

A. INTRODUCTION

In reporting the Duke Ellington Tour of the Near East and South Asia, Fall 1963, it is difficult to separate the particular, which is now of merely anecdotal interest from the general, which might be of future use. As a rule the particular will be used to illustrate the general. The report has two parts. The first supplements the reports of the individual posts and of the Department Advance Man, and treats the tour and its problems. The second concerns the role of the escort officer. Factors which are not likely to appear in other tours should be in the reader's mind throughout. This will be useful as an antidote to any tendency on the part of the writer to over-generalize.

The Department has sent and will send out other jazz groups as part of the program, but the Duke Ellington Orchestra is in several ways unique in the world of American jazz. It is, to apply the expression of its members, "something else." First, Ellington writes for his soloists, his music depends on his soloists, and the members of the group are strongly individualistic not only as musicians but as personalities. They had always to be persuaded and often cajoled. If they were too tired, or simply unwilling, to do what they were scheduled to do, or what the situation called for, there was nothing for it. This was particularly a problem at off-stage functions after the first month. At one party given by the Acting Consul General in Calcutta, to which eight group members, including Duke Ellington, were invited, there appeared the escort, the "bandboy" and, with some manipulation, Billy Strayhorn dressed, if the escort remembers correctly, in Bermuda shorts. He was the most comfortable man at the party.

Most of the musicians were over forty, several of the greatest stars were in their fifties, and all were in a position to consider themselves exceptional artists. They could not muster the energy of younger men, and often did not wish to. They were conscious of the fact that local guests at most functions wanted to meet only Duke Ellington, and they used it, and their fatigue, as excuses for refusing to attend scheduled off-stage functions, even when hungry. Johnny Hodges never went on a scheduled visit, and Cat Anderson refused even to attend receptions until threatened with the loss of commissary goods by the escort officer. It is doubtful that the problem would arise to the same extent with younger or less prestigious musicians.

Third, the Duke Ellington Orchestra is by common consent, including that of its members, the worst disciplined big band in America. It was repeatedly asserted that the band has not "hit" on time in twenty years. On this tour it hit on time twice, once in the absence of Ellington and both times with considerable effort on the part of the escort and USIS personnel. Its normal lateness was between twenty and thirty minutes. It is evidently even worse in the States. Musicians who would not dream of coming on five minutes late with Harry James or Benny Goodman come with Ellington, look around for a couple of weeks, and then begin to arrive later and later. The band went on before television in Beirut with three chairs empty, and the bass arrived from the bar five minutes later, wondering why everyone was upset. Ellington is, as PAO King asserted, a good disciplinarian, but this is only true when he intervenes, and he intervenes with extreme rarity and only when the operation is visibly nearing disaster. He is a genuinely "nice guy", but he is able to continue to be one partly by having other people be "bad guys" for him. This is perhaps one element in his success in building and keeping one of the great organizations in

contemporary American music for so long. It could also at times present acute problems for the escort and the posts, as when, for instance, the Regent of Jordan was kept waiting for twenty minutes. These problems will be less acute with any other group.

Finally, the band has a unique company manager. Al Colley is an old show business type who has been with Ellington for over twenty years. He knows the business, is a hard worker, and is probably more perceptive in many ways than other business managers. He is well and both justifiably and unjustifiably disliked by the men, but this was rarely a Department problem. He is also practically blind, and this incapacity multiplied the escort's work-load to an extent not likely to be repeated with other groups. Once again, as with so many things about this tour, his presence was probably one condition for Ellington's working for the Department, and Ellington did a fine job.

PART I. GENERAL REPORT ON THE ELLINGTON TOUR

I. ON-STAGE EFFECTIVENESS

a. Introduction

Duke Ellington's was a large and prestigious jazz orchestra playing before commercial audiences in the Near East, which has relatively little highly sophisticated music of its own, and in South Asia, which has a high musical tradition. The effectiveness of the group, both off-stage and on-stage, can best be assessed by the individual posts. In the escort's opinion, the effectiveness of the band's performances was everywhere high. It varied with the excellence of the advance publicity, with the quality of the sponsorship and with the character of each individual audience. It should be remembered that applause is a western habit and that evaluations of import in the following section are based largely on assessments of applause.

b. History

1. Damascus. Advance publicity in Damascus was excellent. Roads and sidestreets, even into the bazars, were covered with posters. The band constituted the American representation at the Damascus Fair, and the post made a special effort to utilize its talents to the fullest extent possible. The band itself was fresh. Audiences both nights numbered over 1500, and the hall was full for the second performance. The audiences were of varied composition, with large and highly vocal student contingents. They were uncertain and unruly at first, but left full of favorable enthusiasm. There were some complaints that the program was not varied from those who attended both nights.

2. Jordan. The Amman concert was played in the Roman Theatre. The audience was large, but not large enough to fill the 5000-seat house and thus prevent echoes from distorting the sound of the music. The audience was somewhat more official than in Damascus, and thus somewhat more reticent. In addition, the concert was marred by Ray Nance's behavior. This behavior was excused by most, however, on grounds of clowning, or drunkenness, or illness, and applause was good and the over-all reception favorable. The lecture-demonstration in Ramallah was attended by teacher-training and secondary school students brought in groups by the Headmaster of the school, Dr. Bassett. Mr. Ellington noticed the front rows stopping their ears, and few had the background to appreciate the music. There were initial fears that due to poor publicity and ticket sales the 500-seat hall would not be full for the concert that night, but it was, and the concert was well-applauded. The day in Jerusalem was thus not eminently successful. On the other hand, Amman is obliged to schedule Jerusalem for any Jordanian attraction, and this small hall some miles from the city is the only adequate stage available. The audience at the Officers' Club in Zerqa was, next to Isfahan's the dullest of the tour, ate throughout and applauded little. It was, however, one of the tour's most crucial audiences, given the political situation in Jordan, and it was very large. The mere fact of the concert, which was a lecture-demonstration blown large, was a success.

3. Kabul. The Kabul concert was successful within the Kabul context. Afghans have been very little exposed to, and are very little interested in, jazz. There is in Kabul a relatively large and isolated foreign community, German in tone, which is entertainment-starved and wildly aficionado. The 4000 fans who came to the 15,000-seat stadium for the concert were perhaps evenly divided locals and foreigners, with the latter enthusiastic and the former quiet and even reative. Applause on the whole was good, and the audience was the largest to gather for a foreign cultural attraction in the post's memory.

4. India. India, Pakistan and Ceylon, constituted almost a different world for the orchestra. A strong indigenous musical tradition allowed the audiences a finer and more perceptive appreciation for the qualities of Ellington music. A large, Western-oriented and in many cases Western-educated middle class provided the bulk of the enthusiastic and even nostalgic audiences. Students in the major cities were vociferously jazz-oriented, and in Delhi, Bombay and Calcutta, players of Western music can make a decent if not a good living and flocked around the orchestra. Advance publicity had less of a job to do here, and did it better: the high-price seats were sold out within hours of going on sale, the rest within hours of show-time; scalping Ellington tickets became a minor industry for a day or two in some places; USIS and any available group members were besieged with requests for complimentaries. Indian audiences varied only in degree of enthusiasm.

In New Delhi, the lecture-demonstration was in a delightful small outdoor amphitheatre, and the reception was warm. The two major concerts were held in the Vigyan Bhavan. The hall was in some ways unfortunate, since it was built for conferences, the audience sat at desks appropriate to discussions of malaria control, and was somewhat staid and official in its composition. The reception there was perhaps the least enthusiastic in India, but the hall was full, and it was receptive. The next audience, at Delhi University, was the most lively in India. It had been kept waiting over an hour in puddle heat by an unfortunate mixup with the bass viol, and Ellington was absent, but the students were quite familiar with jazz, the band played in shirtsleeves, and a prominent local tabla player, Chatoor Lal, joined for small-group improvisations toward the end: it was a love affair from start to finish.

The South Indian classes are mild and cultured and South Indian audiences were large and appreciative. In Hyderabad the band without Ellington played two concerts to full auditoriums and a lecture-demonstration to a full hall of bewildered, enchanted youngsters at UFIS. Hyderabad was an excellent example of what a small post can do to use an attraction well. The mechanics the group's visit were ably organized and smoothly executed. The band and its music were successfully integrated into the picture of America which UFIS Hyderabad has chosen to project: youthful, dynamic, and tolerant. It is one attractive side of the American personality, in the projection of which this band lent itself beautifully.

Messrs. Savalas, Rao and John Fernandes did a fine job. Only a little less successful was the presentation at Bangalore, where the band played to a near-capacity audience in the large, open Glass House. Madras was in some ways surprising, since it has by reputation the most conservative of Indian audiences for cultural events, and yet gave the band its warmest welcome in India, excepting only the Delhi students. Publicity and ticket sales were well-handled, and the sweltering hall was packed both nights.

Bombay was somewhat disappointing. It is the most sophisticated city in India, by Western standards; demand was great, and every chair was filled for the two open-air concerts. On the other hand, acoustics were poor and the audiences did not take kindly either to the delay which is an integral part of an Ellington concert, or to the shortness of the concert, ninety minutes without an intermission. This discontent should be seen, however, within the context of the usual large enthusiasm. In Calcutta, the band played three concerts to prestige audiences in the confines of the Grand Hotel garden. These audiences were the most "American" encountered on the tour: distinguished, knowledgeable, discerning, receptive, and rich.

5. Ceylon. Colombo was an example of the perils of presentation in South Asia near the end or the beginning of the monsoon. The post had chosen to present the attraction at the race-course, a fine and ample open-air site, in the hope that it would not rain. It rained every night, and playing conditions were more difficult in Colombo than in any other post. Nonetheless the audience was large, composed as usual of a mixture of students and gentry, and quite remarkably enthusiastic for a Ceylonese audience, especially in these difficult days.

It would have been a warm audience anywhere. The gymnasium in Peradeniya was full, and the students, like all students before whom the band played, were appreciative.

6. Pakistan. Pakistan has the same musical tradition as India, and its upper classes have generally the same type and extent of education. But these classes are smaller than in India, and there is a relatively large body of specifically Islamic and culturally anti-Western opinion which must be taken into account even by those who do not agree with it. The cultural atmosphere for a jazz orchestra is not, in other words, as favorable as India's. This particularly true in Dacca, by general admission a cultural backwater. The race-track was filled the day of the concert by giving large numbers of the cheaper tickets away free, and the audience, while receptive, was less receptive than most other audiences. In Lahore there were initial fears of a similar result, but Lahore was in everyone's opinion an outstanding triumph: full prestige houses in a lovely outdoor amphitheatre, the best sound system the band had on the entire trip, it was set up by USIS and warmly appreciative responses. Karachi was what might be termed a "normal" success for the band. The concerts were given, as in Calcutta, in the courtyard of one of the best hotels; there were no empty seats; the crowds were official in tone, knowledgeable in Western music (many foreigners attended), and responsive.

7. Iran. In Iran the band was once again in an area with relatively little exposure to Western music and even less to jazz music.

Persian society is highly class-conscious, so that two concerts were held in Tehran. In the Hilton, the band played to an audience of eight hundred, including a disproportionately large number of Americans, which by its dress and close familiarity with Ellington music would not have been ill-attributed in an Eastern American city or a well-attended European spa. The second concert was held for some thousands of students in a large and three-quarters-full gymnasium. The students understood little English, and were not always correct in choosing the moment to applaud, but they were ready to be pleased and pleased the band by their great enthusiasm. Isfahan is so small that the two societies, official and student, were present in the same concert, equally uncertain as to what to make of it all - police went around silencing applause lest the musicians feel insulted, - equally receptive, and equally impressed: in such a context it was a most successful concert. In Abadan the band played a full theater to an audience in which the tone was set by the large numbers of foreigners, American and European, who constitute the cultured milieu of a Middle Eastern oil town. It was "normally" that is, greatly, enthusiastic.

8. Baghdad. The Baghdad concerts were disturbed by the even more impressive political unrest in the city. Ministers and many high-ranking officials did not attend as expected, and though the parterre was full both nights, the smaller balcony was less than half filled. Nonetheless, the audiences were much more than half Iraqi, and the applause would have been considered warm under any circumstances.

9. Beirut. The Beirut performances were presented as straight commercial ventures at the Theatre du Liban, a magnificent hall which is reached after an arduous 45-minute drive. Beirut is not starved for entertainment, and there was thus some apprehension that the theatre might not be filled. A little padding had in fact had to be done, but this provided a welcome student heaven. The hall was surprisingly almost full for all four concerts, and the Beirut audiences were among the best, of the tour, from the point of view of informed appreciation, Beirut was in general a fine operation, and it should be pointed out that three of the most competent control officers the group had, Messrs. Savais in Hyderabad, Wood in Bangalore and Arndt in Colombo, learned their trade from CAO E. Russell Lynch in Beirut.

c. The Mechanical Side of Performances

Advance publicity was everywhere adequate, as far as the escort could judge. When a hall was not filled, band members tended to blame USIS for poor advance publicity. Concerts were in fact almost everywhere well-attended. Where all the seats were not filled, as was most strikingly true in Amman, Kabul, Tehran and Isfahan, it was almost certainly a combination of the size of the container and the strangeness of the product which was to blame. The escort officer by the nature of his duties has little opportunity to assess the quality of advance publicity. Two posts Damascus and Colombo, seemed nonetheless to have done an especially thorough and enterprising job.

In Damascus the entire staff of the post was responsible, with Mr. Leslie Folk in the forefront. In Colombo an exceptional local employee, Mr. Chettiar, was in charge of the entire campaign, and conducted it with the patience and astuteness of a Madison Avenue field-general.

Staging and lighting problems at the individual posts will be more adequately treated in the report of the Department Advance Men. Sound systems were in some places, like Dacca, lamentable; the best sound system was in Lahore, where USIS set it up, and generally USIS-controlled sound was more effective. Lighting facilities varied in quality from place to place. Ellington had a special problem, in that his eyes were affected by bright light. The main rule, here as everywhere, should be flexibility, and most lighting problems can be solved on the band's arrival. The stage specifications sent on ahead turned out to be restrictive. This was not apparent until after the band left India, since USIS New Delhi sent its own advance man ahead of the group telling oncoming posts to build longer and wider. But after India men began to fall off the stands, the trumpeters were doing solos from a crouch, and in some places only the good luck of arriving a day before the first concert allowed adequate additions to be built. These difficulties can be solved by instructing posts to follow minimum specifications only where strictly necessary and by containing to scheduling the attraction so as to allow sufficient time after arrival to make last-minute changes.

One final "technical" aspect of performances indirectly concerns sponsorship, and raises difficult problems upon which it is not perhaps the escort's business to comment. The group arrived after the long and intricate work of choosing and negotiating with a sponsor was over. In some cases, the post limited in its choice of sponsor, in others commercial considerations outside the escort's purview came into play. In some places, as in Kabul and Abadan, the only real "natural" audience for an attraction of this kind is probably the foreign community, and this foreign community is probably a key target group for the post. Nonetheless, it may be worth remarking, since both the escort and the band members noticed it, that in almost every post where a binational center sponsored the group, Americans were strikingly in evidence in the audiences. The USO character which some concerts assumed came as a surprise to almost every member of the orchestra. They did not object to entertaining fellow-Americans far from home, but they felt that their primary task was to impress local audiences with the qualities of American culture.

The band was nowhere overscheduled as far as concerts were concerned. From a purely musical point of view, band members played too little. The reeds and the trumpets were losing their lips, and the escort was required on numerous occasions to obtain their horns from the theater or the cargo so that they might practice in their rooms. However, if travel fatigue and the rigors of off-stage activities are considered, then it cannot be said that they were underscheduled. Performance scheduling, in fact, left little to be desired.

d. The Lecture-Demonstration

The lecture-demonstration concept never really worked with the Ellington Orchestra, and some of the correspondence on the matter now seems wildly, even dreamily, unrealistic. This is not to say that this type of presentation might not be effective using a group more intellectually interested in music, or more articulate about music, or more motivated to deal with students in musicological terms. But it never worked with Ellington. First, neither the Department nor Ellington had a clear idea of what was expected in a lecture-demonstration before the tour began. Second, it proved difficult to the point of not being worthwhile to try to choose certain members of the band to work while others did not. Ellington could only rarely be induced to make the selection, and if anyone else attempted to do so those selected would simply point at the sluggards and refuse to attend. Third, Ellington is articulate about music, but no one in the band, including Ellington, is articulate in the way "lecture-demonstration" suggests. Lecture-demonstrations rather quickly evolved into affairs in which Ellington would appear alone, deliver a five- or ten-minute homily to the effect that "jazz" is a misnomer, that music is music, in which the sound alone is important, that it has no real categories but only the "sounds" of great musicians and their imitators, and then introduce the band members by name and date of entry into the band. There would then follow what amounted to a baby concert, with a group piece and a solo by each member, lasting about an hour altogether.

Whereas the scheduled performances generally had the same program each time, at the lecture-demonstrations Ellington would try the talents of his musicians by choosing numbers they had often not played in years. They would come down off the stand "cussin' like dogs" and play beautifully, and this element of spontaneity made the lecture-demonstrations musically the most enjoyable events of the tour. They were always very well received, and several posts felt that they were more effective than something nearer the original concept, whatever that was, would have been.

e. General Considerations: "Why Ellington Commercially?"

The orchestra members left New York with a conception of what they were to do different from that of the Department and of USIS. They understood that they were to increase cultural understanding by playing excellent American music before the people of other countries. They understood that their task would sometimes be a difficult one, since these people would in many instances be unfamiliar even with Western music. They very quickly perceived that large parts of their audiences were splendidly dressed and were so familiar even with Ellington music as to be nostalgic about it. This was either because they were American, and had grown up in 20th Century America, or because they had studied or travelled enough in America or Europe to admire Ellington, or even in many cases to have heard him. The orchestra members had misinterpreted the word "people", and were disagreeably surprised.

The escort officer could point out several factors to explain the situation to them. He could point out that in those posts where binational centers, presumably for good reasons, were sponsoring the attraction, they were obliged by their situation not to refuse tickets to their American members. He could point out that societies in that part of the world are less fluid and more highly stratified than American society, that a small upper class exercises a determining influence on society and culture to a much greater extent than is true in our country, that the "people", the lower classes, do not in fact "count" as much as they do with us, and that we were trying to reach those who did count. He could point out that in order to reach the "people" as the band does in the States, it would have to spend months travelling from village to village in each country, and that limitations of time and money prevented it from doing so. He could point out, as was pointed out to him every time he asked a USIS officer that in order to justify the expense of this attraction to Congress it was necessary for it to earn back its local expenses, and thus be presented as a commercial attraction. Therefore those who could afford to paid the twenty rupees, and the other tickets were nominally priced. Finally, he could point out that some posts did not use stadiums for fear of the monsoon.

Few of these arguments made any real impression. Band members continued to feel that they would rather play for the "people", for the men in the street whom they saw clustered around tea-shop radios.

More rationally, they believed that the lower classes, even if unimportant politically, were more worthy of exposure to good Western music than the prestige audiences for whom they played. They did not understand why they should be sent halfway around the world, at significant expense, to play for people who already liked jazz. They saw that if there was one thing about contemporary American culture which most people in that part of the world know anything about, it is jazz, and they felt that they were perhaps reinforcing an already existing sentiment, but that they were not changing anything. They saw that playing in the courtyard of a first-class hotel already demanded a coat and tie, and felt that it automatically excluded large numbers of people who would have benefited themselves and the United States by hearing Ellington music, but who hesitate to enter a large first-class hotel under any circumstances. They heard a story, true or false, that the Soviets presented their folk-dances before tens of thousands on the Calcutta Maidan. They could not understand why the State Department, which was also, frankly, a target of every minor discontent on their part, should spend the money to send them there in the first place, and then insist on presenting the attraction in places where large numbers of ordinary people could come in for free, in order to make back some of the expense.

The escort officer assumed that the decision to try to reach relatively small numbers of influential people had been taken due to the social structures of the countries involved and to the on-the-spot difficulties of presenting any attraction. He was nonetheless unable always to satisfy the orchestra members, or, in good faith, himself.

II. OFF-STAGE EFFECTIVENESS

A. Achievement

The Department was wise in wishing and attempting to make personal contacts with local persons as important as performances. It would not have chosen a group better equipped to make fine impressions in personal contact. The group as a whole worked very hard to make off-stage functions a success. Its members were almost without exception excellent ambassadors and representatives of an America which the world might better know, for its profit and our own. They were vivacious, direct, informal and intelligent. They were enormously friendly. They were excellent conversationalists. They were often, but badly, described as "childlike". They were simply good and natural men whose injection into the somewhat formal atmosphere of representation parties could seem a breath of fresh air.

b. Problems

On the other hand they rather quickly became less and less able and willing to meet our off-stage requirements.

This was so, first of all, because they became tired. The group was travelling hard in hot climates. The median age of its members was higher than that found in most attractions. They began to become very tired somewhere between Madras and Calcutta, that is, after a month on the road. A younger group on a shorter tour would probably not have the same problems.

Second, however, they were jazz musicians. They thus had two characteristics which affected their ability to meet off-stage obligations. Any jazz group will, in the escort's opinion, have the same characteristics. The Department should take these into account in planning such tours in the future.

Jazz musicians live at night and sleep the day through. Promises, contract obligations and the initial effort to attend daytime, and especially morning functions will eventually be forgotten on a tour of this length, and they will return to their natural mode of living. It is unwise for the Department to expect anything else.

Jazz musicians, like other men, will, as they become tired and given opportunity, tend to indulge in activities which are congenial to them. Members of the orchestra, even when tired, expected to attend a large function at each post, even during a one-day visit, as at Isfahan and Abadan. They had no objection to a full round of two meals a day at a post where the food was particularly dangerous, as at Dacca. If they did not attend functions in such posts, it was due to simple fatigue: in many cases they preferred sleep to food and drink. But it became progressively more difficult to convince them to attend the parties, however excellent, planned in their honor in these places where more habitual distractions (nightclubs, the company of other musicians, the company of unmarried women) were available.

A fact contributing to this difficulty was that the members of the party soon ceased to enjoy official parties. They found the people and the conversation much of a kind at every post. They had neither the prospect and habit of long sojourns abroad nor the business interest which make the social schedule at an overseas post bearable and even interesting to Americans serving there. The initial charm of social

intercourse with high-ranking American and foreign personages did not outlast the reservoir of energy required to engage in it night after night. They preferred to relax among people with whom they shared common interests and habits.

It was sometimes objected that the group was unable to meet schedules because there was too much of this "extracurricular" activity. Posts which were obliged to curtail morning activities were particularly apt to make this objection. The escort feels that such activity was psychologically more relaxing than, physically at least as fatiguing as, scheduled activity. The benefits to performance excellence, in a tour of this length, should perhaps be taken into account. In the large cities where it takes place, such activity involves relatively little publicity danger. More important, it is impossible to prevent. Men cannot be forced to go to parties, nor kept from going to nightclubs. Two members of the group insisted on visiting a local nightclub in Baghdad after the band had been warned of the danger of street violence and ordered to keep to the hotel. They could only have been prevented by main force, and all Marines were at the Embassy. Asked afterward, they said it was wonderful: two men and twenty girls, shaking like leaves, and "all these cats with sub-machine guns sitting around outside."

Fatigue and increasing unwillingness to attend off-stage functions will undoubtedly be regular features of jazz tours of this length.

c. Recommendations

The Department should continue to place off-stage contacts on a par with performances among the duties of such groups. It should

expect that off-stage effectiveness will be more difficult to achieve than performance effectiveness due to the circumstances described above. It can take steps to assure that off-stage effectiveness will be achieved as easily as possible.

Three things were done on the Ellington tour in the face of increasing difficulties with off-stage functions. 1) Morning activities at the oncoming posts were systematically cut from the schedule. 2) Other activities were reduced to a minimum. 3) The escort explained to each post that it should not expect the whole group at off-stage functions.

For future tours, the escort recommends:

1) Flexibility. Posts should simply not be surprised at anything;

2) that no morning events be scheduled. Jazz musicians do not like to get up in the morning, and it soon becomes almost impossible to get them up;

3) that posts consult the Department and the escort as to the character of a group before scheduling visits to schools. Members of the Ellington group found it hard to talk well about music. Visits to schools were particularly harrowing in the heat of the September sun in New Delhi, but everywhere they were the most fatiguing functions scheduled for the group. Posts should consider before scheduling such visits whether the mere presence of musicians in a student gathering is worth the wear on them, especially in the long run of such a tour. It should always be remembered that the work involved, not only for the escort but for the men, equals that of a party, without the drinks;

4) that, on a trip of this length, hosts limit their representational functions to one large party, or two if the group stays a week. These should be scheduled early, preferably the first night, before the men have met their own friends. The ideal scheduling is for a large reception the evening of arrival, with the first concert the next day. The number of small affairs, suppers and cocktail parties, at which hostesses will not be disappointed at poor attendance on the part of the band, is of course not limited;

5) that not less than ten members of a group be invited to any one party. Calcutta parties to which eight men were getting as few as three;

6) that parties be kept informal as possible. Black tie should not be demanded. Musicians perspire on the stand and do not wish to go to parties in their uniforms in any case;

7) that at least an hour be allowed between the end of a concert and the arrival of musicians at a function, to give them time to relax and clean up.

d. Conclusion

The Ellington group was only overscheduled in the sense that its members were older, that they were asked to attend morning functions for which they were not equipped by training or inclination, and that the tour was very long. The talent for personal contact of a jazz group may be most effectively utilized by scheduling no morning activities and by putting one's representational eggs in as few baskets as possible.

III. THE ADMINISTRATIVE SIDE OF THE DUKE ELLINGTON TOUR

The role and duties of the escort officer will be dealt with separately. This section is concerned with general problems which arise when a large group is sent to the Near East and South Asia. The general rule to follow is to be flexible. Most problems are solved before arrival. Most of the others can be solved on the spot. Most of these can only or best be solved on the spot.

a. Air Transportation

Air transportation provided the single most difficult and unpleasant set of problems encountered on the tour. This was 1) because facilities are limited in that part of the world; 2) because it is exceedingly difficult to control arrangements in that part of the world from the United States; 3) because the group was promised first-class arrangements when available, and not sufficiently impressed with how little available they would be; 4) because there were major objections, unknown at first to the Department and perhaps unique with this group, to the use of tiny planes for long or difficult flights.

1. Brief History

The group was provided with first-class treatment, by American standards, on the sectors New York-Damascus, Decca-Lahore-Karachi-Tehran and Ankara-New York. On all other sectors, economy treatment was the best available.

The group travelled by DC-3 between Damascus and Amman and between Kabul and New Delhi. It made a ten-hour flight in a converted cargo plane from Beirut to Kabul. In India, except for Fokker

Friendship flights between Hyderabad and Bangalore and Bangalore and Madras, it travelled by Viscount. All other flights, from Amman to Beirut and on the sectors Tehran-Isfahan-Abadan-Kuwait-Baghdad-Beirut-Nicosia-Ankara, were by four-engine plane, either Viscount or DC-6.

2. Prospects

The escort understands that Indian Airlines will soon replace the Fokkers, now connecting the smaller Indian cities, by Viscounts, and the Viscounts, connecting major centers, by larger planes. Indian Airlines and Ariana will use Viscounts on the Kabul-New Delhi run beginning in 1964. The lamentable Beirut-Kabul trip resulted from ill-luck. The Afghan Royal Family, returning from their State Visit to the United States, commandeered the only large Ariana plane making the run. Such an unpleasant flight between Beirut and Kabul is not likely to be repeated. The trip from Damascus to Amman should in future be made, by groups the size of this one, carrying as much equipment as this one did, by bus or car. There are thus good prospects that the travel misfortunes which beset the Ellington Orchestra need not reoccur.

3. Air Cargo

The group carried something over 2000 kilograms of accompanied baggage and cargo. Airlines were often unable to carry this, even on four-engine planes, due to other bookings. Part of the cargo had therefore to precede or follow the group. This happened on the sectors Kabul-New Delhi, Bangalore-Madras, Kuwait-Baghdad and Baghdad-Beirut. It will probably happen again with groups of this size.

4. Excess Baggage

In the later stages of the tour, the group carried with it excess personal baggage consistently amounting to over 175 kilograms. Under the contract, each individual member should pay for his own excess baggage. It is impossible to move large groups of this type on schedule if each member attends to and weighs through his own baggage; baggage must be moved together. There is therefore a serious payment problem.

5. Recommendations

a) The nature of travel facilities in this part of the world and the probability that less than first-class travel facilities will be all that are available should be made utterly clear to departing attractions.

b) Embassies should handle in-country travel arrangements, in the absence of prohibitive accounting difficulties. If contracting U.S. airlines to handle them, they should be obliged to inform their local representatives of what is needed with each group well before the group's arrival, and to encourage these representatives to diligence and, if need be, to insistence in their dealings with local carriers.

c) Space should be blocked locally well in advance not only for persons but for the full amount of accompanied baggage and for cargo, and this space should be reconfirmed immediately upon the group's arrival in each post.

d) An equipment list itemizing instruments with measurements, approximate weight and valuation should be prepared before departure

and sent ahead to each post.

e) Group members should be warned that instrument cases strong enough for American or European tours will not be strong enough for tours in this area. They should have especially sturdy cases built before leaving the United States. This applies particularly to bass fiddles.

f) Groups of this size and weight should in future travel between Amman and Damascus by bus or car.

g) Performances should not, if possible, be scheduled on the day before or after departure or arrival where the plane is at all likely to be unable to carry all of a group's cargo. This will allow some of it to be sent on a later or earlier plane and to be met, transported and, in the case of a band, set up in time for the performance.

h) The company should be liable for excess baggage charges. En route the escort's first responsibility is to make the group move on schedule. It is often not possible to make the company pay for excess baggage, especially in view of the facts that it is contractually the duty of each man to pay for his own, and that it is impossible to determine each man's excess when the baggage travels, as it must, all together. Company managers should thus be obliged before departure to sign an instrument making the company legally liable for excess baggage charges should they occur. They will thus have the task, which the escort cannot assume, of keeping each man to his legal limit.

b. Internal Transportation

Internal transportation includes transportation to and from the airport, transportation to and from the concert hall, and transportation

to and from the sites of scheduled off-stage functions. Supplying adequate internal transportation was more or less difficult depending on distances, facilities and schedules. The group was adequately supplied at all posts. Only at Madras, where the Consulate General has inadequate facilities of its own and hired cars failed twice to appear, and in Ankara, where no car was available for Ellington one afternoon, was there any friction. All the cities visited had taxi service which could be used in case of need.

On the other hand, some posts were unclear as to the group's needs before arrival, and flaps which would not otherwise have occurred were necessary to solve internal transportation difficulties. The escort recommends with future groups,

- 1) that posts be informed of the individual group's exact needs before arrival;
- 2) that a large pick-up truck be provided at the airport for a large group. Instruments and baggage should be loaded, in that order, so that baggage can be unloaded first, at the hotel, and the instruments driven to their place of storage, either the theatre, if there is adequate security, or to the grounds of the Embassy or Consulate;
- 3) That a separate car be provided for the leaders of most groups from arrival to departure. This car should not, however, be stationed at the hotel during the day, awaiting the leader's pleasure. The driver will often be waiting late into the night, and should be spared the fatigue and enervation of waiting at the hotel from early morning. The car should therefore be kept on call at the post's motor pool;

4) that carryalls be used to transport a group of this size to and from both concerts and off-stage functions. Both busses and carryalls are, however, preferable. Some group members will always be habitually punctual, others habitually late. It is unwise to penalize the punctual by making them wait on the latecomers, as one must when busses are used. Carryalls are especially useful for parties, where it is important to have some of the attraction represented on time, because with carryalls small groups can be sent on when ready;

5) that each post designate a competent local employee as transportation control officer for the group during its stay. It is a difficult and thankless position, but where such control officers were designated, at Calcutta and Lahore, they were extremely useful. Their duties were to ensure that cars were there on time both before and after concerts and functions, and, in cooperation with the escort, to see that the men were in them;

6) that the Department reconsider the overall usefulness of depending on the contracting airline to furnish transportation to and from airports. Trans World Airlines obligated itself to arrange this transportation and bill the post afterwards. Local TWA representatives seemed in most cases not to have heard of this obligation, and the posts seemed not to have been informed of the billing procedure. Where TWA had no representatives, airport-hotel transportation was arranged either by the local carrier, as with Indian Airlines, which provides this service as a matter of course, or by the post. Internal transportation was as a rule more smoothly handled where the post made its own arrangements. If the Department wishes in the future to contract for it with

U.S. airlines, it should (a) inform the post well in advance, to allow it to make alternative arrangements, and to encourage contracting airline representatives to assume their responsibilities, and (b) insist that the airline inform its own representatives in time.

c. Rooms

The procurement of rooms satisfactory to group members proved difficult at the start of the tour. It was difficult because the Department received false information on the preferences of the musicians before the tour began, and was acting on it. Preferences and possibilities will doubtless vary from group to group. In the case of the Ellington Orchestra, the difficulty was solved by ascertaining exactly what the men preferred and would stand if necessary and by informing the remaining posts of the facts obtained. On the basis of his experience on this tour, the escort recommends:

1. that the word of company managers and booking agents as to room preferences not be accepted as fact. In this case we were told that the men would double up if single rooms cost more than \$10 a night or if none were available. It soon became evident that some of the men would pay any price for a single room and that given the grueling conditions of the tour or a week's stay, most of the men were willing to pay more than \$10 a night for a single. Members of a group should themselves be consulted on their preferences before the group leaves the United States. Few men, for instance, insisted not only on single rooms but on telephones;

2. that once preferences are ascertained, all oncoming posts,

specifically including sub-posts, be informed of them;

3. That in so informing the posts, it be made absolutely clear that the ideal arrangements be departed from only where they cannot be obtained. Posts which could easily have obtained all singles were reserving doubles because the telegrams said the men would take doubles;

4. That Damascus not be the first stop for any tour of the Near East and South Asia. Damascus has only two adequate hotels, both second-rate by American standards, and both so situated that the glare of traffic begins at six in the morning and ends at ten at night. Almost everyone was down with harmless but violent intestinal disorders during the first ten days of the trip. This will be true of every group touring in this area. Noise and diarrhea, added to the fears and uncertainties natural to people travelling to the Near East for the first time, made Damascus seem an inauspicious beginning. These apprehensions were unjustified by the rest of the tour, and were therefore unnecessary;

5. That posts consider carefully whether leaders should be separated from their groups. Putting leader and men in separate hotels can have certain advantages when the leader is temperamental and can be cared for in isolation. In certain hardship posts it may be useful, as it was in Amman and Dacca, to invite the leader to stay in one of the post homes, where the food and atmosphere are gentler than in the hotel. Ellington, however, was not that temperamental, and in Amman, New Delhi and Dacca, where he was separately housed, the arrangement in many instances doubled the work of both escort and USIS officers. Separate journeys were necessary to consult him on "business" matters and to

encourage him to punctuality;

6. That, if the hotel gives the post a special rate, this rate be obtained if possible for the group;

7. That flexibility be the general rule, here as everywhere. A haggle over rooms was a regular feature of each hotel arrival. The post should attempt to reserve rooms as instructed, and then leave in-fighting over final arrangements to the men and the hotel. The escort and post officers may assist in, but should not be upset by, this haggle. The men will be convinced that all possibilities have been exhausted when they have exhausted them themselves.

d. Money

Money presented the most confused and unpleasant complex of problems of the tour, next to air transportation and making time. The problems were generally of two different kinds.

1. Money-changing

The first arose from the fact that most currencies of the area are either non-convertible or convertible only at an unbearable loss. There are two solutions to this difficulty, both bad.

First, the men can be allowed to make do: to calculate how much money they will need in a given country, to draw as close to that amount as they can from the company manager (with the subsequent book-keeping and, in the case of a sly company manager, possible loss), and to exchange the remainder for a useful currency before leaving. Few will ever be able satisfactorily to accomplish these calculations in the first place. In the second place, money can be changed only after hotel bills are paid, that is, in the rush to get to the airport and often early in the morning or late at night, when no exchange facilities are

available. Third, most changers are equipped only to sell local currency for foreign, and do not have currency of oncoming countries; and they sell dollars at a large loss to the buyer. This solution, therefore, in most cases and with most men, causes financial loss and discontent. But the escort may be unable to intervene because he lacks time and has more essential things to do.

When he has time, the second solution, though inconvenient, is advisable, and was used on the Ellington Tour in Syria, Afghanistan and India. By this method, remaining local currency is collected before leaving a country and sold to the post disbursing section for dollars. This can be done in two ways. If the Disbursing Officer permits it, an employee can be sent to the airport with several hundred green dollars, approximately enough to cover the group's remaining local currency. The escort or company manager collects that currency, notes the amount due each man and pays each man at the next stop, either from his wad of dollars or in local currency. If the Disbursing Officer is unable to send an indefinite amount to the airport, then the escort or company manager must, on the day before departure, attempt by door-to-door questioning to arrive at an approximate figure, or if possible an exact figure. He then informs the Disbursing Officer, who appears next day at the hotel or airport with that amount, or with a U.S. Treasurer's check for that amount. The escort or company manager then repeats the procedure outlined in method number one.

2. Payment of Salary

Payment of salary was the greatest single cause of friction and discontent within the group on the Ellington Tour.

The Ellington company manager left New York with two week's payroll in green dollars, which he kept, during the day, in his pocket, and during the night, in his pocket but under his pillow. After this was exhausted, however, he received payroll checks through the booking agency at local banks affiliated with the Chemical and Corn Exchange Bank of New York. There were often several of these banks; one rarely knew which one was to receive the check; the bank would often not inform the post of the receipt; and the post, nearly as often, would not inform the company manager. The group several times left town before the check could be found or converted, and the company manager on at least three occasions was obliged to meet his payroll with a personal check.

Whatever check was used had to be converted. Band members distrusted anything but green dollars, and attempted to refuse payment in anything else. Banks in the area refused to disburse green dollars. They will sell travellers' checks, but band members (1) did not like them and (2) liked them even less since they were made out, necessarily, to the company manager. The only solution in the circumstances was for the company manager to pay the hotel bills of most members out of their salary and to leave them as little spending money as possible. They were obliged to make separate draws each time they needed additional money. Money-men are naturally unpopular; they are especially unpopular in show business; and Ellington's company manager was for a variety of reasons more unpopular than the general run probably are.

However, some band members were paid once in the eight weeks between Kabul and Ankara. This caused discontent. There seems to have been little that could have been done to allay this, once this payment arrangement was chosen.

Second, under the contract the Department paid the Company and the Company paid the men. This had two unhappy results.

The Department, first, was unable to intervene when it developed that the Company paid salary from Sunday through Saturday, although the Department paid the Company for the period beginning Friday, September 6th, and the men were thus deprived of two days' salary.

The Department, second, was unable to intervene in case none of the money due the Company for the termination settlement reached the men, as the men feared would happen at the end of the tour.

Assuming that the Department considers the good morals of group members an asset to a tour, there are several steps which it could take in the future to encourage it.

The escort recommends:

(1) That in future contracts the Company be obligated to certain things concerning payment. These include:

a) Payment of group members to the full amount of their weekly salary in U.S. dollar checks or, better, in travellers' checks of \$20 denomination made out to each man personally. This might involve payment of the total amount to the Company before the tour begins, and might thus be impossible. The method was used for members of the Buddy Rich Combo on the ANTA Joey Adams Tour, and was evidently one of its few successful features;

b) Payment of group members from the day the tour begins, since the Company is paid beginning that day;

c) Some payment of group members from the funds the Company receives for possible contract termination;

(2) That if the Department chooses the payment arrangement used with the Ellington Tour for future attractions:

a) The names of those banks in each city affiliated with the United States bank through which payment to the Company Manager is made be obtained;

b) These banks be informed by the post of the impending arrival of each payroll check and asked to inform the post immediately upon that arrival;

c) The post immediately inform the Company Manager of that arrival;

d) The post be requested to extend all possible facilities to the Company Manager for cashing the check into green dollars;

e) The post be given instructions to this effect well before the arrival of the group, to allow it to communicate with the banks and to have an adequate green dollar supply on hand.

e. General Administrative Support

The posts did the great bulk of the administrative work, and the big picture was generally good. The quality of administrative support varied 1) with the size of the post, 2) with the experience of control officers in handling large groups, and 3) with the tightness of the post's organization for handling the tour, and especially with the clarity of the chains of command. The first two factors cannot be changed. The larger the post, the larger the opportunity for

slipups, and the larger the difficulty in getting things done. New Delhi was by far the most difficult post of the tour; Hyderabad, Bangalore, and Isfahan were the smoothest. This smoothness, as it remembered, is achieved at the cost of incredible work on the part of the sub-post PAO's, and Messrs. Savalas, Wood and Boyd deserve congratulations all the more. The three large Indian sub-posts and Beirut distinguished themselves for their competence in handling long stays and involved schedules. Each was fortunate in having as de facto control officer a man with a great capacity for work, a sanguine, yet properly wary, temperament, and a considerable experience in handling large groups on such tours. Messrs. Krishnan in Madras, Shea in Bombay, Steele in Calcutta and Lynch in Beirut should be commended not only for their coolness under fire but for their administrative ability in situations which at times amounted to minor crisis.

The third factor, organization, is, however, variable. The escort therefore recommends, for future tours:

(1) That a single individual be designated control officer well in advance of the attraction's arrival, and that the Department and escort be given, before arrival, his or her name. This will allow the Department and escort to correspond and deal with the so-to-speak commanding general, so that needed services can be obtained with a minimum of time and effort;

(2) That country program control officers in countries where the tour stays a long time and visits several cities, limit themselves to administering the country program. The Ellington Tour visited only

one such country, India. In India the country control officer became closely involved with the administration of the group's visit in New Delhi. This should be avoided in the future. The country control officer's job is primarily to plan ahead for the other cities to be visited in the country. Another officer should be clearly designated to control the city operation;

(3) That control officers have the rank or position to delegate authority;

(4) That the post develop a plan of action, including a clear division of responsibilities, for its own and the escort's benefit and a clear conception of the aims of the tour at that post, for its own benefit. This was done with impressive success at Damascus, under the personal direction of Ambassador Knight, and is described in Damascus' general report on the group's visit. It was a precedent worth following everywhere;

(5) That the country team concept be applied to the administration of CP tours. This is a delicate recommendation, since posts must be informed of administrative weaknesses with great tact, especially where USIS is handling a group alone. Once again Damascus is the best example of the efficacy of such an application: Embassy Damascus is emphatically and consciously a country team, and the whole Embassy was called in to help with this visit, with clear divisions of responsibility and excellent results;

(6) That, where there is by habit and preference a clear division between the Embassy or Consulate General and USIS, WI

with USIS administering a visit alone, where, in other words, the country team concept cannot be applied, the Embassy or Consulate General be called in for needed support. This will generally involve the consular, disbursing and administrative sections. USIS should estimate its needs and inform the Embassy or Consulate General of what support it will need, before the group's arrival. It should not hesitate to request post officers to work off-hours in this connection.

IV. OTHER ASPECTS OF THE ELLINGTON TOUR

A. Health

Health will always be a problem on tours of the NEA area. But the problem will vary in seriousness with each group and nothing else generally applicable can be said about it.

1. Group members with one or two exceptions suffered considerable intestinal discomfort during the first two weeks of the trip. In no case did this prevent them from playing, though it came near to doing so in one instance. They had been fully, even excessively, warned of health dangers in the area, and expected initial discomfort. Doctors had to be called upon to treat group members in only three cases, and drugs were prescribed in one case, during this first period. The medical kit which the escort carried provided enough deterrents and cures to prevent, and or sufficiently alleviate stomach disorders in all other cases. Stomach disorders recurred intermittently during the rest of the tour, but this was always a normal result of fatigue plus a bad meal, and caused no problem.

The bass player left New York with neglected or missing teeth.

He was soon in great pain and unable to eat properly. He had extensive work done in New Delhi, and flew to New Delhi from Bombay when the group went on to Calcutta, to have it completed. He had further extensive work done in Beirut. He did not miss a single performance, but he could have. Members of departing groups should be advised to have a thorough dental checkup and whatever work is needed in the United States before leaving. This is not because there are no good dentists in the area, but because schedules will often prevent prolonged dental work from being done.

2. Ellington's health was a serious problem. He followed medical orders not to drink, carried a suitcase full of medicaments for all occasions and followed certain dietary instructions throughout the trip. He consulted physicians wherever possible. One of the escort's duties was to find the names and obtain the services of these physicians at any hour.

Nonetheless his health was poor. He is sixty-four years old. He has had several serious operations in recent years. He has been a great steak-eater all his life, and in the absence of steaks, especially in India, he could not and/or would not enjoy most of the food set before him. Another of the escort's duties while the group was in India was to obtain canned American vegetables, and various country officers were kind enough to secure steaks. He is extremely solicitous of his own health. His schedule was heavier and his duties for the Department more strenuous than those of any of his musicians, and he made a wholehearted effort to do what was expected of him. Conducting a concert requires a great deal, physically and psychologically, especially in extreme heat, and in his off-stage

appearances he was without fail gracious, articulate, charming and absolutely winning, even when feeling poorly. His effort should be taken into account.

This combination of declining powers, concentration on the state of his health and the heavy strains of the tour, added to the natural discomforts and dangers suffered by all members of the group, made him ill. He was taken of a virus in New Delhi, was unable to appear for the second concert, and was removed to a hospital. He spent five days there with a moderate fever while the band went on to South India. He spent about a week convalescing at the Residence while the Ambassador and Mrs. Bowles were on tour, and rejoined the band at Bombay. For the next two and a half weeks he shortened the concerts, limited his off-stage activities wherever possible, and was back in full working condition only when the group arrived in Pakistan. The two weeks during which Ellington was absent from the band were the easiest of the tour for the escort. The two and a half weeks between the time he rejoined the band and his return to a full schedule was perhaps the most difficult. This was because he wished to attend functions where he could and thus would cancel his appearances at the last minute. For the rest of the tour it was a pleasure to work with him and watch him work, since his personality was the attraction's greatest asset, next to the quality of the music. His habitual tardiness was a constant burden, and probably stems from a complex psychological syndrome, but could be taken into account.

b. Companionship

1. General

The subject has been touched on in section II.b. Members of the

Ellington group sought and found the companionship of persons with whom the Department and local American officials would have preferred them not to consort.

In some cases this preference was the result of moral objections and discomfort. Foreign service and USIS officers in today's world have learned that in dealing with foreign peoples and customs it is always difficult and usually counterproductive to give overt expression to such objections. It would be charitable as well as wise, in most cases, to apply this knowledge to American nationals whose customs and way of life differ from one's own. Most American officials in contact with the group did so.

There were also practical objections. A good public image is necessary to a tour's success. There were objective fears that were some private activities of group members to become public, this publicity would hurt the image, not only of the group, but of the nation which they necessarily represented at every moment. The image we seek to project of ourselves varies from country to country, but is in general one of a people who are honest, good-willed, informal, hard-working and chaste. Every member of the group had the first four characteristics in abundance; rather fewer possessed the last. A symphony orchestra does not present a publicity problem, but because it seeks recreation in public a jazz band can. Several factors should be considered in determining whether there is a danger that it will, and what to do about it.

First, the escort believes strongly that possibly detrimental

activities on the part of jazz musicians can never be entirely prevented. Members, probably most members, of all jazz groups will probably act, in this matter, like those of the Ellington Orchestra. The Department and USIS are not only not equipped to stop activities of this sort, but could not if they were. Such activities can be limited by repeated threats and remonstrances, all implying a denial of American pluralism, but they cannot be stopped. On the other hand, jazz is one of our cultural showpieces, and the Department will probably wish to send out other jazz groups in the future. It can, therefore, only make the best of a possible dangerous characteristic.

Second, the escort believes that the dangers of adverse publicity for activities of this kind are minimal, at least in the NEA area. He believes this for three reasons: 1) most people do not care; all eyes are not fastened on visiting cultural attractions; 2) in most cities of the world, society is so structured that such activities are carried on forever unknown to people who do care, out of their view and among people who talk about these activities only among themselves; 3) in these countries most members of the upper classes, who are evidently the classes we are seeking to impress, are educated either to a humanism which forgives such conduct, even when it is not one's own, or to a sense of superiority which considers musicians, a class to be enjoyed but not personally respected, a little outside the prevailing moral code, to be treated "with liberality and with disdain."

A real publicity danger arises, therefore, only where the bulk of the press is curious about such activities because it depends for its prosperity on the exploitation of scandal, preferably sexual and preferably involving foreigners. Newspapers of this type exist in many large cities of the area, but where they do not give the tone of the press, they may usually be discounted: few people read them and the United States Government need not concern itself with the opinion of those who do. Only in Colombo and in Ankara was the group involved with a press generally ready to exploit the non-scheduled activities of group members. Since there were no dangerous activities in Ankara due to the real grief of the group at the President's death, it was only in Colombo that their activities caused small but possible damage. One newspaper printed a two-page spread which, in addition to mean and baseless allegations about the Ambassador, cutely and with much exaggeration detailed some nocturnal doings and cutely hinted at others. The Public Affairs Officer considered it almost a compliment, given the excellent publicity and reception the group got in Colombo and the shabby character of that city's press. The Department can consider the incident a tiny wart on an image of great success during a twelve-week tour.

On future tours such activities should be expected and carefully watched. If action is to be taken it will necessarily be drastic, and the Department should not hesitate to take it if the public image of the group and the country is seriously impaired by such activities. If a group must be brought home the Department can sincerely plead lack of foreknowledge in every case. Frattling over the problem merely

saps energy necessary to do other things better, in the vast majority of cases where there is no danger, and no action beyond watchful waiting called for.

2. Ellington

Ellington himself engaged in no reprobate public activities. The escort recalls only two occasions on which he left his hotel room for anything besides activities connected with the tour or medical consultations. He took all meals except "official" ones in his rooms. He did not drink, although in a gain moment he had the escort purchase a bottle of Drambuie, from which he would sometimes take sips while offering plentifully to his guests. His conversation at functions was charming. If the partners were ladies, it was full of gallantries whose exaggeration was conscious and well-understood, it was impeccably polite. He is a gentleman from head to toe, entirely concentrated on his music, his comfort and his reputation.

On the other hand, there travelled with him, from New Delhi on, a lady whose presence was a constant source of acute embarrassment and apprehension to American officials. He planned and insisted on her presence for the care she gave him, from habit and from love. She has travelled with the group when it is not in New York City since 1960. That she was tall, pretty and a genuine countess doubtless made her more attractive to him, but, more important, she nursed him fondly, and devoted to the satisfaction of his every need and whim an attention and patience little short of heroic. In the escort's opinion, she had the hardest job of anyone connected with the tour. Most important of all, there was a deep and abiding affection between

them: their relationship could not under any reasonable definition of the word be described as tawdry. As the company manager once put it: "I think he's madly in love with her."

Futhermore both Ellington and his friend were conscious of the dangers of adverse publicity which her presence brought with it. They were willing to do anything to avoid them, short of separating. She avoided photographs like the plague, and was out of the plane and off the line of fire at every airport arrival. They were photographed twice together, both times accidentally. The first was during a visit to Ctesiphon, outside Baghdad, when a USIS photographer caught them together as she was showing him how to do something and provoked a shy and embarrassed apology from her. The second was at Ankara, where, both ill, they unwisely left the hotel for the hospital together and were greeted at the door by a barrage of hungry press photographers. The company manager and the Assistant Cultural Affairs Officer were running interference. The company manager, though a judo expert, is almost blind -- as one band member put, "Somebody'll hit him in the eyes, and then he'll be doing his judo to a lamppost" -- and was tackled by a press representative in an effort to get him out of the way of the camera. The Assistant Cultural Affairs Officer struck the camera away, but was photographed in so doing. The front page of the next morning's paper was half a headline and half a photograph of the incident, but was destroyed when the news of President Kennedy's assassination was received. The incident, which happily came to nothing for an unhappy reason, is an illustration of the dangers of a prominent band leader's carrying his friend with him while on tour for

the Department.

The danger was greater in Ellington's case because the lady was tall, impressive and always strikingly blonde and dressed. It would have been less had she been mousy and ordinary. The inconvenience which she caused everyone by her extreme solicitude for his health, which made him even tardier and probably lengthened his convalescence, would probably be smaller with any other man. Nonetheless the danger arose from the mere fact of her presence.

The only way in which this type of danger can be averted is by requiring several assurances before a tour begins. The Department must be assured that the group will include only those persons manifested, unless others are subsequently approved by the Department. This assurance alone will not be sufficient, because an intelligent man will always claim that the lady in question is not "with the group", but is merely travelling to the same cities in the same airplane and staying at the same hotels for the same length of time as the group. Ellington also insisted, to the general hilarity of those who were so informed, that the lady was a writer helping him to translate a libretto into French, which is her mother tongue. The escort saw no evidence at any time that this claim had any basis whatsoever in fact.

The escort therefore recommends:

(1) That if there are future negotiations with Duke Ellington, Inc. with the object of sending the Ellington Orchestra touring under Department auspices, certain articles be written into the contract. The Department should not be hindered in insisting on this by any considerations of

shyness, good taste since the dangers exist or a desire to avoid bad feelings at the outset. These articles should include, in substance:

a) The Countess Fernanda de Castro Monte shall not travel with the group;

b) No person, and specifically no lady, writer or not, not included in the original group manifest, shall travel with the group unless explicitly approved by the Department.

c) "Travel with the group" is understood to include the following actions, separately or in combination: travel on the same airplane or other conveyance, as the group, staying at the same hotel, and being in the same city or in the vicinity of the same city as the group while the group is in that city.

(2) That b) and c) above be incorporated into every contract with an outgoing cultural attraction. This should not be done when there is a suspicion that such a person will appear, because in most cases the Department will have no grounds for such a suspicion, but only the person to worry about when she does appear. It should be written into the contracts of any cultural attraction. It will probably not be necessary to write it into the contracts of athletic attractions.

V. SUMMARY

The tour was successful. It accomplished the aims it was sent to achieve.

The performances were everywhere extremely successful, within the local context. One night in Hyderabad or Bangalore the whole band was fascinated from the stand by a man in his loose white Indian garments

sitting in the front row, surrounded by his children. He never clapped, but tapped his foot steadily to every number. As Ellington and Billy Strayhorn were fond of repeating, "the audience is beautiful everywhere."

The off-stage activities were only less successful. Band members excelled in this type of activity: they were exemplary Americans socially. They became tired, and it became more difficult to get them to functions, as the tour proceeded, but they were always winning.

The mechanics of the tour were generally well-handled. They were by their nature difficult and complex, but the posts, all of them, worked without stinting and with satisfactory results. One of the most impressive features of the tour was the capacity for sheer work and the will to use it exhibited everywhere by USIS, Foreign Service and local personnel. The United States can pride itself on its overseas representatives.

Health produced only normal problems, except for Ellington's health, which was a special case. Off-stage activities which might possibly be harmful will be a normal feature of the tours of jazz groups, and can be lived with, especially, as was the case with the Ellington Orchestra, when the men are doing such a fine job in scheduled activities.

Only two problems, the payment of excess baggage charges and the presence of Ellington's friend, could not be solved and had to be borne. Situations like that involving Ellington's friend will hopefully not arise in the vast majority of future tours. How to make payment for excess baggage charges will remain a thorny problem, and it is difficult to think of a perfect solution at this time.

VI. SUMMARY OF RECOMMENDATIONS MADE IN THE REPORT

A. Performances

1. Do not expect too much of lecture-demonstrations, and be prepared for them to take unanticipated forms.

2. Make clear to posts in instructions to them that stage specifications should be exceeded where possible, and that the specifications given are the minimum.

B. Off-Stage Functions

1. Take the length of a tour into account when scheduling off-stage activities. On long tours the last posts will pay the price for heavy scheduling at the first.

2. Expect jazz musicians to become bored with the continuing rounds of official parties and to seek more congenial amusements.

3. Schedule no morning events for jazz musicians.

4. Posts should consult the Department and the escort on the character of the group before scheduling visits to schools and colleges.

5. Ideally the off-stage schedule would consist of one large function, preferably the first night, with the first performance the next night. More than one such function may be held if the group stays longer than five days. The number of small parties is unlimited, but full attendance should not be expected.

6. Not less than ten members of a group should be invited to any one party.

7. Parties should be kept as informal as possible, and should not be black tie. Jazz groups will not in fact like to dress formally, even though they wear tuxedos on the stand.

8. At least an hour, or more if the concert is held far from the hotel, should be allowed between the end of the concert and the arrival of jazz musicians at a function.

C. The Administrative Side

1. Air Transportation

a) Travel difficulties in the MEA area should be made very clear to departing groups. They should not expect much first-class treatment.

b) Embassies should handle in-country travel arrangements, in the absence of prohibitive accounting difficulties. If they do not, contracting airlines should be required to inform their local representatives of what is needed with each group well before the group's arrival, and to encourage these representatives to diligence and, if need be, to insistence in their dealings with local carriers.

c. Space should be blocked locally well in advance not only for persons but for the full amount of accompanied baggage and cargo, and this space should be reconfirmed immediately upon the group's arrival in each post.

d) An equipment list itemizing instruments with measurements, approximate weight and valuation should be prepared before departure and sent ahead to each post.

e) Group members should be warned that instrument cases strong enough for American or European tours will not be strong enough for tours in this area. They should have especially sturdy cases built before leaving the U.S. This applies particularly to bass fiddles.

f) Groups the size and weight of the Ellington Orchestra should travel between Amman and Damascus by bus or car.

g) Performances should not, if possible, be scheduled on the day before or after departure or arrival where the plane is at all likely to be unable to carry all of a group's cargo. This will allow some of it to be sent on a later or earlier plane, and to be met, transported and, in the case of a band, set up in time for the performance.

h) The company should be obliged before departure to sign an instrument making the company legally liable for excess baggage charges should they be applied. Company managers will thus have the task, which the escort cannot assume, of keeping each man to his legal limit.

2. International Transportation

a) Posts should be informed of the group's exact internal transportation needs before the group's arrival.

b) A large pick-up truck should be provided at the airport for a large group. Cargo and baggage can then be loaded, in that order, and unloaded at hotel and storage sites in reverse order.

c) A separate car should be provided for the leaders of most groups from arrival to departure. It should be kept on call at the motor pool, and not at the hotel.

d) Carryalls should be used if available for transport to and from scheduled events.

e) It is useful for each post to designate a competent local employee to organize and oversee internal transportation.

f) The Department may wish to reconsider the overall usefulness of having the contracting airline furnish transportation to and from airports.

g) If a contracting airline assumes responsibility for airport-hotel transportation, the Department should inform posts of this well in advance, to allow them to make alternative arrangements and to hustle the local airline representative, and should insist that the airline instruct its local representatives in time.

3. Rooms

a) Groups should themselves be consulted as to their preferences before departure. The word of company managers and booking agents should not be accepted without this corroboration.

b) Once room preferences are known, all oncoming posts, including sub-posts, should be informed of them well before the group's arrival.

c) Posts should try to arrange for the ideal rooming situation, and only obtain alternative arrangements when the ideal is impossible.

d) Damascus should not be the first stop for any tour of the area. Hotels there will normally inspire unwarranted apprehension as to the quality of accommodations for the rest of the trip.

e) Posts should carefully weigh the advantages and disadvantages of housing the leader and the group separately.

f) It is recommended that posts try to obtain the special post rate for groups if it exists.

g) Changes in room arrangements after the group's arrival should be left to the group members themselves.

4. Money

a) The Department may wish to include certain provisions concerning payment in future contracts:

1) Payment of group members to the full amount of their weekly salary

in U.S. dollar checks or, better, in traveller's checks of \$20 denomination. This may involve pre-payment of the total fee to the Company;

2) Payment of group members from the day the Department begins to pay the Company;

3) Some payment of group members from the funds the Company receives for possible contract termination.

b) If the Department chooses the payment arrangement used with Ellington, whereby it paid the Company and the Company sent a fortnightly payroll check to the company manager at local banks,

1) The names of those banks in each city affiliated with the United States bank through which payment is made should be obtained;

2) These banks should be informed by the post of the impending arrival of each payroll check and asked to inform the post immediately of that arrival;

3) The post should immediately inform the Company Manager of that arrival;

4) The post should be asked to extend all possible facilities to the Company Manager forecasting the check into green dollars;

5) The post should be informed and instructed in these provisions well before the arrival of the group.

5. General Administrative Support

a) A single individual at each post should be designated control officer for the group's tour well in advance of the group's arrival, and communications concerning the tour should be directed to that individual.

b) Country program officers in a country where the group makes

several stops should limit themselves to administering the country program. Another officer should be designated to control the operation in each city.

c) Control officers should have the rank or position to delegate authority.

d) Each post should develop a plan of action, including a clear division of responsibility and some conception of the aims of the tour at that post, for each group.

e) The country team concept should be applied to the administration of CP attraction visits in each post.

f) Where there is a clear separation of Embassy or Consulate General and USIS, with USIS handling the tour, USIS should not hesitate to call on the Embassy or Consulate General for administrative support, which is in general willingly granted.

4. Other Aspects

a). Health

1) Escorts should continue to carry the kit provided by the Medical Division.

2) Members of departing groups should be advised to leave the country with their teeth in good condition.

b) Companionship

1) Resort by jazz musicians to recreational activities not usually engaged in by American officials should be expected.

2) Such activities should be carefully watched so that prompt action may be taken in the event they endanger the group's and the country's good public image.

3) The Department should do what it can to prevent non-manifested persons from accompanying the group without its approval, by writing the following provisions into contracts:

a) No person not included in the original group manifest shall travel with the group unless that travel is explicitly approved by the Department.

b) "Travel with the group" shall be understood to mean, separately or in combination, travel on the same airplane or other conveyance as the group, staying at the same hotel as the group, being in the same city or in the surrounding vicinity of the same city as the group while the group is in that city.

c) "City" shall be understood to mean city, town, village, hamlet or any agglomeration of more than five persons, with houses.

PART II: THE ROLE OF THE ESCORT OFFICER

A. INTRODUCTION

This part of the report is divided into four sections: 1) the advantages of being escort officer for a young or beginning Foreign Service Officer; 2) general aspects of the escort officer's job; 3) specific duties of the escort officer; 4) recommendations. This report is based on the experiences of an escort to a large jazz orchestra in the Near East and South Asia. The first three sections will be written in the past tense to avoid unwarranted generalizations.

I. ADVANTAGES FOR A NEW FOREIGN SERVICE OFFICER (OF BEING AN ESCORT)

a. The escort was obliged to deal with factors and situations which he was powerless to change. In other words, he had to work within a given context. This is good Foreign Service experience.

b. The escort was every day obliged to do things astonishing in their variety and multiplicity. Most were trivial. All had to be done. Work, generally lasting from nine in the morning until after midnight, seven days a week, for twelve weeks, was unavoidable. This is good Foreign Service experience.

c. The escort was forced to take on considerable real responsibility and to make an ever-ending number of instant decisions, often of some import, usually under conditions of recognizable pressure. Very few mistakes he was able to make could have been disastrous, and in the big picture of American foreign policy his responsibility did not count for very much, but it was good Foreign Service experience.

d. The escort probably will not write as many telegrams, producing as much action, for the next twenty years of his career. The drafting experience is valuable.

e. The escort was able, indeed obliged, to observe the operations of UNIA at close range. This is good Foreign Service experience, especially in an era when U. S. foreign policy is no longer limited to the exercise of diplomatic and consular functions.

f. The escort received good administrative training, by force-feeding.

g. The escort was put in personal and working contact with numbers of U. S. officials abroad, of all ranks up to and including that of ambassador. This develops both self-confidence and modesty, or at least an appreciation of one's talents in certain lines and an acute sense of one's own limitations. This would be valuable anywhere. It would be valuable even, or especially, in the event that he should be assigned to the NEA area.

h. The escort lived for twelve weeks among Americans whose cultural backgrounds, outlooks, habits, professional qualities and even language differed from his. If his performance was at all satisfactory, it was largely because he was able to work with these men as a man, not merely as a government official. Most Foreign Service Officers at home and abroad deal personally and professionally with people they can talk to easily, and all work in the common knowledge that they are diplomats of the United States of America. Personal and professional characteristics of the type, normally sufficient to make a good Foreign Service Officer, were not sufficient to enable the Ellington escort to deal effectively with the group. The escort prefers not to use the

word "broadening"; "broadening" implies fattening and is justly associated with sightseeing tours. The escort saw little more than hotels, theatres and U. S. Government office buildings and homes. The trip was nonetheless a rewarding personal experience.

II. GENERAL ASPECTS OF THE ESCORT OFFICER'S JOB

a. Work

The weightiest and most memorable single impression the escort had of his trip was work. He worked until he had no appetite, little strength and few nerves left. When this point was reached, there would be more work. After a month, the only desire he cherished was to sleep. There was little opportunity to sleep. Work started at nine o'clock and lasted into the morning, because he was needed to get the men to off-stage functions, and, once they were there, to get them out again. There was generally a lull in mid-afternoon. This afforded no opportunity to sleep, since it was a certainty that the telephone would ring with a request for a small service or for a small bit of information - "Have you seen Bobby Boyd?" or "What do we wear tonight?" or "When do we roll?". These disturbances alone could have been avoided, but he could not stop calls or pull a plug phone out of the wall because there was generally a good chance that a hard-working control officer would think of one last necessary thing in the five o'clock rush, and control officers were without exception hard-working. The escort was ashamed to be overjoyed at the outbreak of the Baghdad troubles, because all phones in the city were out off for twenty-four hours.

Now, U. S. Government representatives in the Department, the Agency

or overseas generally work as hard and as long as any escort officer. Swaying through parties with a frozen smile and a pleasantry always ready is excellent Foreign Service experience. And the escort never worked harder than the USIS officials of any post. On the other hand, the group played in eighteen posts, all equally hard-working and enthusiastic. November 13 in Baghdad was the one day of a tour extending from September 6 to November 28 where the escort had no more to do than minimize the danger to the men and report full complement to the consular officer making his lists of safe Americans. This was so because the city was under martial law and he was prevented from leaving the hotel.

There were also mitigating factors. Officers serving in the Department are sometimes stricken with visions of their legs dwindling to vestigial remnants and of Supp-hose. The escort had no opportunity to sit at a desk from 8:45 to 5:30. The rare opportunities for sightseeing most often could not be taken, due to the need for sleep or simply for repose away from the group. Nonetheless the escort was able to take half-days off for sightseeing in Hyderabad, Bombay, Lahore, Beirut and Ankara. Finally, in most places he was able to snatch an hour for shopping.

The hours and the multiplicity of tasks were not therefore much different from those of other Foreign Service and USIS officers. For perhaps two-thirds of the tour, novel, and thus interesting, new tasks continued to appear, and the routine which characterized the tour thereafter is common to most Foreign Service and USIS assignments. It is the special nature of the work habits required which proved most

fatiguing. There was never really any time off because it could not be anticipated. That there would be something that had to be done was almost certain, and it was wiser to remain in the hotel room waiting for it to appear. It rarely came as a real surprise - "Hey, you know my horn is busted (with a hint that the airline and therefore, the State Department and therefore, the escort officer were responsible and should obtain compensation), and I need it to play, and there is no one in this town that can fix it, but I think I can fix it myself if you'll get me a tiny screwdriver and a tiny pair of pliers somewhere; you'd know better than I would where to find them, and anyway, I'm really feeling sick." It was the never-ending stream of such tasks, the fact that they could be only half-anticipated, and the fact that they generally required a good walk or a taxi ride, which the escort generally forgot to mark down, that accounted for his peculiar fatigue.

b. Money

There were also relatively numerous unscheduled opportunities to lunch or dine with American officials, whose hospitality was generous and impressive. These occasions were not only enjoyable in themselves, but soothed the nerves and saved per diem. If this last consideration seems unworthy, it should be remembered that the escort stayed in the best hotels, because the group stayed in the best hotels, and would have been unable to do his job had he accepted kind invitations to stay in private homes. His per diem allowance, on final calculation, counting gift expenses as his own, came within \$100.00 of covering his subsistence needs. He could have made it cover them had he eaten less frequently and not paid for any drinks.

He made money on his salary, but the per diem allowance was not sufficient to cover per diem expenses.

c. An Idyll: Colombo to Daeca

The specific duties of the escort to a jazz orchestra will be listed in the next section. So schematic a presentation cannot give the full flavor of the work. If this report is to be useful to future escort officers, they should have some idea of what they will be doing, and a description of a typical long weekend, with the really minor tasks unrecounted for brevity's sake, may be useful in this context.

The group left Colombo on Saturday, October 26. It had rained for six straight days in Colombo, and the escort had a head cold which he was having trouble shaking. Departure was enlivened by shouting discussion on the bus with the most troublesome band member, who told the escort that bringing girls into hotel rooms was normal, that white men should wake up to life, and that people like the escort made him want to puke. Such incidents were admittedly rare. Otherwise, the departure was routine: filling in the passport and visa numbers on embarkation cards, getting those men who had forgotten to do so to sign theirs, or fill them out, collecting them, getting the passports through emigration, getting the tickets through the airline counter, trying unsuccessfully to ensure that cargo and luggage would be marked through in bond to Daeca, which was next day's destination, collecting the baggage tags, passports and tickets, delivering the embarkation cards and those currency declarations, full of monstrous but always unexamined lies, to the proper authorities,

and seeing that all group members were on the plane and all the baggage and cargo loaded. This was standard airport procedure and was repeated the next day at Madras and at Calcutta.

In the hour and forty minutes to Madras, the escort filled out the passport and visa numbers, with date and place of issue, on all twenty-two debarkation cards, distributed them, made sure they were signed and collected them. This was also standard procedure, and should be done immediately after takeoff. Even on long flights one is apt to be surprised (by indigenous travel customs) without filled-out immigration papers. The Turkish port-of-entry was Adana, and the Indian port-of-entry was Amritsar; in both cases everyone had to descend, and at Adana, at 8.00 p.m., all baggage and cargo had to be unloaded, put in carts, walked past the inquisitive customs officers and reloaded on the plane.

At Madras the group and cargo were unloaded. The group was sent to the hotel, and the cargo was kept at the airport, except for two pieces. The escort had forgotten to tell Johnny Hodges to pack an overnight bag, and Johnny Hodges had to have his suitcase, and since he got his, Jimmy Hamilton needed his too, and all the while, the customs officials were objecting, because the baggage was still theoretically in bond, although it turned out next day that it was not in bond, and that all the customs formalities were required.

The group had to be awakened next morning at 4.00 for the 6.30 flight, with master keys and bellboys required for the deep sleepers (several group members slept like dead men), and the hotel bills had to be paid. When the group had left India, the week before, they had left all

their Indian money to the Consulate General, which spent the week obtaining permission from the Embassy to convert it into a dollar check. The escort was handed a check for \$4,005 and a list of how much was owed each man. But the men had no Indian money to pay their hotel bills. Anticipating this, the Company Manager had the night before enlisted the harassed USIS Junior Officer Trainee, Jane Prindeville, who did yeoman service during the whole South Indian tour, accompanying the group in Hyderabad and Bangalore, to wake up a disbursing officer to sell him \$700 worth of rupees, since he refused to lose \$5 by changing at the hotel. This was done, and the bills paid.

The flight to Calcutta was uneventful, with only those twenty-two embarkation cards to be filled out. At Calcutta it was learned that a special plane had been obtained to fly the group to Dacca, and that it was leaving in fifty minutes. Baggage checks were given and received, baggage and cargo was seen through Indian customs, embarkation cards were filled out, distributed and collected, the Indian currency books, which had been given the men on their arrival five weeks before, were found filled out in such a way that the men officially left the country with no rupees and only those dollars or traveller's checks which they had brought into the country, minus those which they had exchanged at the official rate and in return for an official stamp. These were thrust into someone's hand as the plane was loading without comment on either side. Meanwhile, there had been the usual altercation between the escort and the company manager over who was to pay for excess personal baggage, with the escort, as usual, refusing to sign anything, and the company

manager, as usual, signing the liability slip. The CAO was at that point under the impression that the escort was cracking up, and taking time off from his other duties to tell him not to. Finally, before departure, it was discovered, as it had been discovered twice before at Madras, that the Countess had been in India more than thirty days without registering with local officials, and was unable to leave the country without some official forgiveness. She left after signing, as she had twice before, a statement giving a schematic history of her Indian sojourn, and swearing that she didn't want to give trouble to anyone. The plane left, to the accompaniment of the resentment and imprecations of airline officials, who seemed to see a moral taint for both parties in the fact that its departure was delayed, and by Mr. Arthur Beyer, of USIS, Dacca who was most helpful in filling out the Pakistan immigration and currency formulas.

Dacca had the first commissary since New Delhi, and after the customs formalities, the unloading, and the fight for hotel rooms were over, the escort went around taking orders, which he gave to an Consulate General officer who kindly agreed to place them. That night there was a fine party given by the Acting Consul, Mr. McJannett, for which a number of very tired men were aroused and encouraged to attend. Once there, there was considerable difficulty in getting them to leave, since the food and company were as usual most agreeable.

The next morning the commissary order arrived, and the orders of those men the escort had not been able to locate the day before were taken. The second order was delivered that afternoon. The group was to leave the next morning, and the bill had to be paid beforehand.

The escort had the bills and his check for \$4,085. \$2900 of this belonged to the company manager, who wanted various amounts subtracted from it and given, as checks, to selected group members. The goods were distributed to as many group members as could be found, and some could only be given out the next morning before departure. The men had no dollars and could only pay in Pakistani rupees. The commissary would accept only a dollar check made out to U. S. Embassy Commissary, Karachi. The men were becoming insistent in their requests that they be paid the money owed them from India. The escort therefore, called the Disbursing Officer to arrange for checks to be made out the next morning, before departure. He was obliged to collect the commissary money in rupees, convert it into dollars, and subtract the dollar amount from what was owed each man, which was itself a conversion from rupees. Next morning before leaving, he took his mother check to the Consulate General and had it broken down into eighteen little checks, of four kinds: 1) checks for money due after commissary, including five checks totalling \$222.55 for Rolf Ericson, who had to pay bills in the States and needed small denominations; 2) the payroll-plus money-due checks for two men; 3) the company manager's check, for what was due him minus his commissary bill and the payroll checks; 4) the escort's check, including what was owed him from India, old rupee debts from the men which he had converted into dollars, subtracted from the men's checks and added to his own, and the equivalent of monies paid the commissary but not yet collected from the men, minus his own commissary bill. He paid the total commissary bill, \$118.43, with a personal check.

The necessary calculations were made with a full nose in time found on a day which saw him check the stage building and seat placing, visit the commissary and motor pool, send the group to three luncheons and attend one himself, secure and accompany a group to a pre-performance dinner given by the head of the AID Mission, and send the group to the large reception after the performance at the PAO's home, which he also attended.

The plans left next morning with only the usual customs, embarkation, ticket and baggage formalities before departure, although it was held up by three group members who could not be found after a diligent search of bar, restaurant and men's rooms, but who finally showed up from somewhere.

If this account has been fatiguing to the reader, the events described were fatiguing to the escort. Escort officers should expect this sort of thing.

III. SPECIFIC DUTIES OF THE ESCORT OFFICER

a. General

The check-lists and handbooks provided the escort before departure proved useful as orientation. Demands and duties will however be different (for each tour). Many things are happening at once at each arrival, posts are different from one another, and some things have to be done. Most of the tasks listed in orientation papers can and should be done only when there is a little leisure. Post information sheets provide most of the information needed. Most of the men did not read them, and most of the information proved unnecessary. There were essentially only two things the escort needed to know in each post: the names, office and home phone

numbers of Embassy and USIS officers, especially of control officers; and the names, office and home phone numbers of one or two competent local doctors. The escort's duties soon divided themselves along a natural order of priorities, and this natural order will vary with each group.

b. Arrival

The group was met everywhere by the Embassy and USIS officials one needed to know. The only task here was to remember the names and faces in the hubbub.

Whether or not an escort wishes to stand for the arrival pictures depends on his personal preferences. Sometimes there is not time. The Ellington escort usually did not have his picture taken, although having one's picture taken at airports can be a useful proof that one is actually with the group.

The escort carried all the group's tickets, passports, debarkation cards, and baggage checks himself. There were usually two local employees waiting to handle customs, if the post was a port of entry, and baggage. The passports and cards were handed to one, the baggage checks to another. If they were not right there, they were inquired after and found.

The escort would then ask where Ellington's personal car was and attempt to have him seen through customs without the formalities and waiting, and sent to the hotel with his party. He would then ascertain the existence and location of the group's bus or carryalls, and send them on.

He would then check the unloading of the baggage and cargo, counting the number of pieces if possible, get verbal assurance that the cargo would be stored in a safe place, and find out where that place was located.

If the TWA representative was at the airport, the escort would hand him the tickets and ask for reconfirmation for persons and full cargo weight for the next onward flight. If the TWA man was not there, he was contacted as soon as possible.

The escort would then tip the porters if this were required, collect his passports if possible, and proceed to the hotel.

c. Hotel Arrival

The first thing to be done at every hotel was to obtain a list of the group's rooms. If these were reserved but not yet assigned, it was his task to assign them, on the basis of his knowledge of the group's preferences, but without their assistance. Once assigned, rooms could be changed by the men themselves. The escort would then take the opportunity to absent himself from the ensuing squabble, by getting a piece of chalk and helping the stage manager mark the luggage for the room porters. He would then check in himself. By this time, there were not always a room available for him. Since his only requirement was a telephone, he could double with a band member. This also saved on per diem.

d. Initial Business

He would then proceed, if wanted and if able, to USIS for a discussion and rundown of the post's schedule. These schedules, though printed, proved to be flexible in most instances, and time changes or deletions could be made if justified to the post. There were a few rules of thumb to follow with Ellington: press conferences were if possible scheduled immediately upon arrival, unless he was too tired, before he went to sleep;

press conferences for the whole press were advisable to avoid demands for exclusive interviews; they should be held in the hotel itself, in his suite if possible; morning events were to be deleted if possible; he had generally to be excused from briefings. If these rules were followed, there was no need to consult Ellington himself.

Briefings were held at the first two posts, and proved useful, because they impressed the group at the very start with the importance the Department assigned to the tour. Group members were gratified by this first contact with American Ambassadors. Briefings had little substantive usefulness, since most group members were not interested in the political and cultural situations of the countries visited, and a sketch of these conditions was not seen as relevant to their visit. The New Delhi briefing was already less effective than the Damascus and Assam briefings, and thenceforth posts wisely put historical information into the briefing books, to be consumed at will, and limited oral briefings to post information - restaurants, movies, laundry, post social customs. To encourage attendance at these briefings, so as not to disappoint the posts, the escort took commissary orders at their conclusion.

c. Making Time

Handling Air transportation and baggage problems and worrying about the companionship of group members were worrisome tasks. But by far the most time-consuming, exhausting and enervating job the escort had was to try to get the group any place on time. It was a job which had to be repeated day after day and several times a day, for every performance, every briefing and every off-stage function. If there were a visit, a luncheon, a tea, a performance and a dinner, it had to be done five times. Some group members did not have to be told when to appear, or would be ready

on the dot when told, whether from good will, habit or simply old show business spirit. But when it travelled by bus, which was most often, the group was tied to the time of its slowest member. One or two group members could be counted on not to appear at all, but with the rest one never knew which ones would be slow. In any case one never knew how the slow man was to be handled, since the reason for his slowness might be illness, fatigue, inebriation or petulance, not to speak of combinations and gradations. There were usually two or three slow men, and it took time to find out what was wrong, so that the proper appeal could be framed and made. This might be good food, good company, the wish of ambassadors, endurance, the fact or allegation, that Duke, or certain others were going the threat to omit the man from a commissary list, and finally and often, pure personal appeals not to get the escort into trouble.

Ellington was always late, though he was susceptible to some of these appeals and would speed up. He seemed unable to dress unless someone, the escort, the company manager, or an Embassy officer was in the room with him, encouraging him by mere frantic presence, so to speak. Embassy officers or local employees assigned to him were not usually effective in getting him out on time: this was because he did not know them, or because they were diffident about pleading and demanding and putting on an imaginary fright wig, or because they usually hesitated to enter Ellington's rooms at all, due to the peculiar make-up of the Ellington party. Ellington did not need to arrive with the men, however, two parts of the process of making time could thus be performed in sequence, or in shifts. During the long period between Lahore and Ankara when the escort preferred strongly not to enter Ellington's suite on any account, the company manager

took over the job of getting him out, without any noticeable difference in the results obtained. The escort's major task was to get the man out.

Always and unavoidably, this involved going repeatedly from room to room. If the group was to leave a hotel at 6.00 a.m. for a 7.30 a.m. flight, the escort rose at 4.00, dressed and packed, and began making the rounds at 5.00. It was not enough to telephone, since most of the men would not answer, were sleeping too soundly or would wait for a personal appearance. The awakening process therefore often involved the use of housekeys, and sometimes of physical shaking as well. If the group was spread out on different wings and different floors, the process was all the more difficult. Some men did not have to be called twice, and could be counted on to have their baggage and themselves in the lobby on time. Most had to be visited several times, and the process would resolve into a series of concentric circles narrowing down on the most difficult rooms. In the end, the escort would resort to steady phone calls. There was no one else to do this: the Company Manager could not see and usually did not know the room numbers, and the stage manager was a hard sleeper and harder riser, and had a difficult job on his own.

If the group was leaving at 6.00, most of the baggage would generally be down by 6.00, and the rest, and the men, would dribble in thereafter. The escort felt it wiser to give honest times, so as not to treat the men like children, so as not to make the punctual group members wait too long, and because the group would have begun to count on a time lag. For early morning departures, it proved wisest to have the baggage down the night before. In ~~every~~^{any} case, it was wise to count on a half hour at the airport

and an hour between baggage down and departure from the hotel. It is perhaps needless to add that the group never made time. The escort might also expect to have to pack men's bags for them.

Where there was no flight, the process was the same, without the baggage. The escort could expect to walk several miles a day within each hotel. The essential triviality and repetitiveness of the results made the exercise even more fatiguing: a certain number of invited musicians would appear at a function fifteen or twenty minutes late; others would not, and would not be missed.

The best lead-time between calling the men and departure for any function, performance or airport was one hour.

f. Commissaries

Commissaries in the NEA area have allowed government-sponsored groups to use their facilities in the past. Four Embassy commissaries, in Kabul, New Delhi, Dacca and Tehran, and the Air Force Exchange in Ankara were kind enough to do so for the Ellington group. The offering of commissary privileges to group members was beneficial to group morale, as well as to members.

The four embassies

and collect for goods before paying the bill. Kabul demanded payment in local currency. Kabul demanded payment in American currency. Dacca demanded payment by dollar check only. At the Ankara AFEX goods had to be paid for in dollars when bought. Karachi offered the use of its commissary facilities, but the group still had supplies left from Dacca, and time did not permit another order.

The "commissary process" had four steps: 1) the escort took orders, 2) placed or collected them (commissaries prefer to have one man rather than a full group), 3) simultaneously distributed and took payment for them, if this was possible, and 4) paid the bill, returning any undistributed goods.

g. Currency

1) The first post in each country was instructed to have \$300 worth of local currency available on the group's arrival, to tide members over the first day or two. The Disbursing Officer would generally be on hand at the airport. The escort would tell him to get in touch with the Company Manager, since it was the Company Manager's job to pay the men. If the Company Manager was not available at the airport, the escort would arrange a meeting immediately upon arrival at the hotel. The men would then draw currency on their salaries. The Company Manager paid for the \$300 in dollars, during the first two weeks of the trip, and then paid either by personal check or from the payroll check. The arrangement worked satisfactorily.

2) In countries with currency which was non-convertible or convertible only with great difficulty and at a loss, the escort tried to devise means to collect local money from the men just before departure from the country, sell it for dollars to the post disbursing officer and repay the men in dollars or local currency in the next country. These means were described in the section on currency in III. of the General Report. Any means will require time and bookkeeping. Time limitations and more pressing tasks often prevented the escort from doing anything, and the service is a State Department courtesy, like commissaries.

3) Syria, India, Pakistan, Ceylon and Turkey required currency

declarations on arrival. The most useful method of handling this was for the escort and company manager to declare a substantial sum and for the rest of the group to declare no currency. In all the countries named the declaration is a pure formality for groups of this sort: officials are as embarrassed as travellers are irritated. The Turkish currency declarations were not filled out and disappeared without a trace into the flap at Adana. Syrian customs accepted a verbal assurance that the Embassy was paying all expenses. The declarations had to be filled out in India, Pakistan and Ceylon. For Pakistan and Ceylon some scores of dollars were declared for each man, and the papers disappeared on arrival. India requires every entering foreigner to receive and fill out a small currency booklet. This is to be kept by each man, who will present it whenever changing money for an official stamp, and the dollars taken from the country must theoretically equal the dollars brought in minus what is changed. This was also a pure formality, and in the sense that the figures were never examined. On the other hand everyone must have a book on departure. Two of the men had lost theirs by the time the band arrived in Calcutta, and had to be taken to the Reserve Bank of India for new ones. The Reserve Bank had never heard of the requirement; one man subsequently found his book; the other was permitted to leave without it. It was funny, except for the work involved.

b. Health

The escort was prepared at any moment of the day or night to do what he could to solve group health problems. The great majority of cases involved minor gastric distress and were cleared up by the pills in the escort's medical kit. Polymagma proved an indispensable and effective

treatment for diarrhea. There was also a preventive pill for the same distress, but it had to be distributed frugally since it contained drugs. The aluminum hydroxide pills were effective against hyperacidity of the stomach. The air sickness pills, Euprazil, were never used. The only minor distress for which no pill was provided was nausea, and the Medical Division informs the escort that there is no pill really effective against it.

Local doctors had to be called in for more serious disturbances and for Ellington. There were house doctors in many of the hotels. Local doctors will make calls to the hotel in every city except Ankara, where patients must report to the Air Force hospital, whose facilities are excellent. The only piece of information really necessary to the escort at each post, other than the address and phone numbers of control officers, was the name and home and office phone numbers of a competent local doctor.

1. Miscellaneous

There were scores of tiny things to be done in addition to these major routine tasks. It wasted time to try to anticipate them, and it wasted energy to be upset by them. The escort found that he did not need to know much in each post, but that he had to know how to find out.

Two kinds of information were usually demanded of him by group members. The first concerned the given day's routine: 1) what do we wear, for both concerts and functions? The stage manager would know the first, and the

control officer the second; There are three kinds of dress for jazz musicians 1) informal (sports shirt); 2) coat and tie; 3) formal. 2) what time do we roll? The escort officer had to know starting times, travel times, and to account for the necessary time lag, usually an hour for baggage down and fifteen minutes for normal functions; 3) what is the name of the host? In this category of questions, the escort might also be asked what food was to be served, what kind of people would be there (Oh, another one of those hand-shakin' parties) and whether drinks would be served.

The second kind of information requested concerned the group's contacts with the outside world: 1) what's the rate of exchange?; 2) where's the airline office (to demand compensation for damaged equipment)? 3) where can I change money and how? 4) where can I buy a camera? a Punjabi outfit? a suitcase? film? Amoin? sleeping pills? and do I need a receipt? The group was told in Colombo that it would need receipts for everything, and one man came up to ask if he would need a receipt for his dates.

All kinds of minor services were also requested. These included 1) care for shopping and sightseeing; 2) airlines bags; 3) tools to repair instruments; 4) assistance in obtaining compensation for damaged instruments from airlines; 5) small loans (this was not unreasonable in view of the fact that the men were being paid as little as possible by the Company Manager); 6) minor purchases in case the escort was going shopping (this was a reciprocal service). The escort also spent a good deal of time explaining the exact nature of the payment and conversion problem and of the Company Manager's difficulties, to resentful band members.

It is a good habit not to loan money to musicians, not because they wish to waltz on a debt, but because they either have no money or forget the loan, and in either case, it is difficult to collect.

J. Departure

A typical departure routine is described in II.c. of this part of the report. Departures were in two phases.

The first phase was getting out of the hotel. This involved waking the men an hour before baggage was to be in the lobby and continuing to wake them, encourage them to pack and arrange for porters until the baggage was effectively in the lobby. The Company Manager was at the desk in good time to pay hotel bills and see that they were paid. The escort could assume that a truck and a worried control officer would be there, and was sometimes held responsible for tipping the porters. This was theoretically the job of each individual man, but often they had no money and often it seemed more important to get them all in the bus.

The second phase was getting out of the airport. This involved knowing where all the men were; obtaining and filling out the debarkation cards, and, if leaving a country, the customs declarations, and getting them all signed; giving the group's tickets to the airline in good time; giving the passports to emigration, if leaving a country, and collecting them; seeing the baggage weighed through and collecting the baggage checks and a copy of the air waybill, trying to see that there was officially no excess baggage; collecting and distributing boarding passes, seeing if possible that individual preferences be taken into account (Ellington as far back as possible, Johnny Hodges as far forward as possible, Cootie Williams with a non-drinker), etc.); collecting the men and sending them onto the plane.

IV. RECOMMENDATIONS

a. That young officers be chosen as escorts for tours of this kind. Escorts for a jazz orchestra will in the course of their duty be required to do things the habit of which a senior or middle grade officer may have lost. A great deal of the work involves going from hotel room to hotel room, knocking, pleading, cajoling, threatening, and simply standing around with men in all phases of undress. Escorts for a jazz orchestra must be extremely good walkers. The work requires diplomatic talent, but this talent is exercised intramurally.

b. That escort officers get to know the men, their habits and preferences, at a very early state of the tour. Problems cannot be solved en blot or according to formulae given as valid for the whole group.

c. That escorts continue to carry medical kits.

d. That escorts expect to spend a great deal of time doing the work of travel agents. There will probably be considerable rerouting on any tour, and there will always be baggage problems.

e. That escorts expect practically anything.