

PEACE CORPS TIMES



Focus—Nepal

September/October/November 1985

From the Director

In September, I visited Volunteers in three countries in the Inter American Region—Paraguay, Ecuador and Honduras. The following is an account of my visit to Honduras written by PCV Elizabeth P. Clark, who is working in an adult literacy program there. Her story is an example of the many skills that Volunteers possess and it gives a true flavor of my visit there. It also reveals the high regard in which Peace Corps Volunteers are held in Honduras.

"Peace Corps Director Loret Miller Ruppe's presence at the swearing in of 65 Volunteers on Friday, Sept. 13, should put to rest the evil reputation of that day. Every aspect of her visit proceeded without a suggestion of bad luck that is associated with Friday, the 13th."

The swearing in took place in Tegucigalpa's Manuel Bonilla Theater, the national theater of Honduras. The new American Ambassador John Ferch and Mrs. Ferch and a host of dignitaries from Honduras including Mr. Ubodoro Arriaga, Minister of the Presidency; Mr. Elmer Lizardo, Minister of Education; Mr. Miguel Angel Bonilla, Minister of Natural Resources and Mr. Rafael Calderon, General Manager, Honduran Forestry Agency (COHDEFOR) participated in the ceremonies.

After the Banda de Los Supremos Poderes played the national anthems of both countries, each of the ministers ex-

pressed their gratitude to Peace Corps for the services which have been offered by Volunteers in education, rural development, conservation and numerous other areas in which Volunteers have been active since the first group arrived in 1962.

Perhaps the most moving statement came from Minister of the Presidency Ubodoro Arriaga who said, "You must have artists to have art, you must have philosophers to have philosophy, you must have peacemakers to have peace. Peace Corps is the first secular peace force in the world since Christ."

Director Ruppe responded to all the accolades by saying that she was fortunate to have the best job in Washington. "I get to work for world peace and I receive thanks for the work done by others—the Peace Corps Volunteers," Ruppe said.

A reception followed the ceremonies and the new and old volunteers had the opportunity to visit with Director Ruppe, Ambassador Ferch and some of the highest government officials of Honduras.

The morning after the swearing in, Director Ruppe flew to San Pedro Sula, the country's second largest city, where she met a group of volunteers who work in the north part of Honduras. They drove through some of the most beautiful mountains of the country to the town of Copan and were met by another delegation of Volunteers and proceeded to tour the famous Mayan ruins.

On her return to the capital on the third

day of her visit, a barbecue for all Volunteers and the staff of Peace Corps/Honduras and the training center was held. Entertainment was provided by a team from the National Autonomous University of Honduras performing colorful folklore dances and a marimba band playing spirited Latin rhythms. With the Volunteers and staff, the Director discussed some of the hopes and aspirations for the Peace Corps, projected changes in programming for future assignments and briefed the group on plans for the year-long observance of Peace Corps' 25th Anniversary.

As I reflect on that trip to Honduras, I am reminded of another statement made by a Honduran official which I want to share with you as a tribute to Peace Corps Volunteers everywhere.

He said, "We are sure, with Peace Corps' help, we will win the war against hunger and poverty."

That statement symbolizes Peace Corps' mission around the world. It is a beautiful compliment and a heavy responsibility but one I know, first hand, you are meeting every day.



Loret Miller Ruppe



Peace Corps Director Loret Ruppe (center front) with volunteers in Honduras. Country Director Peter Stevens is pictured at the left of the group.

Peace Corps Times

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To the Times

Dear *Peace Corps Times*,

Greetings from Lesotho, a tiny country near the southern tip of Africa.

I am writing to you on behalf of a group of PCVs here called "Families In Development"—FID. The group consists of seven elected members plus all others who are interested in participating, including counterparts and friends. The purpose of our group is to broaden, systematize and document the understanding of the current role and the potential role of families in development in Lesotho generally, and in Peace Corps projects specifically. We have a most interesting range of activities.

We meet monthly and at each meeting we have a specific topic and often an invited guest speaker, generally a host country national. The topics are decided on by the membership—often topics deal with taboos issues. Some of our more interesting sessions were on Family Planning, Women and the Law and Alcoholism. These meetings are interesting because we get to ask questions about "taboos" which we cannot discuss easily with HCNs at our work places or villages.

We also conduct a session at all PSTs, PPSTs and other large PCV official gatherings. We keep a file at the Peace Corps main office of all publications that we acquire that pertain to FID (or WID—Women In Development) so that at anytime, anyone can have access to this valuable pool of information. In order to keep this group dynamic and involved the secretary and chairperson positions rotate monthly so that any member may chair a meeting or subject that interests him/her. This system works very well and everyone enjoys the opportunity to take charge of a special interest subject or where they have the expertise to be a speaker.

We are very interested in broadening our knowledge of what PCVs in other countries are doing that is similar to what our group does. We would like to invite all those involved in groups similar to FID/Lesotho, to write to us about what they are doing, i.e., the membership, the purpose, projects, meetings and anything else that they would like to share. We will gladly send more information about our group to anyone who is interested.

We wait with the utmost anticipation to hear from PCVs around the globe about what they are doing

Khotso, Pula, Nala *

Krista Lewis

Families In Development

Peace Corps/Lesotho

P.O. Box 554

Maseru 100, Lesotho

Southern Africa

*Lesotho's national motto—in English, "Peace, Rain, Prosperity."

Dear *Peace Corps Times*,

Just a quick note to make known to you the public holidays celebrated here in Kenya. Every time I read your "Holidays in Peace Corps Countries" section, I notice that Kenya's dates were missing. Now I hope they will be included.

May 1—Labor Day
June 1—Madaraka Day
Oct. 20—Kenyatta Day
Dec. 12—Jamhuri
(Independence) Day

Also, have you ever considered a "Personals" column so that PCVs in one country can greet others in other countries?

Susan Ensel
Getarwet Sec. School
P.O. Box 18
Litein, Kenya

Dear Susan,

Thanks for sending the Kenya holidays.

About the "personals" column—the only forum we have at present is this "letters" column and the Volunteer to Volunteer form which is run occasionally in ICE Almanac.

However, there is no reason why we can't have a "Volunteer" column. Please send us a sample of what you have in mind and we'll see what we can do.

The Editor

Dear *Peace Corps Times*

I read with great interest the May/June '85 letter to the editor concerning motorcycle use. Many of us "new Volunteers" have been concerned about our abilities to adequately handle a motorcycle once we have completed our training.

In the first week of July, Peace Corps/Dominican Republic had consultants on hand to give us expert in-

struction in the fine art of motorcycle riding. All of us "new" Volunteers and other Volunteers agreed that the course was excellent and that it provided the necessary skill instruction and confidence boosters that we needed.

Transportation is difficult, if not impossible in some areas of the Dominican Republic and motorcycles are a must. I (and others) would highly recommend this motorcycle course to other Peace Corps countries that authorize this use of transportation.

Tim Weaver

Peace Corps

ADPO 1412

Santo Domingo, Dominican Republic

Dear *Peace Corps Times*,

I read with interest the January/February article on motorcycle safety and Van Richard's (Training Officer) rejoinder. I have a job which requires that I ride a motorcycle and, unfortunately, will have to agree with Richards that the article failed to address the problem of bike accidents.

Although safe driving is important, the main causes of accidents are:

1. dangerous roads (steep, windy and uneven)
2. other drivers (inexperienced, bad or drunk)
3. animals (goats, sheep and chickens)

I suggest that the Peace Corps terminate the use of motorcycles which are inherently dangerous because they lack any protective cover and are easy to overlook by other drivers and pedestrians.

Jeeps or pick-ups would not only be safer but allow the PCV more flexibility (eg. to drive in the rain and carry supplies). Although an elevation in status would result when a PCV received a jeep or pick-up, the status increase would not be any greater than that caused by the receipt of a motorcycle. Further, many (host country) nationals working at the PCV's level have 4-wheel vehicles themselves (eg., my counterparts have cars). Of course the initial cost of a jeep or pick-up is greater than a bike, but motorcycles are easier to steal (5 or 6 brand new scramblers were recently stolen from PCVs on St. Lucia) and similar programs (VISTA) were able to provide 4-wheel vehicles to Volunteers successfully.

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Focus—Nepal

Nepal—is it the legendary kingdom romanticized by writers as the magical Shangri-La, is it the Himalayan paradise glorified by trekkers, is it the home of a gentle people that also produces the world-famous Gurkha soldiers, is it one of the least developed countries on the globe? According to our best sources, Peace Corps Volunteers, it is all of these and much more.

Long a mystery, and mystery is the stuff of which myths are made, to Westerners, Nepal was closed to the outside world until the 1950s. (Nepal is unique in that it was never colonized or occupied by a foreign power as were so many undeveloped nations.)

Since 1951, however, a succession of hereditary kings has embarked on

an ambitious development program that is designed to modernize Nepal. An accompanying emphasis is also being placed on maintaining, enhancing and fostering the unique cultural heritage of its people.

Most Nepalese are descendants of three major migrations from India, Tibet and Central Asia and each of these peoples brought with them their customs, religions and languages. Religion is important in Nepal. Officially, Nepal is a Hindu kingdom with about 90% of its people professing that faith. However, Hinduism has been influenced by and has had an influence on, a large Buddhist minority. The result is a unique synthesis of the two religions. Due to this special relationship, Hindu temples and Buddhist shrines are mutually

respected and many people celebrate festivals of both faiths.

When Nepal's modern era began in 1951, the country had virtually no schools, hospitals, roads, telecommunications, electric power or industry. Its economic structure was based on subsistence agriculture. But because of the dedication of the government and its people and external assistance, great strides have been made toward a foundation for economic growth. Nepal has completed five economic development plans. The first four emphasized the development of transportation and communication facilities, agriculture and industry, improvement in government organization and management and the inauguration of a land reform program. Since 1975, Nepal has placed a greater emphasis on development efforts to respond more directly to the needs of its rural population.

The growth and construction of transportation facilities has been phenomenal. In 1956, there were 295 kilometers of paved road, no gravel roads and 365 kilometers of dirt roads. By 1977 there were 1,751 kilometers of paved road, 556 kilometers of gravel road and 1,829 kilometers of dirt roads. These roads have not only eased transportation problems but have also provided employment opportunity. Modern transportation is not used by most rural Nepalis. Trails and foot and suspension



As part of the fish pond management program Tom Green and farmers from his site periodically net fish to check on their growth rate.



Like the Pied Piper Kathy Johnston attracts the children with her flute during a break at the Surkhet conference.

About the country . . .

Population:	13.4 million
Land Area:	54,362 square miles, about the size and shape of Tennessee
Capital:	Kathmandu
Language:	Nepali (official), plus about 30 others including local dialects
Government:	Constitutional monarchy
Religion	Hindu (90%), Buddhism
Chief Products:	Rice, corn, wheat, jute, sugarcane, oilseed, potatoes
Topography:	The Himalayas and plains
Borders:	China (Tibet) and India

bridges are the basis of transport in the hills.

Education is another area in which expansion has been rapid. A reformed education system introduced in 1972, emphasizes the training of skilled manpower for national development. The Nepalese recognize that education and development go hand in hand.

Peace Corps and Nepal

The first group of 72 Peace Corps Volunteers arrived in Nepal in September, 1962, to teach English. And although about one-third of our 170 Volunteers serving in Nepal are in ed-

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Paul Amara teaches science, English and after classes, swimming.

COVER PHOTO—Patricia Hart is pictured with a farm family feeding their water buffalo which they bought with loans through the Rural Income Generation (RIG)

program. Milk from these animals is also sold to the local dairy.

Nepal photos—Gayle Jann



Gordon Clark (foreground in cap) supervises students digging a new school charpi (latrine).



Hearing themselves speak English on a tape recorder is a rare treat for Jackie Au's fifth graders.



In his secondary project teacher Frank Martin helps villagers build benches and tables for his school.



Community water systems Volunteer Chris Wolze works with a district water technician and the local chokitar who maintains the system which was built ten years ago.

About the Volunteers

Christopher Wolz of Wisconsin, works as a community water supply and sanitation Volunteer. Wolz holds degrees in civil and environmental engineering from the University of Wisconsin.

Yale biochemist **Dominic "Paul" Amara** teaches math, science and sometimes, swimming at his site. Amara is from Northridge, Calif.

Rural Income Generation is the assignment for **Patricia Hart**, recent graduate of the College of William and Mary. Hart is a native of Sudbury, Mass.

Playing the flute is only one of **Kathy Johnston's** talents. She is a civil engineer from Texas A&M and serves as a rural construction and irrigation Volunteer. Her home is in Bay City, Texas.

Fisheries Volunteer **Thomas Green** of Hampden, Mass., is on his second tour with Peace Corps. He served in Honduras from 1977 to 1979. Green is an environmental microbiologist from the University of Massachusetts.

Jacqueline Au of Hayward, Calif., an education Volunteer, teaches math, science and English. She graduated from the University of California at Davis, in biochemistry.

A TEFL Volunteer **Frank Martin** of Warren, Mich., is shown working with villagers making school furniture. With the money saved by donated labor, they were able to build a new water tank for the village of Kolti. Martin graduated from North Michigan University with a degree in broadcasting and received his master's in communications from St. Louis University.

Math and science teacher **Gordon Clarke** of Pemaquid, Maine, wears many hats, in this feature a topi which is worn by most Nepalese men. Clarke has degrees in math and music from Bowdoin College.

U.S. country staff includes: Lane Smith, Country Director and Michael Frame and Donna Feiblekorn, APCDs. All are RPCVs/Nepal. Host country senior staff are: Tika Karki, Bindu Lal Shrestha, Shiva Uphadyay and Ambika Joshee.

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ucation, Peace Corps has greatly expanded its programs to enhance the development efforts of the Nepalese government.

Because of the vast problems of erosion, common in countries where wood is the chief source of fuel, in Nepal, in 1980, Peace Corps began a project of reforestation which has expanded to four programs.

Last year, the first group of rural income generation program Volunteers helped secure loans made available by the Government of Nepal for families and villages in animal-raising and vegetable gardening projects. Rural women's development programs have been initiated to assist in income generation, with continued emphasis on agriculture resource conservation with a top priority on community water supply.

The newest program for Peace Corps/Nepal is that of special education.

In line with the government's program of responding to the needs of its rural population, Peace Corps continues to have a large contingent of

Volunteers involved in rural construction which includes a variety of projects such as suspension bridges, community water supply, hydraulic dam development and minor hill irrigation.

With no sea coasts to provide a natural source of fish and seafood, fishery projects have become an important program in Nepal's Tarai plain.

As previously mentioned, one-third of the Nepal Volunteers are in education teaching math, science and English. Plans for the future are to expand in the area of teacher-training.

While the word, Nepal, conjures up snowcapped mountains, the land itself is the same latitude as Florida and the climate for much of the area is temperate. Few volunteers live in the high Himalayas.

Peace Corps Volunteers are posted all over Nepal, most in small villages and as the only foreigner within several days walk. Volunteer life in Nepal can be difficult, because of the isolation, but most volunteers find it is the greatest challenge of their lives.

With no other Volunteers around (few are stationed in Kathmandu) most immerse themselves in the life of the village the language and the Nepalese society.

"I've always been an independent person and the most difficult thing for me to do was to learn to depend on others," a returned Volunteer said. "There were many things I couldn't do for myself or by myself. If I needed something, like health care, I had to depend on a Nepalese friend to help."

We asked several Volunteers what memories they treasured most after serving in Nepal. They all agreed that it was a place of immense beauty. Many had trekked in the high Himalayas, had visited some of the 2,700 temples and shrines in the Kathmandu Valley filled with antiquities and explored the ancient city itself. (Kathmandu was founded in the year 723.)

However, it was not the scenery, the temples or the antiquities they remembered the most; they said it was the Nepalese people, the beautiful, friendly Nepalese people.



Health contractor Corrine Collins-Yeager gives a lecture on Ayurvedic medicine at the Volunteer Conference in Surkhet.

Nairobi Women's Forum

"I felt there was a real consciousness-raising on the part of many of the women who attended the Women's Decade Forum," said Jeanette Cason, a Peace Corps Volunteer in Kenya who took part in the United Nations Women's Conference in Nairobi in July.

Cason was one of 20 Peace Corps Volunteers who attended the ten day Non-Governmental "Forum '85" marking the end of the United Nations Decade for Women. Over 12,000 people, primarily women, came from all parts of the world to review the progress achieved since the Decade was declared in Mexico City in 1975. Each day hundreds of workshops were organized around the Decade themes of equality, development, and peace, as well as the sub-themes of education, employment, and health.

At the same time in Nairobi, approximately 2,000 delegates, representing the governments of 160 countries, officially met to appraise the Decade and discuss possible strategies to the year 2000.

Peace Corps was involved in the Forum in a variety of ways:

- Nine Volunteers, representing diverse geographical areas, were sponsored by Peace Corps to attend the Conference. Selection was based on Volunteer assignments with women's organizations and at least one year of

service remaining in the Volunteers' respective country.

- A Peace Corps exhibit, facilitated by Volunteers and Staff during the Forum, consisted of the Peace Corps Women in Development (WID) display, brochures prepared by OTAPS to describe WID activities, and specially designed plastic carrying bags contributed by Avon Inc.

- A Rural Women in Agriculture exhibit (The Decade of Self-Help), held at the American Cultural Center, was organized by the Rural Women's Extension Volunteers of Kenya. The project, which started in 1980, provides extension services to rural women and youth groups in Kenya to improve food production and develop new income-generating projects.

The 21 rural women who managed the exhibit sold handicrafts, explained and demonstrated how they are made, and distributed written stories of their projects. Samburu and Masai jewelry, sisal baskets and kikoi belts were the best sellers. The groups netted approximately 60,000 K. Shillings (US\$3,800).

The exhibit also included an agricultural display, showing models of an improved goat project and zero-grazing project. Mitzi Ayala, United States delegate to the UN Conference who represents 35,000 women in agri-business, spent a morning with

the women sharing ideas, information and common goals.

The exhibit was a collaborative effort between Peace Corps, the Kenyan Ministry of Agriculture and Livestock, the American Cultural Center, and the USAID Mission in Kenya.

A workshop on Peace Corps and women in development, facilitated by WID Coordinator Barbara Denman, featured OTAPS Director Dagnija Kreslins, who gave an overview of Peace Corps activities, and three Peace Corps Volunteers. Patrick Henry, a Volunteer in Kenya, described the Rural Women's Extension Program; Mary Love Sanford, a Volunteer in Tanzania, described her sewing income-generating program for women in southern Tanzania and Cynthia Hall, a Volunteer on Ponape in Micronesia, described her work with women in sustainable agriculture. Those attending the workshop asked the panel many questions about the projects as well as about Peace Corps activities today.

Peace Corps organized a reception for Forum attendees and UN delegates. Approximately 800 people attended the reception, which was hosted by Director Loret M. Ruppe.



Peace Corps at the Nairobi Forum—(standing) Hope Johnson, Maria Lameria, Cynthia Hall, Director Ruppe, Martha Baez, Sam Udall, Murlyne Knox and Dagnija Kreslins. (front row) Mary Love Sanford, Chris Warner, Nina Fursteneau, Heidi Fritz, Aviva Toporoff and Barbara Denman.

Photos—Hope Johnson

Nairobi Women's Forum

The Peace Corps/Kenya office organized a series of site visits for the delegates and Forum attendees. Site visits included a handicraft production and training center, an agro-forestry and appropriate technology demonstration center, a village polytechnic, a low-cost housing project and a fresh water fisheries project.

Peace Corps prepared information packets for the 35 official US delegates that were distributed in Washington prior to the Conference during a briefing by Loret M. Ruppe. Sarah Moten, Country Director for Peace



This woman is one of the many seen wearing a dress made of Conga cloth designed especially for the Nairobi conference.

Corps/Swaziland, was an official member of the United States delegation.

A day-long workshop at the end of the Forum was held for all Peace Corps Volunteers who attended the Forum. The aim of the workshop was for Volunteers to share what they had learned during the Forum, how they felt it could be useful to their own projects, and to discuss ideas, themes and subject areas for the follow-up regional WID symposia. Most of the Volunteers felt they had personally benefited from the conference, as well as gained new insights from the range of workshops that would be helpful in their communities such as how to organize women into effective working groups.

The follow-up regional symposia were planned for Benin, Sri Lanka and Ecuador in September, and in an East African country in November. Each symposium is designed for three days, including workshops organized by Peace Corps and a panel featuring host country women who represented their countries in Nairobi. The emphasis is on host-country perspectives of WID and women's

projects as well as on long-range, concrete strategies for the Peace Corps and WID. Peace Corps is sponsoring selected Volunteers, staff and host country women from each region.

Perhaps one of the most important outcomes of the Forum was summarized by OTAPS Director Dagnija Kreslins, "Peace Corps participants at the Forum were able to network with women's organizations around the world, and we are hopeful that these contacts will lead to long-term relationships and joint activities."

For further information, contact WID Coordinator Barbara Denman at 800-424-8580, ext. 228. Or, you may write to her at Room 701, 806 Connecticut, Peace Corps, Washington, D.C. 20526.

Kim Weichel

Volunteers sponsored by Peace Corps at the Forum were: Martha Baez, Paraguay; Heidi Fritz, Ecuador; Nina Fursteau, Tunisia; Cynthia Hall, Micronesia; Murlyne Knox, Liberia; Mary Love Sanford, Tanzania; Aviva Toporoff, Sierra Leone, Chris Wrona, Nepal and Lori Zink, Niger.

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Lori Zink, PCV/Niger explains Peace Corps and WID to some of the many visitors who stopped by the Peace Corps display.

Aid To Artisans

If the current "Kenya bag" rage in the U.S. is any indication of the magic touch of Clare Smith and Holland Millis, then the Peace Corps Volunteers working with Aid to Artisans in Honduras are in store for a successful project. The products, resulting from the labors of Smith, Millis, several Peace Corps Volunteers and not to mention numerous Honduran women, premiered August 4 at the Washington Gift Show. Smith is credited with having arranged for the famed Kenya bags, that are now being sold from street corner vendors to Bloomingdales, to be a part of the props for the 1977 movie "Annie Hall".

Smith has not revealed what marketing strategies she has planned for PC/Honduras/ATA products, but she has high hopes for the future. "Though sales from this particular show are low, interest has been high," she exclaimed. The jewelry, nativity scenes, chess sets, Christmas ornaments, hats, and wicker doilies were transported to New York to become a part of a local importer's exhibit at the nation's foremost trade show—the New York City Gift Show.

ATA entered into partnership with Peace Corps two years ago to provide technical assistance to Volunteers serving in small artisan business projects around the world. ATA has made grants of \$250 to \$1,500 to approximately 18 Peace Corps projects thus far.

Peace Corps Volunteers are involved in design and production as well as coordinating PC/ATA activities. PCV Connie Falk, who has an MBA degree, conducts studies on credit sources, wood sources, cost benefit analysis and conducts training sessions in accounting systems for artisans and small businesses.

They also, with the aid of Holland Millis, ATA's artisan consultant, help the cooperatives to diversify their products that will yield consistent profits.

When Peace Corps Volunteer Gabrielle de Lorenzo discovered that the people of La Paz were busily making nativity scenes that could be sold once a year, during the Christmas season, and nothing else, she contacted ATA for help. Millis, RPCV/Kenya, helped her design necklaces that could be fashioned from the same molds that were being used for the nativity scenes. Now the face of "baby Jesus"

Holidays in Peace Corps Countries

October

- 4 Independence Day, Lesotho
- 14 Young Peoples Day, Zaire
- 17 Mothers Day, Malawi
- 23 Chulalongkron's Day, Thailand
- 27 3 Zs Day, Zaire

November

- 6 Green March Day, Morocco
- 8 Queen's Birthday, Nepal
- 18 Independence Day, Morocco

December

- 5 National Day, Thailand
- 9 Indendence Day, Tanzania
- 11 Independence Day, Burkina Faso
- 18 Republic Day, Niger
- 28 King's Birthday, Nepal
- 31 Revolution Day, Ghana

If any of you are participating in some of the special activities surrounding these events and have black and white photos you would like to share with your fellow volunteers, please send them, with appropriate identification to Peace Corps Times.

The Missing Link

Was (or is) you mother, father, sister or brother a PCV? How about an aunt, uncle, cousin or grandparent?

Peace Corps is trying to locate Volunteers and returned Volunteers who have or have had other family members serve as Volunteers.

If you fit into this category, please write with details to: Director of Public Affairs, Peace Corps, 806 Conn., NW, Washington, D.C. 20526

is part of a necklace and many of the heads of the Three Wise Men can be seen as part of chess sets being produced by that same cooperative.

PCV de Lorenzo is now busily preparing a coloring book that depicts scenes from the local area, another marketing challenge for ATA Executive Vice-President and Marketing Manager Clare Smith.

"Marketing and distribution of cottage industry products is the biggest hurdle for success with most artisan-based businesses," says Loret Miller Ruppe, Director of the Peace Corps. "We are especially gratified to have the assistance of ATA and are proud that we have seen the fruits of our labor appear in such a short time."

Patti Raine

Unique HCN Scholarships

Point Park College of Pittsburgh, Pa., is beginning a new scholarship program for host country nationals nominated by Peace Corps Volunteers.

This pilot program will offer two, half-tuition scholarships for the 1985-1986 academic year for nationals in the NANEAP region. These scholarships are need-based and competitive, with competition open to individuals who will enter Point Park College as freshmen or transfer from two-year, post secondary institutions in the PCV's country site.

Volunteers wishing to nominate a host country national should write for nomination guidelines and applications to:

Associate Dean
International Center
Point Park College
201 Wood Street
Pittsburgh, PA 15222

The Dean and Associate Dean of the International Center at Point Park College, both RPCVs, were instrumental in establishing this scholarship program, which reflects a commitment to further the educational aspirations of youth from developing areas of the world.

Point Park College is a four-year, fully accredited, co-educational institution. The college offers over fifty undergraduate majors, as well as an intensive English as a Second Language Program for students requiring language training in English for academic purposes.

Nairobi Conference

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PCVs attending on their own were: Roberta Ebbers, Lesotho; Kellie Murphy, Ghana; Susan Eisendrath, Tanzania; Ella Pennington, Paraguay and Sam Udall, Nepal.

Kenya Volunteers participating included: Jeanette Cason, Dede Cathcart, Melissa Chestnut and Julie Peetz.

Peace Corps staff making the trip to Kenya were: Director Loret Ruppe; Dagnija Kreslins, Director of Training and Program Support; Barbara Denman, WID Coordinator; Hope Johnson, NANEAP Region; Maria Lameiro, InterAmerica Region; Sara Lee, Africa Region and Teresa Shilling Terrel, trainer in Lesotho.

Personal/Personnel

Jude E. Andreason, of Staten Island, N.Y., has been named Associate Peace Corps Director for Agriculture and Rural Development in Zaire. Andreason served as a Peace Corps Volunteer in Niger from 1980 to 1983 where she was a crop protection agent. After completing her service she served as an agricultural extensionist for A.I.D. for a year. Andreason holds a bachelor's degree in chemistry from Farleigh Dickinson University in Teaneck, N.J.

* * *

Former VISTA Volunteer Ruth E. Deer, of Susanville, Calif., has been named Associate Peace Corps Director for Rural Development and Water in Zaire. Since 1980 she has been a civil engineer with the National Forest Service in northern California. Deer is a 1974 engineering graduate of Swarthmore College in Pennsylvania.

* * *

RPCV Bill Macheel will be returning to Africa as the APCD for Agriculture in Zaire. Macheel served as a

Volunteer in Swaziland from 1977 to 1979. He will be accompanied to Zaire by his wife, the former Sue Summerfield, who was also a PCV in Swaziland, and their 15 month old son.

A graduate of Hamline University, Macheel also holds a master's degree in agriculture from the University of Minnesota.

* * *

Dr. Lane Johnson, of Shelton, Wash., has been named Peace Corps Medical Officer for Cameroon. A health Volunteer in the Philippines from 1970 to 1972, Dr. Johnson has been in family practice and pediatrics in Shelton for the last nine years. He received his bachelor's degree in general science and biology from the University of Oregon in Eugene in 1969 and his medical degree from the University of the Philippines in Manila in 1976. While studying in Manila he served on two disaster relief medical teams in that south Pacific island nation.

* * *

Returned Peace Corps Volunteer Allison Moore, of Philadelphia, has been named Country Desk officer for the Dominican Republic, Jamaica and Haiti. Moore served in the Dominican Republic from 1978 to 1980 in a nutrition and health project. For the past three years she has worked in a refugee resettlement project in Philadelphia. Moore is a 1978 romance languages graduate of Bowdoin College in Brunswick, Maine.

* * *

Alex Palacios has been named Assistant General Counsel. Palacios comes to Peace Corps from the Inter-American Foundation where he was associate general counsel for three years and was a member of the IAF's executive committee for one year. He received his law degree from American University and holds a B.A. degree in English and Anthropology from Amherst College in Massachusetts.

Patti Raine

NANEAP Country Directors Chosen

Robert Grier Clarke, Jr.

Robert Grier Clarke, Jr., a Volunteer in Fiji from 1982 to 1984, has been chosen as Country Director for the Federated States of Micronesia.

Robert Clarke



An attorney, Clarke received his law degree from the University of Chicago in 1952. He also studied at the University of the Americas in Mexico and Marshall University in West Virginia.

Prior to his association with Peace Corps, Clarke practiced law in West Virginia. For eight years he served as assistant secretary of the Ohio Valley Electric Cooperative and for 17 years was vice president and general counsel at Cosco, Inc., a manufacturing company in Columbus, Ind. He left the Cosco post to become a business consultant.

A former Marine, he served in

World War II as a weather forecaster stateside and in the Pacific Theatre including Hawaii and Guam.

Long a student of international affairs, his family has been active in the American Field Service student exchange program and hosted a student from Austria in 1974. His son was an AFS student in Argentina that same year.

Clarke will be accompanied to Micronesia by his wife, Elizabeth, also an RPCV/Fiji. She holds both bachelor's and master's degrees in library science from Indiana University. She also attended the University of Chicago.

Stanford Green

Dr. Stanford Green of Newport Beach, Calif., is the new Country Director for the Pacific Island nation of Fiji. Peace Corps has served in Fiji since 1968 and currently fields 126 Volunteers there.

A psychologist, Green graduated from UCLA from which he also holds both a masters and doctoral degrees.

"My vocation, as well as my avoca-

Stanford Green



tion, was, and still is, people," Green said. "I'm looking forward to working with the people of Fiji as their Peace Corps representative for after all, Peace Corps is a people to people program at its very best."

Well known in the Orange County (Calif.) where he was in private practice, Green was involved in many community and political activities. He served on several boards including: the Newport Harbor Chamber of Commerce, the Newport Foundation, Newport-Mesa School Foundation and the Corona del Mar Chapter of the California GOP Assembly.

Green was also active in the Orange County Coast Assn., the Republican Associates, the Braille Auxillary, the Founders Support Group of the Rehabilitation Center for Brain Dysfunction and is a Fellow of the American College of Forensic Psychology.

25th Anniversary Activities

At press time Peace Corps was in the process of holding its kick off for the year-long celebration of our 25th Anniversary at the University of Michigan. The activities were held in conjunction with a symposium on African development sponsored jointly by Peace Corps and the University. A report on this event will be featured in the December issue of *Peace Corps Times*, the special anniversary issue.

From now through next September there will be a series of conferences held across the country sponsored by local World Affairs Councils or similar organizations with the theme of "The U.S. Partnership in the Devel-

oping World." These conferences will bring together host country officials, international development experts and others to help raise the awareness of Americans about the issues confronting the underdeveloped countries and how organizations such as Peace Corps work toward building long term solutions to very complex problems.

Conferences

Ann Arbor, MI	Mon. 10/07/85
St. Louis, MO	Fri. 11/01/85
Chicago, IL	Mon. 11/04/85
Columbus, OH	Fri. 11/08/85
Miami, FL	Mon. 2/09/85
Atlanta, GA	Fri. 12/13/85
Tucson, AZ	Mon. 1/13/86
San Francisco, CA	Sat. 1/18/86
*Honolulu, HI	Tues. 1/20/86
Memphis, TN	Fri. 2/10/86
Louisville, KY	Fri. 2/21/86
Boston, MA	Sat. 3/01/86
Seattle, WA	Fri. 3/07/86
Portland, OR	Sat. 3/08/86
Dayton, OH	Fri. 3/14/86
*Hartford, CT	Fri. 3/21/86
*Oklahoma City, OK	Fri. 3/28/86
Albuquerque, NM	Tues. 4/08/86
Los Angeles, CA	Fri. 4/11/86
Columbus, SC	Fri. 4/11/86
	Mon. 4/14/86
*Kansas City, KS	Fri. 4/18/86
Hanover, NH	Fri. 4/25/86
Cleveland, OH	Sat. 4/26/86
San Antonio, TX	Mon. 4/28/86
Indianapolis, IN	Thurs. 5/08/86
Denver, CO	Fri. 5/09/86
	Fri. 5/23/86

Anchorage, AK Mon. 6/13/86
Washington, DC Fri. 9/19/86
Mon. 9/22/86

*Tentative date

For more information about these conclaves call: 800-424-8580, ext 288. Or write to: Peace Corps 25th Anniversary Office, M-1105, 806 Connecticut Ave., NW, Washington, D.C. 20526.

At Home

The year-long celebration will culminate with a round of activities in Washington from Sept. 19th through the 22nd.

In addition to a symposium, plans are being made which include a reception for the "first" 864 Volunteers (see story), a Rose Garden ceremony at the White House and a gala at the Kennedy Center for the Performing Arts. As soon as details for these and other events are finalized we will inform you.

As we have no list of addresses for most former Peace Corps Volunteers, we ask that you pass all information about the 25th Anniversary along through your RPCV network.

And Abroad

Peace Corps' anniversary is being observed, not only by former Volunteers and staff in the United States, but by former and current Volunteers serving abroad. Two of the many events being planned are in the African countries of Cameroon and Sierra Leone.

From Cameroon, we have word that American Ambassador Myles Frechette is planning a special reception for Peace Corps Volunteers on Nov. 30. And, Peace Corps/Sierra Leone has formed a committee to plan events with an eye toward a celebration on December 29, to commemorate the day the Government of Sierra Leone signed an agreement with Peace Corps in 1962.

Please let us know if you are planning an event.

(To the Times—from page 3)

In any event, the cost of a PCV being seriously injured or killed is not only great in terms of human life but in terms of Peace Corps' investment (recruitment, training, health care, etc.) and project continuity. Peace Corps should seek an alternative to the motorcycle, otherwise it is acting irresponsibly by exposing PCVs to an unnecessary risk.

Timothy Jones
PCV/St. Vincent
West Indies

EDITOR'S NOTE—Instead of the usual September/October and November/December issues, we have combined September, October and November in order to publish a special 25th Anniversary issue for December.

In Search Of The "First" 864 PCVs

Peace Corps is trying to locate the 864 Volunteers who were the "first" to serve overseas in 1961 and 1962, to take part in the 25th Anniversary celebration. Director Ruppe plans to honor these Volunteers in a special event in Sept. 1986.

These "first" Volunteers served in Ghana, Chile, Colombia, Pakistan, Nigeria, Malaysia, India, Tanzania, the Philippines, St. Lucia, Sierra Leone and Thailand.

If you were one of the "first", or if you know of anyone who was, please contact Peace Corps as soon as possible with these particulars: country and dates of service, current address and phone number.

You may write to: Phyllis Draper/ Director's Office, Peace Corps, Washington, D.C. 20526. Call the toll free number: 800-424-8580, Extension 288. Or, contact your nearest Peace Corps Recruiting Office.

Times Writer to New York

Patti M. Raine, *Peace Corps Times* writer, has left the agency and accepted a position with the Private Industry Council for the City of New York. She will be a public relations associate with this human resource development organization.

Raine came to Peace Corps in December 1979 when Peace Corps was part of the umbrella agency, ACTION.

The *Times* would like to take this opportunity to thank her for her fine work.

ICE ALMANAC

September/October/November 1985

From the Field

4-F Program and Small Business/Ecuador

The following article is an adaptation of notes from a presentation given by former Small Enterprise Development PCV, Mike Goldberg, at a recent Job Conference in Ecuador. 4-F clubs are similar to 4-H clubs in the U.S. and may be known as Young Farmers or Youth Clubs elsewhere. Primarily youth and agriculture oriented, these groups are also involved in producing handcrafted artisan products. Originally presented among 4-F Foundation members, the notes may also be useful to other Volunteers working in income-generating activities or small business ventures.

Since the 4-F Program seems to encounter many of the problems that a small business faces in Ecuador, it seems only natural to build linkages between the two programs. Given some specific and general problems stated during this Job Conference, there are certain elements of marketing that can be used to address these issues.

Some of the problems presented for discussion were:

- Difficulty in selling products
- No interest on the part of the members of the club to sell their products
- No interest on the part of the members of the club to reinvest
- Low quality of the products

Specific problems were related to be:

- Scheduling of activities of the club
- Intermediaries and sudden price changes
- Low prices for the products
- No tools at favorable prices
- Level of interest in profit-sharing is low
- Poor transportation and no local market for the output

From observations based on these responses, it is clear that many of the problems are rooted in marketing-related issues. For example, difficulty

in selling products could be a result of the members not being sold on the idea of the club as anything more than a production unit. Thus they see their part ending with the harvest or completion of an artisan product. While we usually think of marketing only extending from the club out to clients and potential clients, marketing is also applicable between the Volunteer and the socios (members) in the Club.

One major point that these responses bring up is that we need to recognize the difference between symptoms and causes. For example, a headache can be caused by tension or by walking into a door, and a doctor would choose different methods of treatment depending on the cause. The above lists of problems are primarily symptoms, and we can't hope to address them successfully without looking below the surface—identifying the root causes. For example, low quality of the products could be related to the quality of the tools used, the choice of crop for a given plot of land, or a poor choice of market, time, product, or a combination of poor choices. Also, a poor price for agricultural goods is related to the seasonality that is often displayed in these markets, so it stands to reason that a club should diversify products in order to balance out the cycles. A marketing perspective is useful for examining all these issues.

What is Marketing?

Marketing is a process that begins before you plant the first seed or sew the first poncho, and it continues even after you have organized production and begun to sell the products. According to one source, marketing is:

"The process of efficiently delivering the correctly designed product to the right person, at

the right time and place, at an acceptable price and using an appropriate form of promotion."

That's a mouthful, but included in this definition are seven useful points.

"Delivering"—This implies that there is more than production involved in marketing... services are often the decisive factor, and can have an effect on the quality of the good and its competitive stance.

"Designed"—In other words, the club has some leeway about how it packages—presents—the product. This is where such important questions as how big, what color, how long the good will be useful, what level of quality and what price are all answered.

"Right person"—Making a sale today is great, but it is even better to attract the type of consumer who will be around in the future, and who will continue to be interested in your product.

"Right time and place"—Being the first on the scene with acceptable quality and a fair price will really make a difference. A lot of consumers have certain basic qualities they are looking for, and will take the first product they find that meets those criteria. Most shoppers are "satisficers" (seeking a satisfactory level), not maximizers (looking for the perfect yuca, no matter how long it takes them.)

"Acceptable price"—The right product, at the right time and reaching the right consumer, will not be selected if the price is inappropriate. Price is often the primary factor in the decision to buy.

"Form of promotion"—You have to get all the information about what you offer across, so the customer knows

where, when, etc. to purchase your product.

"The process"—Marketing continues from the idea stage until (and after) the product reaches the market and is purchased by the consumer.

One simple way to look at market identification is to try answering the following questions:

- Who? (is the product for)
- When? (delivery, seasonality)
- Where? (location of the sale)
- How? (promotion, delivery method)
- Why? (what need are you answering)

Given the problems mentioned about selling the product, it is useful to find out how certain clubs pick their products. It seems that almost none go to the market (the almanacs) first to find out what products are unavailable. Many clubs choose products that have been made or grown for years in the area, because those are the products that the club members feel comfortable working with, and already know how to make or grow. It is useful to make use of the skills already developed, but without a market interested in your product, the quality won't really matter.

The PCV is really involved in a complex series of marketing-related relationships, both within the club and with regard to outside forces which include the government, other agencies, consumers, and potential consumers.

Internally, for example, the ideas that govern club marketing activities should come from the members. Involvement in the decision-making process helps establish a high motivational level which is reinforced by responses/input from the Volunteer. This will help to overcome the problems mentioned earlier pertaining to member involvement.

In the same way, the Volunteer is also marketing the idea of the club's project to host government agencies, AID, Peace Corps and other organizations with which he or she will become involved. To do this effectively it helps to take a look at the relevant Ministry's National Plan to gain an understanding of the priorities, "buzz words" and latest trends. This will help the Volunteer choose the right words to prove that the group's project fits perfectly into the government's present programs. The flow again is to see what the government ministry or other organization seeks,

to present the proposal in light of that knowledge, and, it is hoped, to get the type of support that you seek.

Of course, another critical relationship is that between the producer and consumer. The flows between these two actors is again a three part process: establish who the consumers (or potential consumers) are and what they need and think they need in a product/service; design the product/service and figure out the type of presentation that will draw the consumer's attention long enough to make a purchasing decision; and get feedback from the consumers who purchase or provide clues about the product that will enable the club to continue with plans or to redesign and try again.

It is important to point out that the club should differentiate between consumers (those presently buying the product/service) and potential consumers. The group may be able to limit the risks it faces as a club if it continually considers who else might be interested in the product. If the product is delivered at a different time, in a different package, or to a different location, for example, someone who otherwise would not have shown interest or even been exposed to the product may become a purchaser.

Also notice that the phrase "product/service" is beginning to take the place of "product." This is just to emphasize that, especially in agricultural products and artisan goods which have homogeneous competition in terms of price and generally in quality, services such as delivery and proper packaging may become critical.

Already a lot has been said about the importance of pinning down what the factors are that make people want to buy your product/service. Now it is time to explain briefly how you might go about finding that out.

Market Study

Whether it is called market study or feasibility study, the producer needs to take an internal inventory of skills and resources and match those to the desires (not short-term whims and fads) of the market. Just like the earlier example regarding marketing within the group and toward external forces, there are internal and external parts to this activity.

Let's start with the external side, since this is really where the study

should begin. If you're trying to decide what to produce, you need to decide what is not satisfactorily being offered to the market and whether this lack is due to poor quality, the wrong price, poor delivery, a lack of accompanying services, or other factors.

Ask a store owner what he can't get when he needs it, because "stock outs" (those times that he runs out of a particular product and interested consumers keep arriving) cost him customers, something he will want to avoid at almost any price. This is especially true in rural areas and smaller towns, where the competition in agricultural goods and artisan products may be pretty stiff. The first step, then, is to go talk to the store owners (plural—the more of them you ask, the closer you will get to the reality of market needs).

Some of the people at the Job Conference pointed out correctly that it would be useful to bring a sample of the product so the store owner knows exactly what it is he is talking about. This might be easier with artisan products than with agricultural ones, but the use of sketches (to scale), samples of the raw materials for artisan products, and comparisons with things he already has in his store might help.

It is critical that you not begin to invest in any largescale production before being sure there is a market you can serve, and that you have the internal capabilities to serve the market that you now know exists.

Store visits are also an important part of a market study because trying to pick a marketable product is impossible without asking the experts who deal with this every day, namely the store owners. Visit a few stores and ask the owner and clerks what products seem to sell well, which they can't get when they want/need them, what they don't offer and why. These dealers are a fountain of information waiting to be tapped, and they usually love to talk about their work... everyone likes to be asked in such a way that makes them feel like the expert, right?

Internally an analysis is done by breaking down the organization's internal resources and attributes as follows:

- **Strategy**—Decide what business your group is in, and any services that might be included, such as delivery or services attached to the agricultural products. Most importantly, try to pinpoint any *competitive advantages* your group has, so that you maximize their importance.

- **Resources**—Of course, before you can pull off any strategy, you need to assess what resources you have and what you need to obtain. These could include financial, technical, marketing or management resources. This assessment would also list the concrete things your group has, like types of seeds, looms, or other particulars.

- **Environment**—There are always threats and opportunities in the environment, whether in the short- or long-term. For a club, one of the biggest threats might be that members will begin to lose interest. If your group detects a promising situation, just remember that others may spot it, too, and may have a stronger set of resources or a clearer vision of how to take advantage of the situation.

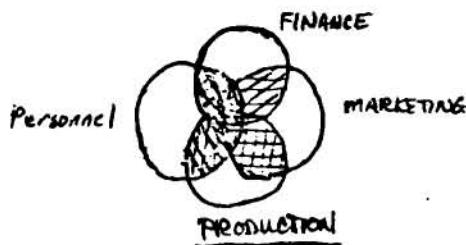
Another way to look at internal resources is to divide what resources you think you will need for a successful project into the following four categories.

- (1) Human Resources
- (2) Financial Resources
- (3) Infrastructure (machines, typewriters, secretarial time)
- (4) Time

This exercise is especially valuable because it forces you to give concrete time lines to the different stages of your activities. This is a critical consideration for agricultural projects but also for artisan products (the day of the Feria won't be changed just because you are slightly behind schedule).

One trick to figuring out what goes into a complete and useful feasibility study for a project is to take a look at the grant projects offered by Peace Corps and AID. This will give you an idea of what is considered a complete budget, and will force you to bring a lot of ideas down to earth.

Another point to remember is that marketing is not an isolated field. There are critical relationships be-



tween marketing/commercialization and production, finance, personnel.

Marketing and Finance—If you select a product that requires a machine, what are the financing alternatives, and what are the time pressures that will result (when are payments and principal due?)

Marketing and Personnel—If you choose product X, are the workers trained to produce it? Do you need to hire more people, and what will be the division of labor?

Marketing and Production—What tools, equipment, machinery do you need to produce the product? How many hours do you have to work in order to make full use of the machinery, etc.?

Feasibility studies play an important role in the decision to pursue a perceived market opening or to discard an idea. We have touched on this but there are some other elements that should be mentioned.

Previously we dealt with market identification. Now we also have to check on engineering feasibility, whether we can deliver the goods (are there roads, trucks, other things we need in order to deliver), and what the critical time sequences involved in the events from design to follow-up services are.

In the U.S., a company might spend a million dollars to discover what the average American consumer is searching for in a mayonnaise, including the color of the label and the size of the container as well as location (in other words, it isn't just the make-up of the mayo that they're interested in). We could achieve the same goal, more or less, by marketing yuca (or other products) in three different types of packages, mixing sizes in one, offering large only in the second and small ones only in the third, to see which is most popular.

We also have to determine seasonality... maybe the consumption of apples goes up during Christmas, given local preferences. Or maybe the traditional Easter gift is a new poncho. This type of information will help the 4-F Club or cooperative to

organize timetables for production.

Of course, while focusing on whether a market exists and whether we have the right resource mix to reach the market, we must also be aware of growing challenges, new competitors and who the potential entrants are.

Those who are supplying our group with raw materials or intermediate goods (components that have already involved some work, giving them what is termed an element of "value added") may see how easy it is to produce the ponchos from wool, and may decide that is where the profit really lies. Or an almacen owner may have two brothers that need work, and instead of buying *our* ponchos, *his* brothers begin producing ponchos like ours. Then there are the new entrants that come into the market from out of the blue, maybe a large scale producer that used to cover only the markets in another town decides to begin shipping to our area. Finally, another threat to our market position could come from substitution—people begin to prefer American style winter coats to our ponchos.

One quick example will illustrate the point clearly. There is a Volunteer in Santa Elena who was asked by MAG (Ministry of Agriculture) to consider growing jojoba in commercial quantities. The market was clearly growing and MAG saw this as an opportunity to encourage a new export commodity. However, with a lead time of three to four years, and with other countries already involved in large-scale production to get at the same market opportunity, this was not necessarily the best move. Also, the land in the Santa Elena area was only marginally able to grow jojoba, due to periodic water problems, nitrogen content in the soil and other technical factors. Ecuador's product would have reached the market late, with a poorer quality and probably at a higher price, given transportation costs. So others had a headstart, a better resource mix, and better market connections.

Some other points worth noting are the importance of diversifying suppliers and producers, and the value of a presentation style that matches your audience.

The point here is that your group should never be satisfied with one buyer or supplier. Even if you have two, however, you should know

(continued page 24)

Fisheries Sector: Past Experience Paves the Way for New Efforts

Insufficient protein in the diet and a lack of cash income are two related problems that commonly plague developing communities. The traditional means of obtaining meat through hunting, a feature of many cultures, is becoming impractical as wildlife habitat is destroyed to make way for human settlement and agriculture. Yet most rural people lack the cash income required to replace traditional sources of protein with expensive local beef or mutton or imported meats.

Improved methods of animal husbandry, especially for small animals such as chickens, rabbits or goats, have long been touted as the ideal solution for protein- and cash-poor communities. With improved practices, animals can be produced for both home consumption and sale.

A less obvious candidate for husbandry than chickens or goats, but one which, pound-for-pound, provides a better return to farmers, is fish. Fish is a rich source of protein. It tastes good, has few taboos attached to it, and sells very well in most markets. The methods and technology for increasing fish supplies in a community are known, and, with proper training, can be transferred directly to farmers and fishermen.

Increasing the amount of fish available for consumption and sale can be accomplished in basically two ways. *Fish culture* projects are designed to raise fish or certain marine organisms as "crops" in ponds, cages or other enclosures.

In inland areas fish culture involves the construction of ponds devoted exclusively to fish production. These ponds are stocked with fish which are harvested on a periodic basis. Though not as prevalent as inland fish culture, marine culture projects are also concerned with systematic stocking and harvesting usually involving some form of shellfish.

In oceans, rivers, lakes and reservoirs where a stock of fish already exists, fish can simply be caught rather than cultured. The goal of these marine and inland *capture fisheries* efforts is to increase the size of the catch while maintaining the fish population at a level which will ensure continued

"harvests." Methods vary according to each location, but innovations such as improving boat design and gear, identifying areas not traditionally fished and fish not traditionally caught for food generally produce the sought-after results.

Fish Culture a Starting Point for PC

Early on Peace Corps recognized the role that fisheries programs could play in its development efforts. Though today Peace Corps is involved in all types of fisheries projects, its involvement began with and has traditionally focused on inland fish culture.

Fish culture projects lend themselves easily to the Peace Corps approach to development. Much can be accomplished on a small scale using local resources and simple methods to improve the lives of poor farmers. In addition, according to Roger Palm, Fisheries Sector Specialist in the Office of Training and Program Support (OTAPS), fish culture projects offer some distinct advantages over other kinds of small-scale agricultural projects. "In evaluating the kinds of development projects suitable for a particular region, there is often a study done called a chart of opportunity. Basically, this involves doing a simulation showing what a given plot of land would produce if it were used for each of a variety of crops. Even using conservative estimates, fish come out at, or near, the top on the income scale alone. When combined with the nutrition factor, fish are even more competitive."

Futhermore, Palm adds, "There are many areas suitable for aquaculture, or fish farming (such as estuaries and swamplands), that are not suited for other types of agriculture."

Ed Gerard, (RPCV)/Zaire and presently Desk Officer for that country, explains why these projects might suit the farmer who wants to diversify. "Inland fish culture can be started without outside inputs. In some cases, the only capital investment is the first crop of fingerlings. Several species of the genus *Tilapia* are hearty, warm-water fish that will eat almost any-

thing. They grow fast, reproduce quickly and tolerate a wide range of water quality. The rapid growth rate means the farmers will have a continuous supply of stock and be able to get, on the average, two harvests a year."

Other benefits can also accrue to the farmer. Fish crops, unlike field crops, are largely independent of weather conditions and seasonal considerations and they require little maintenance. With careful management, the two yearly harvests can be staggered with field crops to stabilize year-round food production.

Peace Corps Volunteers, often working as a team of extension agents, act as catalysts and advisors to farmers interested in fish culture. They assist at all stages of the project, from site identification to marketing, following a project strategy developed from years of collected experience.

This strategy begins with the Volunteer extension worker identifying local farmers willing to invest their time and energy to acquire the skills of building and managing fish ponds.

Once the farmer and the Volunteer have begun their collaboration, they identify an appropriate site, one that allows the pond to be filled and drained by the force of gravity. This reduces the need for costly mechanical pumps requiring fuel and maintenance.

The selection of the site is crucial to the success of the pond. Specialist Palm points out that "...this is one of our most problematic issues. Sometimes site selection is faulty because key technical and economic requirements are overridden by political considerations or simply ignored. The site must have clay soils, sufficient water of a decent quality, gently sloping inclines and the right location with respect to the water supply."

The pond is hand-dug into a slope and surrounded on three sides by a thick earthen dam. Because the pond is built on a slope, it can be drained by knocking a hole into the dam at the deepest end.

Site selection and pond construction completed, Volunteers begin their roles as advisors in other phases



Trainees learn seining technique during Fish Culture Training at the University of Oklahoma.

of pond development, including stocking, managing, harvesting, marketing methods and record-keeping.

The amount of time required to work through all phases of these ongoing operations is often longer than the two years Volunteers usually agree to serve. Therefore, fish culture projects in Zaire, one of the oldest and best established programs, are designed on a six-year cycle made up of three Volunteer terms.

Casey Bean, RPCV-Zaire and currently country desk assistant (CDA) for Ghana and Sierra Leone explains, "The first two years are a period of identification. The Volunteers find interested farmers and begin working with them. Sites are chosen and some pond construction takes place.

"The second two years are a management period. The Volunteers work with farmers to develop their skills in pond management which includes monitoring water quality, controlling predators, composting, feeding and stocking rates, fish selection and transporting fingerlings.

"The third term is a period for laying the final groundwork for the farmers' independence. The skills of the previous two terms are fine-tuned and there is more concentration on intensive pond management and on instituting fish farmer associations."

Ed Gerard corroborates the effectiveness of this strategy. "Volunteers in Zaire have to work within the concept that they are there to train farmers who then train other farmers. The program in Zaire has three Volunteers per cycle, per post. Then the farmers take over. I have gone back to

Zaire and seen farmers that I worked with holding farmers' meetings; the system works."

Specialist Palm also underlines the importance of training farmers to work with other farmers. "Experience has made us more and more sceptical about depending on the ministry to support host-country counterparts who can continue the work of the Volunteer agents. It is much more effective to work directly with farmers, training them, in effect, to be extension agents."

Palm, like Gerard and Bean, testifies to the effectiveness of programming fisheries Volunteers to work in cycles of six to ten years rather than in two-year cycles limited to the term of one Volunteer. And he agrees that the lessons learned in this type of programming can be extended to other countries.

"The experience of the past goes to waste and years of time are lost by not starting where previous projects left off. Many program elements are generic and experience with these in one situation is valuable in another. For example, the kind of people to recruit, the type and length of training, the quality of invitees, types of posts, Volunteer roles, extension research, ministry infrastructure and so on are similar in many countries."

Identifying the elements which are common to successful programming (and training) for fisheries, and helping countries to create or expand programs based on these elements, is Palm's primary task as Fisheries Sector Specialist in OTAPS. The Fisheries Sector, one of the first estab-

lished in what is now OTAPS back in the late 1970's, provides centralized technical support for programming and training in fisheries throughout the PC world. Palm assists PC staff in the field with a number of tasks essential to the success of fisheries programs:

- Conducting accurate feasibility studies and designing projects to meet identified needs. Palm often provides on-site technical backup, either directly or through consultants.
- Recruiting the right kind of people. Palm can provide guidance to the APCDs who are charged with writing accurate Trainee Assessment Criteria (TAC) sheets for recruitment. He can also help recruiters identify and reach appropriate target audiences.
- Training and assessing trainees, which is the major role of the preservice training staff in the United States and overseas. Palm oversees stateside training programs for fisheries Volunteers in both culture and capture fisheries.
- Managing the project and supporting the Volunteers, Palm serves as technical reviewer for the fisheries manuals produced and purchased by ICE to support fisheries Volunteers and staff.

The results of this centralized support have been dramatic, particularly for fish culture. In 1977 there were 150 Peace Corps Volunteers working in fish culture projects. Today there are approximately 450. Additional growth is likely. Palm points out that "nearly every country where the Peace Corps operates has areas that would be suitable for inland fish culture projects."

Expanding the Effort: Capture Fisheries

Hoping to build on the successes of PC programming in fish culture, the Fisheries Sector has recently turned its attention to programming opportunities in marine and inland capture fisheries.

Marine fisheries—those efforts of small-scale, independent fishermen working the waters off their coasts—have been the object of Peace Corps activities since 1967. Until 1980, however, support for those projects was largely confined to the individual efforts of APCDs in country.

Then Information Collection and

Exchange (ICE), working with the Fisheries Sector Specialist, commissioned its first collection of case studies. Devoted to marine fisheries projects, this publication listed past efforts and described in detail individual marine fisheries projects in five countries.

By analyzing this data, the Sector Specialist was able to identify those elements that are generic to all marine fisheries projects and to determine how to design both programs and training that focused on those elements.

The curricula that ultimately evolved for the marine fisheries training program drew on the model that had been developed for fish culture Volunteers, emphasizing hands-on learning and problem-solving techniques and integrating technical and community development skill components. The model included elements common to most Peace Corps training programs such as community development, nutrition and extension skills; elements common to all fisheries training such as fish preservation, economics and marketing; elements common to all capture fisheries such as gear selection and maintenance and boat building and repair; and elements exclusive to marine fisheries such as outboard motors, navigation and seamanship.

Marine fisheries training is currently conducted by the University of Rhode Island at a training site in Puerto Rico. Puerto Rico's community of artisanal fishermen offers a first-hand look at the problems and rewards of small-scale fishing. Furthermore, Puerto Rico has a government-sponsored extension service which provides some parallels to institutions with which PCVs may be working. Finally, even though the island qualifies as a "stateside" site, its Spanish-speaking culture offers the flavor of being in another country.

This year in Puerto Rico eighteen trainees are boning up for fisheries assignments in six countries: Haiti, Jamaica, Sierra Leone, Dominican Republic, Antigua and Tonga.

Their assignments reflect the diversity of PC fisheries worldwide:

—In Tonga, Volunteers will encourage fishermen to work the deeper waters that lie beyond the traditional reef fishing area. Tuna migrating outside the reef and other deepwater fish promise a substantial increase in the Tonganese catch.

—In Sierra Leone, Volunteers will help introduce sail technology to fishermen saddled with high fuel costs for running outboard motors. They will also work to improve fish processing and marketing methods.

—In Haiti, four Volunteer extension agents and one boat builder are assigned to fish alongside their Haitian hosts for several months. When they have established where the gaps exist that they can help fill, inservice training sessions will direct their efforts to these clearly-defined tasks.

Palm points out that the centralized programming strategy and the longer-range planning which figures so importantly in the success of fish culture projects have yet to be developed for marine capture fisheries. "As a centralized function of OTAPS, marine fisheries has been around for only four years. The six-year cycle of fish culture projects in use in Zaire was implemented only after 15 years of being active in those projects. Hopefully, it won't take that long to develop a coordinated strategy for marine fisheries, but as yet we haven't collected enough data to see what long-term generic programming strategy will emerge."

In countries such as Niger and Morocco, inland waterways have been the focus of capture fisheries efforts. The strategy for developing these inland capture fisheries projects proceeds along different lines than that used in marine projects. To design these projects effectively the potential of the fishing area must first be accurately assessed. That involves collecting data to determine the "catch per unit of effort", a figure arrived at by counting the number of fishermen in the fishing area over a given period of time and assessing the amount of fish they have caught.

Conducting this type of study requires extensive data collection and analysis over a long period of time, in some cases at least two years. Volunteers involved in these inland capture projects initially wear two hats: one as data collectors and one as extension workers. Palm explains, "Data collection is geared to making development projects possible. We simply have to know what exists before we can develop a reasonable programming strategy. In many cases, such as the survey that is going on right now on the Niger River, that will take a long time,

but these are complex bodies of water and they require a fairly systematic study of catch per unit of effort.

"In the meantime, Volunteers will be doing community development work, developing methods of preserving fish, improving and selecting gear, and advising fishermen on new fishing methods, new kinds of fish, and new areas to work."

Palm is optimistic about the future of the new fisheries programming efforts. "It took the catfish industry in this country decades to get started and that was with the organizational structure of the United States. These new programming areas will take time to develop, but eventually they may become major thrusts for the Peace Corps because they address the actual and perceived needs of many communities in less developed countries. Fish is nutritious and there are few taboos against eating it. Also, fishing and fish culture can result in substantial income for the fishermen and farmers. All elements are in place. What we have to do is be catalysts who help people use the resources available."

The ICE ALMANAC features a variety of Volunteer ideas and technologies which can be adapted locally and highlights particular program areas with notes and recommendations from programming specialists in the Office of Training and Program Support.

Information Collection and Exchange (ICE) is Peace Corps' central technical information unit. As such ICE provides a means of collecting and sharing the best results of Volunteer programs in the field. Volunteers are encouraged to contribute information to the ICE ALMANAC or ICE Resource Center. Contributions, requests for technical information or correspondence concerning the ALMANAC should be sent to: ICE, Peace Corps, Rm. M-701, 806 Connecticut Ave., N.W., Washington, D.C. 20526.

Donna S. Frelick, RPCV/The Gambia and Coordinator of ICE, is ICE ALMANAC editor. Managing Editor is David Thomas. Special assistance for this issue was provided by Johnnie Prather and the marvelous OTAPS Support Staff. Networking section by Trish Heady, Resource Development Specialist.

Palm Reflects on Five Years as Fisheries Specialist

As my five years as Peace Corps' Fisheries Sector Specialist come to a close, a number of issues and trends come to mind which I would like to share.

The Peace Corps fisheries program has grown and matured in recent years. Since 1977, the Fisheries Sector Specialists have played a key role in directing the expansion and improving the effectiveness of individual projects. During that time the number of fisheries Volunteers has more than tripled.

The first four years of this period (1977-1981) programming concentrated on replicating existing aquaculture efforts in new countries. The last four years (1981-1985) programming has emphasized new areas of inland capture fisheries and marine community fisheries, as well as evaluation and redirection of the established fish culture projects.

Much has been written about determining key factors to analyze in a feasibility study and the important concepts to emphasize during a project. Important as these are, many of the administrative and management issues may ultimately have the biggest impact on the success of the overall fisheries program.

The motivation, skills and experi-

ence of the country Director and the APCD/Program Manager are crucial to any project. Clearly, those projects blessed with a skilled Program Manager who is adequately supported by the Country Director have had a huge advantage. Conversely, those projects which lack skilled management and support can have drastic consequences for Volunteer posting, Volunteer support and Ministry credibility. Staff recruitment, selection and training should be given increased attention. More opportunities should be made available for technical training of APCDs.

Recruitment and placement of Volunteers for the fisheries program has generally been good. However periodic pressure to increase Volunteer numbers quickly has sometimes resulted in late invitations, compromises on the minimum acceptable skill cluster, and increased numbers of people in fisheries who had requested and were more interested in other programs. Perhaps a strategy could be developed that could more accurately anticipate and smooth out these rough spots. This might include recruitment assistance from OTAPS to increase the number of qualified applicants for fisheries during these critical periods.

I am pleased with the quality of preservice training that is being provided by stateside contractors in aquaculture, marine fisheries and inland capture fisheries. This area has received a great deal of attention in recent years from OTAPS and I believe it has paid off. Rigorous, comprehensive, experimental training with a strong trainee assessment component is critical to the success of the Peace Corps fisheries program.

Although we are constantly trying to improve the training programs, my biggest concern is that we build on the gains we have already made. Just as Peace Corps service is described as "the toughest job you'll ever love", Peace Corps training should be the toughest learning challenge you'll ever face. This kind of training is difficult to implement overseas due to budgetary, logistical and administrative considerations. Also technical training, if done correctly, is 90 percent generic. For these reasons, I gen-

erally recommend stateside technical training with an incountry technical orientation. This facilitates information transfer and consistency of programming strategies. Additionally, we have been able to increasingly tailor SSTs to country-specific needs when warranted.

I also feel it is important to link training and programming. Staff from all three of this year's fisheries training contractors have been utilized in overseas programming. Not only is this cost effective (sure, pre-training research is done at the same time), but it improves both the training and the programming.

In general, the stronger projects have made greater use of OTAPS staff and technical consultants for in-service training and evaluations. These services have solved many bottlenecks and improved communication. The regional fisheries programming and training conferences (Gabon and Costa Rica) have also been important foci for information exchange and renewed commitment. No project is an island.

Finally, even more effort needs to be directed at improving collaboration with U.S.A.I.D., other international development agencies, universities and private voluntary organizations. Liaison with many of these groups has resulted in crucial support including funding, technical backstopping and technical materials.

I have thoroughly enjoyed my time with the Fisheries Sector and wish every Volunteer and staff person involved with fisheries the best of luck. As the fisheries world is small, I will probably have the opportunity to work with many of you in the future in a different capacity. In the meantime, keep thinking fish.

ERRATUM

The cost of the Overseas Development Network's *DEVELOPMENT OPPORTUNITIES CATALOG* is \$15.00 for institutions, \$8.00 for individuals and \$6.00 for students. The *NETWORKING* article in the May/June 1985 issue priced the catalog at \$5.00.



Roger Palm, OTAPS Fisheries Sector Specialist

Resources For Small Enterprise Development

This issue of ASK ALMANAC was written by Elizabeth Gray, RPCV Ecuador, Peace Corps Fellow/Inter-American Region. After completing the year-long Fellows program in Washington, she will become an APCD in Costa Rica.

With the advent of development initiatives which focus on income generation and the promotion of small-scale enterprise, many Volunteers are working with small businesses, either as a primary or secondary project. Over the past three years, the number of Volunteers working directly in Small Enterprise Development (SED) projects has increased significantly, from 190 in 1983, to approximately 420 Volunteers this year. The number of Peace Corps countries with SED programs has more than doubled, to a total of 38 countries planning SED programs for 1986.

As for non-SED Volunteers, roughly half of all Volunteers work in some way on income-generating projects. After all, projects in agriculture, fisheries, WID, etc. still have business components, such as determining the technical and economic feasibility of a project. There is considerable overlap between strictly business projects and other kinds of Peace Corps projects. "Socio-economic feasibility" is just business jargon for "cultural sensi-

tivity," and what Volunteer isn't concerned with *that* issue?

Although development "experts" and government policy-makers increasingly appreciate the economic significance of small-scale enterprises, no one has come up with a magic formula for helping the people who run small businesses. The truth is, they are difficult to assist: each project is different, and each enterprise requires sensitive and informed judgment on the part of consultants, as well as quantitative analysis of facts and figures. In the U.S., 60 percent of small businesses fail within the first year, and 80-90 percent fail within five years, without facing obstacles common to the Third World, such as lack of access to credit, and poor literacy/numeracy skills!

The challenges in working with income-generating projects are formidable, but the rewards are tremendous. Volunteers can see a real return on their efforts, in terms of increased skills and income, plus many intangible gains in self-confidence and esteem on the part of businesspeople. Some of the most long-lasting and far-reaching Peace Corps success stories have involved small businesses. Volunteers are in an excellent position to serve as organizers, consultants, and advisors of groups or individuals at the grassroots level, assisting them to undertake income-generating projects while providing managerial and technical skills training.

ICE has a wealth of materials to support Volunteers in these projects, many of them recent additions to the ICE inventory. Except where otherwise noted, these publications are available free through ICE to all Volunteers and staff working in related projects.

GENERAL

- **Employment and Development of Small Enterprises** is a World Bank policy paper discussing how to promote labor-intensive small enterprise in developing countries, at the government and institution level.



*Small enterprises can increase income and provide a service to the community.
From: Helping Health Workers Learn,
Hesperian Foundation*

- **Rural Enterprise and Nonfarm Employment** examines the role of rural nonfarm activities in the development process, and the relevance of development assistance to those activities. A World Bank policy paper.

- **Projects, Training, and Strategies for Generating Income: a Selected, Annotated Bibliography** (1981) contains sections on general issues, specific income-generating activities designed mostly for women and out-of-school youths, and training for those activities.

- **Small Enterprise: Development Assistance Abroad** (1982) lists U.S. non-profit organizations involved in small enterprise assistance programs abroad, with a brief description of the organization's business-related programs. (Also see the TAICH Directory of U.S. Non-Profit Organizations in Development Assistance Abroad.)

- **Small Enterprise in African Development: A Survey** (1979) investigates the size, structure, and performance of small-scale businesses in Africa. This World Bank paper also reviews government policy regarding small business in various African countries.

- **The Survival Economy: Micro-Enterprises in Latin America** examines similarities in urban micro-enterprises throughout Latin America, including common obstacles, needs, aspirations, and a general discussion of the complex nature of urban slum economies. Includes case studies.

- **The Practice of Entrepreneurship** is a book intended for practicing managers and management advisers, and contains discussions on personal characteristics of entrepreneurs, financial planning and control, and using resources. Strong orienta-

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Networking

WID RESOURCES

Peace Corps has recently been involved in a number of activities related to Women in Development (WID). Namely, the Non-Governmental "Forum '85" held in Nairobi, Kenya, to commemorate the culmination of the United Nations' Decade for Women (see article in this issue). Peace Corps' WID Coordinator, Barbara Denman, is conducting four regional symposia as a follow-up to Nairobi. These activities will touch not only those who were able to attend the events but also the entire Peace Corps world.

A number of resources exist that can help channel the enthusiasm generated by the Forum and the symposia. Those resources which are available on the local level are immediately useful. Oftentimes, however, these do not meet all the needs of Volunteer projects. The organizations discussed in the following article can help meet these needs by providing assistance in a variety of ways. All of these organizations are private (unless stated otherwise), non-profit, and work primarily with women's groups in developing countries throughout the world.

The International Women's Tribune Centre

There are a number of organizations which offer technical and informational support. Among these is the International Women's Tribune Centre (IWTC) which provides "...a communications and information service for women around the world..." by means of:

- Publications
- A resource center
- Liaison service with governments, the United Nations and women's groups
- Technical assistance and training

The United Nations began the U.N. Decade for Women with the United Nations' International Women's Year Tribune in Mexico City, 1975. The Centre grew out of this event and has been very active in the Decade.

The Centre publishes a variety of materials, such as regional resource kits, slide programs, training materials and newsletters. The Centre's

quarterly newsletter THE TRIBUNE, which is also published in Spanish and French, has a circulation of over 13,000 worldwide. ICE distributes copies of this publication to incountry resource centers/offices.

THE TRIBUNE contains information on women's projects and resource groups; topical bibliographies; and information on the activities of the Decade for Women. The Centre has published a number of titles dealing with the Decade, including: DECADE FOR WOMEN INFORMATION RESOURCES FOR 1985; FORUM '85 ACTIVITIES LIST; IMAGES OF NAIROBI; and WOMEN'S INITIATIVES WORLDWIDE. All publications are available without charge to requestors from developing countries and at cost to others. For these titles or more information write to:

International Women's
Tribune Centre
777 United Nations Plaza
New York, New York 10017
U.S.A.

OEF International

Whereas IWTC provides mainly informational resources OEF International (formerly known as the Overseas Education Fund) contributes to women in development through technical assistance in the areas of small enterprise development, vocational training and legal programs. This assistance may take the form of technical consultancies, training workshops or manuals.

The League of Women Voters established OEF over 40 years ago to assist women in achieving self-reliance and self-sufficiency through business enterprise. One of OEF's special programs is the Women in Development Technical Advisory Service (WIDTech) which provides short-term training to strengthen institutions committed to income-generating projects involving low-income women. Presently WIDTech is most active in Senegal, Niger, Peru and Ecuador.

In one project in Sri Lanka, OEF, in cooperation with the government, trained 144 field workers who in turn assisted 4000 rural women in initiating small business enterprises. OEF published an account of the

project, titled NAVAMAGA (copies available free through ICE).

Information on WIDTech, or other OEF programs and publications in English, Spanish or French, may be obtained from:

OEF International
2101 L Street, N.W. Suite 916
Washington, D.C. 20037
U.S.A.

The United Nations Development Fund for Women

The United Nations established the Voluntary Fund for the UN Decade for Women in 1976. With the closing of the Decade, this Fund evolved into the autonomous UN Development Fund for Women in association with the United Nations Development Programme (UNDP). The Fund provides technical and/or financial support (grants ranging from \$US2000-\$300,000) to assist local, non-governmental organizations with projects in five major sectors: employment; planning; information; human development; and energy.

The Fund is administered through and proposals forwarded to the Fund by the UNDP or the United Nations Economic Commission in the four regions (Africa, Western Asia, Asia/the Pacific, and Latin America and the Caribbean). A Consultative Committee representing Member States of each region recommends projects and advises on Fund use. Some projects supported by the Fund are: fuel-saving stoves in the Sahel; a Montserrat shirt factory; and swine, husbandry projects in Thailand.

Volunteers interested in receiving information booklets (also available in Spanish and French) describing the guidelines for preparing project proposals may write to:

United Nations Development Fund
for Women
Room DC2-1370
United Nations
Two United Nations Plaza
New York, New York 10017
U.S.A.

Trickle Up Program

The Trickle Up Program Inc. (TUP) was established in 1979 by Glen Leet and Mildred Robbins Leet to encourage people to combat un-

employment, poverty and hunger by becoming successful entrepreneurs. TUP offers grants (\$US100 paid in two installments), and the psychological encouragement of the TUP process to groups (of which 75 percent are women) in over 70 countries in almost 2000 projects. Eligibility for the grant hinges on these conditions: groups of five or more people must agree to invest 1000 hours of work within three months to a profit-making enterprise which they themselves planned and for which they possess most of the necessary skills, resources and approvals. The group must reinvest at least 20 percent of the profits to expand the enterprise and report back to TUP on the progress of the project. By filling out the application and report forms individuals develop valuable business insights. TUP is active worldwide and Volunteers already participate in such projects as a bakery in Honduras; poultry production in Swaziland; and basket weaving in the Philippines.

A copy of the TUP guidelines and application may be acquired from:

The Trickle Up Program Inc.
54 Riverside Drive, PHE
New York, New York 10024
U.S.A.

There are a plethora of groups working with WID in addition to the several cited here; see the WHOLE ICE CATALOG WID Resources section for directories and additional resources.

Ask Almanac

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tion towards businesses in industrialized and developed countries.

ADVISING SMALL BUSINESSES

- Small Business in the Third World** offers practical guidelines for how to help small enterprises. This book uses case studies to examine and illustrate common issues in small enterprise development.

- Business for Beginners** guides the aspiring entrepreneur through the initial stage of starting a business: deciding what to sell, marketing strategy, etc. (Reprinted from *West African Technical Review*.)

- Factors Which Improve the Viability of Small Business Projects in Developing Countries: The Case of Comarchi (Chile)** illustrates general principles to consider in the organization and management of small businesses. A short article.

- Management Consulting: A Guide to the Profession** is a textbook introduction to the consulting profession which covers various aspects of management consultancy: range and scope of consulting work, consultant-client relationship, methods of executing assignments, areas of management consulting, professional training and development, etc. Available to PC offices/resource centers in country only.

- T-Shirts and Tapa Cloth: A Handbook of Small Rural Businesses for the Pacific** describes a number of possible small businesses for Pacific villages: processing of crops and livestock, craft work, home industry, building processes and village services. Not a step-by-step guide, but a collection of experiences to stimulate project ideas.

- Consultancy for Small Businesses** summarizes the results of a five-year experiment to provide economic on-the-spot consultancy to small businesses in developing countries. Part I, The Concept of Small Enterprise Consultancy, is followed by Part II, A Consultants Training Course, including simple, practical exercises in record keeping, promotion, marketing, etc.

- Guidelines for Management Consulting Programs for Small-Scale Enterprise** is, well, just what the title says! Written by a former PCV (now a business consultant for USAID in Guatemala) the manual provides sample teaching illustrations, classroom handouts, case studies, and forms useful in planning and executing a consultancy. (ICE also has *Lineamientos para Programas de Consultoría en Administración Para Empresas Pequeñas (Resumen): Manual Para Voluntarios*, an abridged version to be used with the English manual if you are working with Spanish speakers.)

- Accounting for the Microbusiness: A Teaching Manual** (in English and Spanish) focuses on teaching practical bookkeeping systems that avoid abstract concepts. This Peace Corps manual emphasizes trial-and-error instruction adaptable to the specific circumstances of each business situation.

CASE STUDIES

- African Enterprise: New Business in the Mountain Kingdom of Lesotho** is a case study of a building materials production project for Lesotho's low-income housing industry. Illustrated report.

- Small Enterprises in Developing Countries: Case Studies and Conclusions** deals primarily with projects in Africa and Asia. Provides a brief analysis of each small-scale industry, along with suggestions for similar projects.

- The Private Marketing Entrepreneur and Rural Development** describes small-business middlemen marketing produce from small-scale farmers, people who are often "ignored, despised or even hated because they are regarded as superfluous middlemen who make an immoral profit at the expense of both farmers and consumers." In case studies drawn from 13 countries worldwide, this book argues for the vital and non-exploitative role that indigenous private agricultural marketing businesses can play.

- Blacksmith, Baker, Roofing-Sheet Maker...: Employment for Rural Women in Developing Countries** offers 55 case study examples of non-traditional SED projects for women, including cloth, clothing and fibres, building materials, housing and household goods, and services. These studies from Africa and Asia can serve as project ideas for any Volunteer seeking alternatives to handicrafts.



Sector Updates

AGRICULTURE

Two Ears of Corn: A Guide to People-Centered Agricultural Improvement by Roland Bunch. 1982 (World Neighbors, 5116 North Portland, Oklahoma City, OK 73112) 260 pp. \$5.95.

Describes techniques for increasing the agricultural production of small farms in developing countries. Based on in-depth feedback about the psychological, social and agricultural impact of widely varying experiences accumulated from years of practical experience in the field. Covers getting the project started, choosing and using technology, administration, expansion and consolidation.

Available free through ICE to all PCVs and staff.

World List of Seed Sources by E. Sgaravatti and J. Beaney-Longhi. Food and Agriculture Organization. 1982 (UNIPUB, P.O. Box 1222, Ann Arbor, MI 48106) 175 pp. \$13.50.

Addresses of 3000 seed sources, including co-operatives and seed dealers, in more than 140 countries. Gives sources for seed for food crops, industrial crops, medicinal plants, forest and ornamental trees, as well as for inoculants for legumes.

Available free through ICE to all PCVs and staff working in related projects.

AT/ENERGY

Testing the Efficiency of Wood-Burning Cookstoves: Provisional International Standards from proceedings of a meeting of experts at Volunteers in Technical Assistance. 1982 (Volunteers in Technical Assistance, 80 S. Early St., Alexandria, VA 22304) 76 pp. \$7.95.

A proposal for establishing international standards for comparing the efficiency of wood-burning cookstoves. Includes step-by-step procedures for each of three standardized tests: water boiling, controlled cooking, kitchen performance. De-

signed to initiate a dialogue on the subject among development workers and organizations. Includes technical notes.

Available free through ICE to all PCVs and staff working in related projects.

EDUCATION

Ashton-Warner Literacy Method by Jock Gunter. 1972 (Center for International Education, Hills House South, University of Massachusetts, Amherst, MA 01003) 14 pp. \$1.00.

Describes a method of teaching learners to read by starting with those words that are important in their lives. The method was developed by Sylvia Ashton-Warner working with Maori children in New Zealand.

Available free through ICE to all PCVs and staff working in related projects.

Math Fluency Games by Jock Gunter. 1974 (Center for International Education, Hills House South, University of Massachusetts, Amherst, MA 01003) 26 pp. \$1.00.

Describes how to create various games to increase a learner's basic arithmetic skills. The techniques use inexpensive materials and are easy to execute.

Available free through ICE to all PCVs and staff working in related projects.

Making Literacy Work: The Specific Literacy Approach by Stephen J. Anzalone and Stephen D. McLaughlin, 1983 (Center for International Education, Hills House South, University of Massachusetts, Amherst, MA 01003) 73 pp. \$1.00.

Focuses on literacy training for specific, especially work-related, needs. Training is planned around daily activities requiring literacy. Discusses functional vs. specific literacy. Includes steps in planning a program, case studies from The Gambia, and a

discussion of the feasibility of literacy training.

Available free through ICE to all PCVs and staff working in related projects.

HEALTH

Health Education: Small-Talks by CARE/Sierra Leone. 1984 (CARE, 660 First Ave., New York, NY) 196 pp. \$3.30.

Designed for use as a health teaching tool for use with individuals or small groups. Blocked-out photographs and questions accompany each of 21 "small talks" on topics such as care of newborns, latrines and common diseases. Each talk has also been translated into French.

Available free through ICE to all PCVs and staff working in related projects.

Family Planning: Its Impact on the Health of Women and Children by Deborah Maine. 1981 (Center for Population and Family Health, Columbia University, 60 Haven Ave. B-3, New York, NY 10032) 56 pp. \$1.10.

Emphasizes the need for family planning in developing countries as a method of lowering maternal and infant mortality. Discusses the effects of family planning on maternal and child health and gives specific data on current contraceptive use. Replete with graphs, charts and photos.

Available free through ICE to all PCVs and staff working in health/family planning.

SED

Small-Scale Weaving prepared jointly by the International Labour Office and the United Nations Industrial Development Organization (Technology Series, Technical Memorandum No. 4). 1983 (International Labour Office, CH-1211 Geneva 22, Switzerland) 129 pp. \$10.00.

Describes alternative weaving technologies for eight types of cloth (four

plain and four twills) of particular interest for low-income groups in terms of both price and durability. Provides information on available equipment (looms, pirning equipment, warping equipment). Discusses equipment productivity, quality of output, required quality of material inputs, and more. A framework for evaluation is provided to help textile producers identify the method of production best suited to their own circumstances. Contains many helpful charts and appendices.

Available free through ICE to all PCVs and staff working in related projects.

Pottery Guide Lesotho by Rune Olsson. 1977 (International Labour Office, CH-1211 Geneva 22, Switzerland) 60 pp. \$5.70.

The first half of this guide covers design. Discusses different types of pottery, traditional and modern, for domestic and export use. Filled with illustrations, including a section on traditional African patterns. The second half focuses on the technical aspects of pottery. Provides information on clay (finding, treating and testing), glazes, kilns and firing. Contains a glossary of technical terms.

Available free through ICE to all PCVs and staff working in related projects.

SPECIAL EDUCATION

Organization of a Production Workshop for the Disabled

United Abilities Company, Ethiopia. 1982 (International Labour Organization, ILO Publications, International Labour Office, CH-1211 Geneva 22, Switzerland) 25 pp. \$3.40.

Tells the story of an umbrella production workshop operated by disabled workers in Addis Ababa. Describes some of the innovative and unique features of the workshop. Flowcharts show the management structure, manufacturing process and assembly activities. Detailed job analyses are included.

Available free through ICE to all PCVs and staff working in special education/rehabilitation.

WATER/SANITATION

Six Simple Pumps: A Construction Guide edited by Margaret Crouch. 1983 (Volunteers in Technical Assistance, Inc., 80 S. Early St., Alexandria, VA 22304) 94 pp. \$7.65.

Complete instructions for building six kinds of pumps, each cheap and easy to build and maintain with limited resources. The pumps are primarily useful for irrigation. Two can also be used effectively for potable water supply systems. The pumps are: diaphragm, pitcher, spangler, inertia, animal-driven chain and Archimedes screw. Also includes worksheets for decision-making and record-keeping.

Available free through ICE to all PCVs and staff working in related projects.

Localized Irrigation: Design, Installation, Operation, Evaluation by I. Vermeiren and G.A. Jobling. FAO. 1980 (UNIPUB, P.O. Box 1222, Ann Arbor, MI 48106) 203 pp. \$15.75.

Technical guidelines on promising methods of localized irrigation. For experts, counterparts, government officers and others using the new irrigation techniques. Prepared to attract comments and contributions to an ongoing dialogue on the subject.

Available free through ICE to all PCVs and staff working in related projects.

TRAINING

Personal Safety in Cross-Cultural Transition, Training Division, Office of Training and Program Support, Peace Corps. 1984 (Peace Corps, Information Collection and Exchange, 806 Connecticut Ave., NW, Washington, DC 20526) 174 pp. Free.

Publications listed as "available through ICE" are free to PCVs and staff according to the distribution policy indicated for each title. For the benefit of our non-Peace Corps readers, complete ordering information has been provided for all titles.

PCVs and staff may order ICE publications by letter or cable from: Peace Corps Information Collection and Exchange, Rm M-701, 806 Connecticut Avenue N.W., Washington, D.C. 20526 USA.

Please note: additional copies of limited-distribution titles and materials which are listed as "not currently available from ICE" must be purchased directly from the publisher using incountry funds. PCVs should contact their incountry staff regarding assistance in making these work-related purchases.

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where others are located and what they are looking for in a product.

As for presentation styles, it's good to know that most people get bored after one page of text, so clarifying what you offer, who you are, and what you want/need from them in one page is worth the pain. One way to stretch out your audience's attention span is to use graphics. There's the additional benefit that many people react better to (and remember longer) visuals with interesting shapes and colorful presentation.

Finally the *importance of reinvesting* must be kept in mind. This refers to money put back into the club, both in updating (repairing, modernizing) the process and improving the quality of the product (better raw materials). Also, you have to *reinvest more time in marketing* (keep researching the stores and investigating the alternatives.)