

1952

PROJETO BRASIL

PROPOSAL FOR A COORDINATED
PROJECT OF THE CAPES TECHNICAL
ASSISTANCE PROGRAM: THE BRAZIL
PROJECT.

DISTRIBUIÇÃO

PROPOSTA PARA A COORDENAÇÃO DE UM
PROGRAMA DE ASSISTÊNCIA TÉCNICA À
CAPES - R. P. ATCON

SERVIÇO PÚBLICO FEDERAL

20

*INEP**CBDE**CAPES*/UNESCO//Pesquisa educacional//Estrutura administrativa/
/Administração pública//Assistência técnica//Histórico/

MLC.

Assistencia
Técnica (CAPES)

C O P Y

GENERAL MEMO No. 6

TO: ALL CAPES EXECUTIVES

December 1, 1952.

FROM: R. P. Atcon

SUBJECT: PROPOSAL FOR A COORDINATED PROJECT OF THE CAPES TECHNICAL ASSISTANCE PROGRAM: THE BRAZIL PROJECT

INTRODUCTORY REMARKS:

The following proposal is aimed at presenting one unified and coordinated basic project for CAPES activities in the field of "technical assistance" for the year 1953.

It is my personal opinion that within the existing financial and administrative situation of CAPES, an attempt to do many things all at once, and right at the start would not produce as valuable and as lasting results as a single well prepared and well thought out program of basic application.

CAPES at present has only limited financial resources to attend to the rather extensive responsibilities entrusted to its execution. Therefore, the available funds might prove more productive if applied to ONE integrated all-encompassing program of action instead of being dispersed among five or six different individual projects of relatively limited scope.

CAPES at present has not yet established a really well-oiled and adequate administrative machinery, needed to attend to a large VARIETY of individual activities. Hence, concentration on ONE project - however diversified in its various aspects - is easier to handle than any multiplicity of activities. It would also present the needed experience for the gradual growth of a more extensive capacity for administration. We should keep in mind that neither the Conselho Nacional de Petroleo nor the Conselho Nacional de Pesquisas began operations

overnight, despite the fact that they had more personnel, larger funds and greater administrative freedom than CAPES as yet possesses. This is not meant apologetically to indicate self-satisfaction at our own slowness to begin a program of execution and remedial action. It does mean, however, that we should not fail to comprehend existing difficulties and be realistic about the environment in which we are operating and have to operate.

CAPES at present has far too little technical information on which to base a comprehensive and valuable-in-the-long-run program of technical assistance to the national university system. If CAPES is to achieve lasting long-range results it must first acquire a solid fundamentum of basic data, whose statistical analysis will allow professional interpretation and planification as an unavoidable prerequisite to sensible action. Plunging into action without information, or planification based on fact, will mean only one more emergency action undertaken without a sense of concrete direction. If CAPES is to exert its influence on the gradual diminution of just this tendency to act without proper preparation or anterior ratiocination, it seems advisable to start out properly right at the beginning and with respect to its own plans and activities. It does not mean that NO action should be undertaken until all the facts are in. It only means that such remedial action as will and must be undertaken as soon as possible, should be:

- (1) Blended into an overall program of fact-gathering;
- (2) Conducive to proper professional interpretation and planification;
- (3) A contribution to the training of high-caliber personnel in as wide a field of academic and professional specialization as the material, technical and emotional means available will permit.

THE "FOREIGN MISSIONS" PLAN:

In the first place I would like to make a remark regarding the term "Foreign Missions". According to a variety of opinions collect-

ed on the question of how to NAME such a technical assistance program as we have in mind, the majority felt that the term "Foreign Missions" was inadvisable from a purely psychological viewpoint. I have not found a fitting term yet, but feel that our search for the right word or words should include the meaning of the word "ajuda" as the most agreeable and most conducive towards receiving cooperation from all sources.

Until now, as far as remedial action is concerned, we have been thinking in terms of "Foreign Missions"; as small groups of non-Brazilian specialists to be brought to a variety of national universities, for the specific purpose of having these specialists transmit their specialties and teaching techniques within a typically Brazilian academic environment.

As a stop-gap measure such a plan has its advantages, in terms of hopes and expectations that somewhere and somehow some of the techniques and some of the technical information will seep into the local administrative apparatus or drop on the fertile mental soil of more receptive attitudes, to produce some isolated improvements for a few individuals.

But it does represent a hit-and-miss method, which gives promise of real success only if applied on a sufficiently large scale to ensure a high probability rating. If employed in small numbers, i.e. on a restricted scale, chances of obtaining effective results are indeed disproportionately low, considering both the expenses and efforts involved.

Before we can logically accept or reject this alternative, however, we must first determine how far our present budget would permit us to go with the implementation of such a policy.

If the salary of a European professor be fixed at Cr\$20.000,00

per month, and that of his assistant - as Assistant Professor - at approximately Cr\$ 15.000,00 per month; if the transportation for each individual with his family, to and from Europe is calculated at around Cr\$ 50.000,00; if incidentals, books, assistance to the universities, administration costs of CAPES and internal transportation are figured at Cr\$ 150.000,00 per year; if we include in this project also a group of ten fellowship students who will work full-time with the two-man group, at Cr\$ 3.000,00 per month per student plus incidentals they may have in travelling expenses, etc.; and if we include the salaries of two Brazilian assistant professors to work with the non-Brazilian two-man team, at about Cr\$ 15.000,00 per man per month, including travel expenses; we obtain the following total of expenses per two-man team of foreign professors per year:

Professor's Salary:	Cr\$ 240.000,00
Assistant Professor's salary:	" 180.000,00
Transportation to and from Europe (twice);	" 100.000,00
Incidentals;	" 50.000,00
Books;	" 10.000,00
Assistance to Brazilian Universities;	" 30.000,00
Administration Costs of CAPES	" 50.000,00
Internal Transportation;	" 10.000,00
10 Fellowships;	" 360.000,00
Incidentals for Fellows;	" 10.000,00
Brazilian Professor's Salaries (2 Assistants);	" 360.000,00
<hr/>	
TOTAL PER TWO-MAN TEAM PER YEAR:	Cr\$ 1.400.000,00
	<hr/>

If this be approximately the case, then we must count with the necessity of spending in one year Cr\$ 8.400.000,00 for six such two-man teams, if we wish to place even only ONE such team in each of the six

universities we have chosen as the most likely recipients of this type of aid. The direct benefits of such a scheme would be to about 50 students, trained for one year in six different subjects of specialization, and to 12 assistant professors also trained in teaching methods, etc. in six different subjects. The indirect benefits are much more difficult to assess, in terms of influences exerted, attitudes observed, methods copied, and so forth.

Drawbacks of this plan are that only the third criterion mentioned above is being attended to, with the first two criteria entirely neglected and left unintegrated, and that even the actual training achieved is limited in scope and purpose.

GOALS OF THE ALTERNATIVE PLAN:

Now let us analyze the possibilities for an alternative action program, one that would accomplish not alone what the first project aims to do, but also include all three objectives in its overall and coordinated plan of application.

FACT-GATHERING is the first objective. Then, let CAPES get together a group of specialists in the main fields that would bear upon a research program of gathering facts, and put them to work on one coordinated fact-finding project. Since we are interested in obtaining the services, knowhow and techniques of non-Brazilian specialists, these top men would be foreigners.

INTERPRETATION AND PLANIFICATION, based on the facts obtained under the first objective, represent the second objective. In this plan they would also constitute the second phase of the program. In conjunction with the above research group, only at a later date, one or two top specialists in Education could be invited for a relatively short period of time to interpret the collected information with the help of the above group, and to draw up a plan of action which would then constitute the third phase of the action program under consideration.

- 6 -

TRAINING OF HIGH-CALIBER PERSONNEL is the third objective. If we attach a minimum of two (2) Brazilian specialists in the respective specialty to each one (1) non-Brazilian expert of the research group, to become intimately acquainted with the methods and special knowhow of the non-Brazilians while assisting them in the execution of the fact-gathering program, these men will receive the best training conceivable in their respective specialties, for the simple reason that such a training would occur in the field as well as in the laboratory and under diverse and often difficult situations.

If these three premisses were to become the basis for an action program we would obtain one project composed of the following parts:

- a. Basic Research;
- b. Evaluation and planification of basic data;
- c. Training of specialists to do research in their respective specialties;
- d. Introduction of new methods and techniques, not alone for Brazil but possibly also for the whole world.

This last point is of considerable importance. Planning, as a concept, has become more or less accepted by now in most contemporary societies possessing a medium of technology. In theory it seems all right to speak of planning, even overall planning, as long as the accompanying control mechanisms do not threaten anyone or any special interests. In practice, however, we have not yet emerged from the stage of piecemeal planning, even when next to no control is involved, simply because we seem afraid of ourselves, of our own logic and the disagreeable conclusions an overall plan might impose on our thinking.

Yet, overall planning, on a sound and expert basis, prior to the establishment of any long-range, influential policy for action, is

not alone logically desirable but in our age of "rapid process" becomes more and more imperative and unavoidable. If, then, Brazil could lead the way in such a project, in which top men of a number of nations would cooperate, and to which specialized knowledge and many new techniques would be contributed, the product would give praise both of being singularly valuable for Brazil and of showing other nations what can be done and how it can be accomplished.

In other words the "Brazil Project" would no doubt be of prestige value, rendering Brazil considerable international recognition. It would become something desirable and hence worthy of emulation. But even if we discounted entirely this sizable factor, the other advantages to the project would be still sufficient to warrant serious consideration of this alternative proposal.

OBJECTIVES:

In the first place we must obtain a clear and specific idea of the objectives. I do not pretend that the following items will represent just that. In the event that the general idea of this proposal should be accepted, a series of conferences among ourselves as well as with various specialists and consultants would seem not only advisable but imperative towards a clear and accurate delineation of aims and objectives.

However, as a tentative attempt at presenting an outline of the scope of this proposal we might consider the following points as constituting the foundation on which to build the projects:

1. Basically what we need for the establishment of a long-range perspective on which to build a constructive action program is a general survey of the educational situation in Brazil today. This would include every educational aspect, from the primary level up to the postgraduate, including such special activities as fundamental, normal, and adult educations.

There is nothing new in the idea of setting up special studies for the detection of special social situations. There is nothing new in the idea of planning towards the rectification of some specific malpractice or the filling of a specific need. What would be new, however, would be the conscious direction of extensive planification towards desired ends which represent a nation-wide need, and the attempt to prepare one study from a variety of viewpoints towards the establishment of a number of alternatives for action, rather than concentrate only on a single solution as seen from a single point of view.

2. The plan itself would call for the discovery and specification of the racial, cultural, sociological, psychological, geographic, climatic, and historical factors, that have gone into the creation of the educational situation in Brazil as it exists at the present time. In other words, it would constitute a socio-anthropological "mapping" of Brazil, according to the regional distribution of these factors.

3. The plan would also call for an analysis of those economic factors which today predominate and exert a strong influence on the immediate social development of the country, in order to gain some concrete evidence regarding the conscious or unconscious acceptance of certain existing socio-economic directions. Only upon clarifying these directions, will it be possible to speak of a conscious acceptance of the goals at which they aim and the planification of a long-range education program to work within this framework towards a full realization of these goals. At the same time it would also aim at the discovery of the probable needs in the immediate future in terms of qualified technical and professional personnel. This information must necessarily work hand-in-glove with any long-range educational effort to satisfy quantitatively the corresponding needs of an accepted national economic policy.

4. More specifically, the plan would demand an analysis (in each region) of:

- (1) The racial composition of the population;
- (2) The sociological stratifications;
- (3) The culture heritage;
- (4) The psychological composition;
- (5) The geographic and climatic influences on each group;
- (6) The economic level of supply and demand;
- (7) The agricultural methods of production;
- (8) The industrial level of production;
- (9) The varying consumption practices;
- (10) The existing health level;
- (11) The existing educational techniques and practices at the various teaching levels;
- (12) The existing set of metaphysical beliefs, in terms of prejudices, fears and faiths;
- (13) The existing social institutions through which action taken at present and which will have to be used or adapted for the implementation of a new overall, long-range plan of education.
- (14) In each of the above items, the existing plans for improving on the status quo;

THE BRAZIL PROJECT :

A. Procurement of Non-Brazilian Specialists

1. It seems to me that in terms of time and effort already invested, as well as financially and experientially we could only stand to profit by investigating seriously the UNESCO proposal for assistance.

Mr. Beatty's visit established the necessary

foundation on which CAPES, together with UNESCO, could set up a really top team to carry out the abovementioned objectives.

With the help of UNESCO we could obtain the services of an expert in fundamental education, of one administrator, one expert in applied anthropology and one each in social psychology and rural economics. Through UNESCO we should also obtain one representative each from ILO, FAO and WHO, to assist in the project at large yet analysing its problems with specific reference to still other aspects, from the respective specialized viewpoints of Labor, Agriculture and Health.

It would give us eight men, though this figure does not represent a fixed number. Two or three more specialists could be added to this list, and if not financed through UNESCO might be financed either directly by CAPES or in collaboration with Point Four.

2. Of course we could also attempt to enlist the collaboration of the Ford Foundation in this project. But it seems to me that we should keep this alternative in reserve and wait until the project is under way before enlisting the aid of the Ford people. Any number of items will be sure to arise as soon as the Brazil project begins to operate. Then, Ford will find an already going concern to assist either technically, financially or both.

Furthermore, with UNESCO we already have a standing offer for financial assistance, at least to the extent of the salaries to be paid to the Non-Brazilian Specialists, whereas with Ford we would need to establish a much more intimate liaison before it would appear advisable to ask for financial aid. Especially in view of the fact that we would like to establish a policy for CAPES to make its initial contacts with Non-Brazilian organizations mainly on the basis of requesting technical knowhow and not money.

If then we proceed on the assumption that UNESCO could

and would supply us with eight to ten specialists chosen jointly by them and us and financed by UNESCO as far as their salaries and transportation to and from Brazil is concerned, plus the 25% flat sum on total expenses incurred for the purchase of materials and equipment, while CAPES finance their local expenses, per diem, housing and internal transportation expenses, we can begin to lay concrete plans for action.

3. The request for these top men should be made by CAPES, through the Minister of Education and Health in person, but also by utilizing the good services of DEOC. It should be made for a period of not less than two years and the necessary funds set aside by CAPES to finance all local expenses for this period of time.

These men will have to work in unison towards the realization of the overall objectives of the project, each tackling the problem from the individual viewpoint of his own specialty but still within the framework of the same basic premisses underlying this project. While carrying out this research work in various regional parts of Brazil they will work in close collaboration with their Brazilian counterparts who will be attached to them for training both in research techniques as well as in the practical application of their respective specialties.

4. Whoever will carry out the actual selection of these men should keep in mind that it is at least as important to find men with the proper character qualifications for the job as it is to find men with proper technical knowhow.

There is little that needs to be said regarding their professional efficiency. We need top men and it is up to the selection committee or the persons entrusted with making the selection to get them. However, the factors that must be considered in the efficient selection of the right character in such a specialist are variegated, numerous and difficult to specify:

a. A person's spouse can be both a tremendous asset to him

as well as an enormous handicap. No person should be chosen for the job without giving a great deal of attention to his or her spouse, to ascertain whether or not the spouse meets all or at least most of the other criteria on which the selection of the specialist himself must be based.

b. The person's experience in foreign travel and foreign languages is another factor that should be given high priority. If he knows at least one other language besides his own it will facilitate greatly his learning Portuguese; because it is always the first foreign language which presents the greatest difficulties. But even in the event that he does not speak any other language besides his own, a wide and variegated experience in foreign travel throughout the world, possibly including some prolonged periods of residence in a foreign land, would help a great deal. It would mean that he has already had to adjust himself to new social problems and different culture patterns. However well or poorly he succeeded in adjusting to them, at any rate he has had the experience. And this in turn, sociologically speaking, would mean a somewhat more open mind.

c. The active membership in a large number of associations, clubs and fraternities may or may not indicate gregariousness or a facility to get along with other people. But if he has held posts of official administrative and executive capacity within such associations, it would certainly indicate that he is not a socially timid personality. Hence, it would give an indication of his ability to deal with other people even when he is not in agreement with their points of view, and still succeed "in getting things done".

d. Another clue to a man's personality would be knowledge of the character of his hobbies and of other extra-curricular activities. Alertness of mind and wholesomeness of personality can be judged from the manner in which he spends his free time. And both of those qualities would be necessary for the type of work these top specialists would be called to perform on this project.

5. Assuming that the selection has been completed, the men chosen, the contracts signed, and the date specified on which they will arrive in Brazil, the special section-service of CAPES charged to deal with this Missions Project will have to be careful to locate a complete administrative apparatus, without which such a project could not be guaranteed to function properly, and which must exist to attend to the large amount of detail work sure to arise.

With the help of an adequate staff this CAPES Section will have to create the administrative channels through which a project involving at least fifty persons, (with all their personal problems, transportation and housing needs and general well-being) can be expected to produce results. Besides taking care of some heavy correspondence work, detailed and separate accounting, and various special personal services to the individuals involved in the project, it will also have to provide for adequate means to record all their findings, reproduce their studies and writings and create the necessary follow-up system to control the outcome of the entire project.

All this may sound cumbersome and unnecessary at this point. But is really long-range benefits to this country, expected to accrue from the implementation of this project, depend entirely on the effective organization of just these aspects.

Without the proper services to these men, they cannot be expected to function efficiently and cheerfully. It would mean poor quality of work. Without the proper apparatus to coordinate and adjust the project's daily output, time will be wasted in the dissemination of facts and figures, with much data lost for lack of proper filing and archivization methods and with an inevitable duplication of work, thus again lowering both quality and quantity of the final output.

Finally, without the proper control system, a major part if not everything of what would be started in terms of contacts,

statistical records, sub-products of local research and many more associated activities which would be stimulated through the Brazil Project, would all be lost to CAPES forever. If we remember the fact that Brazil in general is prone to overlook continuity in whatever is begun with such effort and monetary expense, we shall be especially careful to provide for the necessary means for continuity of effort and purpose.

6. Upon arrival in Rio de Janeiro these men should receive an intensive six-week course in Portuguese. These men will have to learn at least some Portuguese to function properly on this project and the sooner this objective can be reached the better. That is why it would be wise for us to provide them with this initial service, since at the start they are all together as a group as well as free of any other professional obligations. They could be asked to concentrate exclusively on their acclimatization to the new environment and the learning of the language.

Such a course could be given to them perhaps through DASP. If this were not feasible ~~we~~ ourselves could plan to set up such a speed-up course.

B Procurement of Brazilian Specialists

While the procurement of non-Brazilian Specialists would be left to an international agency, CAPES would have to create an adequate cadre of Brazilian Specialists in the same corresponding fields to work with the Non-Brazilians in the planning and execution of the Brazil Project.

In view of the existing difficulties in the procurement of really top academic personnel both in quality and in quantity and over a prolonged period of time, prospects for getting the right people may appear disheartening at first sight.

However, with the proper recruiting officer in charge

of the project, a man of really top capacity and prestige in Brazil, who would go out into the field, to all the universities and their schools, to all the research institutes and private organizations, it should be possible to recruit enough people of the required caliber, provided he went about his job in the right way.

To my knowledge there exist enough specialists in this country, with sufficiently high general cultural background as well as personal idealism, to get the needed individuals at least interested in the job. If, per chance, the majority of them should turn out to be willing to cooperate partly or fully in the project, this would be all to the better for Brazil. It would allow them, for a long time to come, to apply their knowledge-to-be-gained through this project to concrete needs in the academic and professional world of Brazil.

2. The immediate purpose of such a recruitment would be to get a minimum of twenty men - two Brazilians for each non-Brazilian specialist - on a two-year basis for this project. Though they would be hired for one year only, within the limits of our budget, it would have to be understood that, finances permitting, the project would last not less than two years, and that each and everyone of them would have to agree to devote at least that much time to it, in the event he would accept the position.

3. It also seems to me to be possible for the Brazil Project to incorporate already existing - past or current - research work carried out in anyone of these fields mentioned in the objectives of the Project. The economic studies of the Joint Brazil-United States Commission, the sociological studies made by Dr. Donald Pearson at Cruz das Almas and by Dr. Kalervo Obert at Chonin, the extensive work of the Scientific Foundation of the State of Bahia, as well as the current work done by the Escola de Sociologia e Política de São Paulo in the São Francisco Valley are just some of the projects known to me that can be used and incorporated in the overall plan.

4. Regarding selection criteria of these Brazilian specialists we shall have to adjust ourselves, of course, in our demands to the existing supply. However, it would be advisable for us to keep

- 16 -

in mind that at least some factors besides professional competence should be considered in our selection procedure of these men.

a. In the first place, professional prestige must be considered as a valuable adjunct to professional competence in lending the right tone and spirit to the Brazil Project from the very start.

b. It seems to me inevitable that the man selected to cooperate intimately with the non-Brazilian specialists will all have to know at least passably well the English language. Especially in view of the fact that the recruitment of the non-Brazilians will primarily come from Anglo-Saxon areas like North America, Canada and the British Empire.

c. Another factor, whose importance cannot be underestimated and whose nature is extremely delicate, is the fact that we must pay considerable attention to select persons free of any political affiliation that could conceivably turn out to be detrimental to the Brazil Project. Like Caesar's wife, we must not only be good but also appear above reproach. There will be enough pressure groups and other interested organizations who will for personal reasons endeavor to attack such a project as described in these pages. Hence it would seem imperative for us to do everything to reduce to a minimum the surface of possible exposure to attack. And this certainly includes political considerations.

5. Upon the selection of the necessary personnel, the CAPES section-service charged with these men's welfare will have to attend to all the required steps for the orderly and proper transfer of these Brazilian specialists and their families to the chosen locations of the project's central Headquarters. It would involve taking care of the transportation of their families and their household goods, of finding suitable housing facilities and of resolving all personal problems that may arise in the process of these resettlements. A more detailed analysis of the individual steps referring to these activities could be written up as soon as the overall project has been approved.

C. Location

1. For the best functioning of such a research project it seems that one central location should be established to serve as Headquarters for the group. In such a place they could establish themselves on a permanent basis to create a home away from home. There they could be expected to collect all the research data for proper integration and future dissemination.

From this Headquarters the Specialists can make individually or in groups short or long field trips into the interior for the actual study and collection of information. It would represent a Clearing House for all activities linked to the Brazil Project, and if possible should possess an adequate physical and scientific plant to attend to whatever laboratory needs the project may present.

In my opinion the Rural University of Rio de Janeiro possesses all the necessary qualifications for such a Headquarters. It is in the country, yet close enough to Rio to be centrally located. It has a vast plant which is well equipped, yet hardly put to any constructive use. It represents a "Campus", if only in theory, and it might be reasonably expected that such a prolonged activity on its premises as the Brazil Project would have in mind, with so many newcomers working on a full-time basis, should bring in new ideas and techniques and that from the overall movement to and from this campus something like a living institution might emerge as an incidental by-product of this project for the Rural University of Rio de Janeiro.

The only drawback it might present is its lack of housing facilities and the probable need for us to construct some housing units on the premises to take care of the newcomers for two years. However, I believe that with some good will and planning the right kind of liaison could be established between CAPES and the Ministry of Agriculture to cooperate both administratively, and possibly also financially, in the creation of a favorable environment for the successful

- 18 -

localization of the Project Headquarters at "Em 47". In any event even if this plan should not materialize, for any number of reasons that might arise, the location of the Headquarters should present similar opportunities to its personnel as the main points mentioned and described above.

An adequate administrative apparatus must, of course, exist to take care of the various material needs of the group as well as to assist it technically in the integration and coordination of the collected data. As soon as the overall project has been accepted in principle we could proceed to outline in detail the needs of such an administrative organization.

2. For the best and most efficient handling of the field work and the constant travelling of the members of the group it would seem advisable to establish simultaneously five or six regional sub-centers in or near various State universities. These would serve as permanent collection stations for the whole program. Some of the Brazilian specialists could even be stationed permanently at these regional sub-centers, to carry out the field work, to direct regional operations and to act as liaison between Headquarters and the field.

3. It would even seem further advisable to develop an extensive scheme of collaboration between the men carrying out the Brazil Project and all university centers in Brazil. This would elaborate on the sub-center idea by creating even more academic nuclei dedicated to the stimulation of interest in the execution of detail work for the Brazil Project.

Many qualified members of the university Schools could be interested to cooperate voluntarily in the collection of data or at least in the regional supervision of specific and limited studies relating to sub-projects. At the same time such cooperation would stimulate the academic interest of these university Schools, create the necessary atmosphere for an exchange of ideas and techniques between the non-Brazilian and Brazilian specialists as well as popularize the Brazil Project and its aims among Brazilian academic circles.

4. Speaking about popularization, we should also keep in mind the need for dignified but effective advertising of these activities both at home and abroad, as soon as the Project has been established and is really on its way.

This does not mean to imply that we should "balyhoo" the idea. But the importance of the project is so large and its success so much dependent upon its ultimate acceptance by the Nation's professional and academic circles, that any attempt to do the job in perfect silence would be in fact more detrimental to its overall aims than going too far in our publicity in this connection.

To hit the right tone and to do the right thing at the right time, to promote the project and its aims and to ensure its final success, we shall also have to think about using the services of a good full-time public relations man.

D. Budget

1. For the non-Brazilian personnel procured through UNESCO we should count on the following expenses we would have to meet, regardless as to whether CAPES alone or in conjunction with other public and private organizations will finance the Project:

We would have to pay the transportation costs for their cars to Brazil. This would mean about \$5,000.00, if we figure roughly on \$500.00 per car for each of the ten persons to come to Brazil.

As for the cost of their transportation inside Brazil, we should estimate that the group will be on the road perhaps half the time each year. If we figure an average of Cr\$ 3,000.00 per man per month, we got about Cr\$ 350,000.00 per year for such internal transportation costs.

Their per diem expenses for 150 days, figuring Cr\$300.00 per man per day, would bring us to Cr\$ 450,000.00 per year.

Finally their housing would have to be figured on the basis of an average of Cr\$ 5.000,00 per month per person, or Cr\$ 600.000,00 per year for rent.

a. Regarding this last item it would seem to me more advisable and much more economical in the long run for CAPES to finance the construction of small bungalow-type houses at whatever place will be chosen for the permanent Headquarters of the Project. Such bungalows would cost an average of Cr\$ 120.000,00 to 150.000 to build, which would mean no more than 1.500.000,00 for ten houses. If we were to calculate the rent for two years for each person, this rent would come to Cr\$ 1.200.000,00 during the same period of time. In that case we would have paid the rent and received nothing in the end; whereas the other alternative would leave us with ten still new constructions, to be used as faculty homes in case the location is near or on a university campus. In any case this matter should be studied thoroughly and given serious consideration before a final decision is taken.

2. Regarding expenses for the procurement and maintenance of Brazilian personnel, we have the following items: Either full or supplementary salaries of Cr\$ 10.000,00 per man per month. For twenty persons per year this would amount to Cr\$ 2.400.000,00.

Regarding their internal transportation we should set aside Cr\$ 2.000,00 per man per month or Cr\$ 500.000,00 per year for all of them.

Per diem expenses of 150 days at Cr\$ 300,00 per day per man, would mean another Cr\$ 900.000,00 per year.

Their moving expenses, in case they choose to move their families to either the main Headquarters or one of the sub-centers, would mean another Cr\$ 10.000,00 per family or Cr\$ 200.000,00 for the group.

Finally regarding housing facilities, we have the same problem as with the non-Brazilian group of either paying Cr\$ 1.200.000,00 per year for rent or building twenty houses for approximately Cr\$ 3.000.000,00 to serve for the entire period which any of them plan

to stay during the implementation of the Brazil Project.

3. We must also figure CAPES administrative costs of this project which would involve: Miscellaneous expenses for CAPES personnel, travel, insurance costs of personnel and a reserve fund for unexpected incidentals of Cr\$ 360.000,00, as well as a flat 5% for CAPES administrative costs amounting to Cr\$ 340.000,00 per year.

BUDGET LISTUNESCO PERSONNEL:

Our Transportation Costs:	Cr\$	100.000,00
Internal Transportation Costs:	Cr\$	350.000,00
Per Diem:	Cr\$	450.000,00
Housing:	Cr\$	600.000,00

BRAZILIAN PERSONNEL:

Supplementary Salaries:	Cr\$	2.400.000,00
Moving Expenses:	Cr\$	200.000,00
Internal Transportation Costs:	Cr\$	500.000,00
Per Diem:	Cr\$	900.000,00
Housing:	Cr\$	1.200.000,00

ADMINISTRATION:

Miscellaneous Expenses:	Cr\$	160.000,00
Reserve Funds:	Cr\$	200.000,00
CAPES Administrative Percentage:	Cr\$	<u>340.000,00</u>

T O T A L:	Cr\$	<u>7.400.000,00</u>
------------	------	---------------------

E. Conclusions

As we see from the summation of these expenses the total cost per year would come to about Cr\$ 7.400.000,00. This means exactly Cr\$ 1.000.000,00 less than the suggested expenses for the 6 individual missions, despite the fact that the Brazil Project Budget is well padded while the alternative project is put on a minimum basis.

It is my personal opinion that Brazil would receive greater benefit from the Brazil Project than it would from the individual missions project, both in long run and short run returns. While remaining entirely within the limitations of our present budget, the Brazil Project would in the end produce a concrete product of benefit to the entire country while also training a top-notch staff to carry on professionally and academically, both as teachers and as researchers, when the Project itself will be completed and the non-Brazilian specialists have returned home. If handled properly from an administrative and publicity point of view, the Project also would stimulate all academic centers towards co-operation in one professional goal, thus preparing the ground for whatever specific action may come out of the Project itself. And its recommendations, if prestige means anything at all, would be so publicized and supported by authority, that they would stand a better than even chance to be implemented at some future date.

CONSELHO DE REITORES DAS UNIVERSIDADES BRASILEIRAS

Avenida Borges de Medeiros, 2455 - Telefone: 26-2396 - Lagoa Rodrigo de Freitas - Rio de Janeiro - Guanabara

Rio de Janeiro, 31 de outubro de 1967.

Ilmº Sr.

Prof. Dr. Jaime Abreu

Centro Brasileiro de Pesquisas Educacionais

Rua Voluntários da Pátria, 107

N e s t a

Meu caro Jaime:-

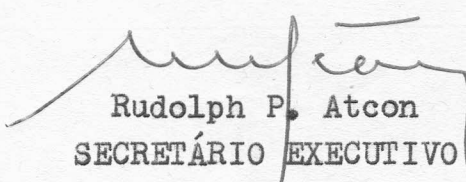
Em resposta à sua missiva de 25 de agosto p.passado, lhe entrego em anexo o trabalho solicitado.

Foi inteiramente reescrito, agregando-se a êle minhas respostas às perguntas adicionais que você me fez na sua carta.

Na espera de que, com o trabalho anexo, eu tenha cumprido com minha promessa à satisfação sua e de seus colaboradores na preparação da IVª Conferência Nacional de Educação para o próximo ano, me despeço, como sempre,

Muito Cordialmente

Anexo: 1
RPA/JS/ns.


Rudolph P. Atcon
SECRETÁRIO EXECUTIVO