the same as already mentioned so often in other technicians' end-of-tour reports, such as lack of adequate numbers of trained personnel, instability of tenure in service in Brazilian institutions, etc. Thus only a few will be outlined here.

1. The lack of adequate advisory staff to work directly with the various entities. A country the size of Brazil should have four or five agricultural information technicians (see recommendations).

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2. The tendency of agricultural information workers, and their organization directors, in Brazil to give top priority to equipment (for the printing production shop, photo lab, etc.) and too little attention to personnel.

3. The lack of adequate budgets for operation of information divisions or centers, and appreciation of how much money and time is required to maintain an effective information office (particularly true of rural universities).

4. The constant uncertainty of "what will happen next month" and "what can we plan or do", which the Food and Agriculture Division (now ARD) has suffered during this technician's tour, due to the change-over from ICA to AID, proposals to eliminate the existing structure of ETA, etc.

### III - Summary of Activities

In reporting on activities, which may at the same time indicate accomplishments or achievements, it is recognized here that much of the credit for this work should go to my excellent counterparts, namely Francisco Arinos and Norman Boggis of the ETA staff, and Wilson Alves, Alcione Osta and Moacyr Lima of the Brazilian national extension service (ABCAR), who this technician worked closely with in nearly all of the mentioned activities.

Full recognition is hereby given to these men, and several others this writer has worked with, for the capabilities, enthusiasm and dedication they have given to their work, often under very difficult conditions.

#### A. Main activities with ABCARs

1. Developed and conducted a mail survey questionnaire to obtain information on personnel, facilities and production output of the information divisions of the extension system.
2. Observed, and offered recommendations on, information training courses, and prepared practice exercises for training in writing and editing.
3. Prepared detailed proposals and PIO/C forms for printing and audio-visual equipment items to be imported for ABCAR and its 13 affiliate (state area) information divisions.
4. Visited seven extension information offices, and assisted several of them in actual on-the-job training, development planning, or problem solving activities.

#### B. Main activities with Universities

Provided technical assistance, including a total of 8 weeks of on-the-job training in writing and editing, in the continued development of agricultural information centers at two rural universities, the National Rural University near Rio de Janeiro (Km 47), and the Rural University of the State of Minas.

Gerais (UREMG). Brief contacts were also maintained with the Rural University of Pernambuco, and at Piracicaba in the state of São Paulo.

At UREMG we started a weekly news release service to press and radio outlets, the only one of its kind now functioning in the rural universities of Brazil. At Km 47 we assisted in the planning of the first formal training course, to be offered by a rural university, in agricultural communications theory and practice.

#### C. Main activities at ETA/USAID:

Served as information officer, for most of the first year, for the Food and Agriculture Division, editing publications, preparing division reports and handling miscellaneous publicity and information materials tasks.

#### D. Other Activities:

1. Procured, by means of hundred of airgrams and memorandums, publications, films, and other support materials for use by my counterparts and the F&A Division technicians in the furtherance of their projects.

2. Provided consultation, on a minor scale, to several individuals and organizations in planning or information centers, including Federal Agronomic Research Centers, and entities of the department of agriculture in the state of São Paulo.

3. Stimulated, and helped guide the organization of, the first agricultural editors' association in Brazil, in the state of Minas Gerais.

#### IV - Cooperation with Brazilian and International Agencies.

Excellent relationships were enjoyed with my primary counterparts in ETA and ABCAR, and with their superiors.

Very good cooperation was provided by the Inter-American Institute of Agricultural Sciences at Turrialba, Costa Rica, and the regional office at Montevideo; the American International Association office in Rio; and the Regional Training Aids Center in Mexico City.

#### V - Evaluation of Results

The results of this advisor's work were not as great as were anticipated, and the objectives, as previously outlined, were only partially fulfilled. However, the writer feels that his assistance to the ETA/USAID staff, the Brazilian Extension Service, Rural Universities and other entities, well justifies the expenses of the U. S. Government and the time and other investments of the Brazilian individuals and organizations involved in the progress and development of effective agricultural information programs in Brazil.

A factor to be considered is that, after devoting almost the first three months of the tour in language school, a large share of the time during the succeeding eight or nine months was required in the performance of reports officer duties and miscellaneous editorial and publicity services for the Food and Agriculture Division.

#### VI - Recommendations for the Future

A number of recommendations have been submitted from time to time in the form of memorandums and reports to the division chiefs, counterparts, and the various entities with which this technician has worked. Copies of these are being left in the ECA/USAID information office files.

In addition, the Brazilian agricultural information technicians of ETA and ABCAR, though few in number, and K.R. Marvin, the remaining USAID/ARD agricultural information advisor, are all well trained and experienced - to the extent that they know what should be done. The basic problem, which is probably typical in ~~many~~ many of the countries where USAID is operating, is now more one of how to get the job done rather than of pointing out what needs to be done.

For these reasons, the writer would like to offer just several specific suggestions:

#### ABCAR

a) Employ and train at least one agricultural information specialist to serve as a fieldman-advisor to new and developing information divisions (three would be better, if possible - one each to serve in the North, Central, and South zones).

This assistance is needed mainly during the current expansion period when additional state extension organizations are setting up information divisions. It is not enough to provide the equipment and a minimum of training. The new division needs full time guidance, encouragement and on-the-job training for an initial period of at least two or three months, or progress and development will be retarded.

b) Arrange - through a cooperative program with the film production unit of CIA, if possible, or by installation of their own specialists and filming (not processing) equipment - for the production, as a start, of 10 or 12 good subject matter training films in agriculture and home economics for use by the regional and local offices. Others could be added in succeeding years.

c) Give more emphasis to the use of radio as a major communications media for reaching rural audiences. It is recognized that radio cannot be used to present detailed how-to-do-it information, but its value in the awareness and motivation stages of informational programs cannot be questioned.

(Items b and c are based on the fact that the majority of rural people in Brazil have not had the good fortune to learn to read, which puts motion pictures, radio and other purely audio-visual type communications in a more favorable position than publications, articles, and other printed word materials as an effective means of informing this specific audience.)

#### USAID/ETA Information Office

a) Arrange, either through direct hire or contract, for a corps of five USAID advisors in agricultural information work in Brazil for at least a two-year period.

These advisors could be "stationed" one each to work on a full time basis with the following entities:

Ministry of Agriculture Information Division  
National Extension Service (ABCAR-DI)  
ETA/USAID-ARD Office in Rio de Janeiro  
Federal Agronomic Research Institutes  
Rural Universities (mainly Km 47 and UREMO)

This suggestion is based on four factors: 1) The size of Brazil. 2) The number of organizations with new and developing agricultural information divisions. 3) The shortage of trained Brazilian specialists (if more men such as the two ETA technicians were available, they could do the job). 4) The need to work closely with the new and developing information divisions.

In regard to point 4, it has been this technicians' experience that aid in planning for an information staff and shop, plus occasional brief consultation visits in succeeding months, is sorely inadequate. The only effective system is to work directly with the new staff until it can function effectively on its own. This may require anywhere from two months to two years.

b) Give serious consideration to the possibility and advisability of establishing a training center in Brazil, to provide six-month or one-year courses in agricultural communications, similar to the basic courses which have been offered in Spanish at Turrialba and Montevideo. (The rural universities two of which have organized information divisions, will probably not be ready to adequately handle this job until four or five years from now.)

#### Rural Universities

Give ample recognition to the fact that all knowledge and research findings in agriculture and home economics are only poorly used if not properly interpreted and disseminated to all who can make good use of the information, and particularly the rural families, and thus a strong information division becomes one of the most important considerations of the university.

This means a structure within the university which, in addition to

equipment needs, permits the division to receive direct budget appropriations, employ and hold an adequate staff, and insure constant supplies and materials for its effective operation.

In addition, the writer would like to offer three broader observations, partly as applied directly to agricultural information work, but also to USAID assistance programs in general:

1. The slow pace of development in some areas of activity in Brazil stems less from lack of technical knowledge, or awareness of the problems, than from the difficulties in bringing about needed changes under the traditions, complex workings of governmental and semi-public agencies, and budget difficulties.

Thus, some of our biggest problems are human, not technical, even though technical problems do exist. Advisors should all be given a short course on principles of working with, and motivating people, and principles of management and mobilization of human resources. It is this writer's personal belief that, with the excellent basic intelligence and enthusiasm of the average Brazilian, Brazil, with just a little bit of the right kind of help and guidance from neighbors who have progressed through similar development stages, can and will develop even faster in many sectors than was the case in the U.S.A.

2. In some cases it is extremely difficult to force a change on the condition that the Brazilian agency or institution will receive specified financial aid if they take certain prescribed action, or nothing if they don't.

3. Our USAID program could be made more effective by longer-range planning which would permit informing the Brazilian agencies involved of just how much dollar aid they can count on over a period of several years.

In conclusion, it has been a real pleasure and privilege to work and associate with both the Brazilian and USAID people during this 2 year assignment.