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PEACE CORPS TIME



Peace Corps On Parade

March/April 1989

Peace Corps On Parade

Celebrating 200 years of history in January the theme for the Bicentennial Presidential Inaugural Parade was "peace, prosperity and independence."

And for the first time in our history Peace Corps was invited to participate in the Presidential Inaugural Parade. Sixty RPCVs and staff represented current Volunteers and the countries of service. Peace Corps was 72nd in the field of 211 parade units.

Leading our contingent with the Peace Corps banner were Megan O'Donnell, Mark Wills and Connie Thomas.

Carrying the Peace Corps flags were Maurice Clifton, David Hunsberger and Heather Monagan.

The United States Flag was carried by Alonzo Fulgham and Joy Hedberg.

The marchers carrying country flags included: Russell Fulling, Lauralea Gilpin, Gloria Blackwell, Jackie Bruhn, Helen

Louise Clarke, Lynn Deffebach, Peggy Bangham, Chris Broadway, Stacey Cavanaugh, Dixie Dodd, Dorrel Edstrand, Alicia Feingol, Celeste Fulgham, Nan Gear, Glenna Hagen, Brenda Eisenbacher, Thomas Hensleigh, Doug Hereford, Barbara Holoway, Steven Hughes, Griffin Jack, Heidi Lamar, Jill Lindey, Bill Hodges, Maureen Hosty, Lynda Keiss, Steve Lamar, Cathy Marona, Tom Marton, Patty McGowan, Marianne Miller, Linda Moore, Cathy McFarlane, Sheila Mooney, Karen Mirk, John Moore, Debra Murray, Randy Olsen, Debbie Prigal, Trish Ross, Nanette Swane, Doug Tickner, Karen Toole, Lynette Ross, Robert Russell, Bob Titus, Bill Tremblay, Charlene Ward, William Yost, Cecilia Yuksa, Guy Wroble and Mike Yuknis.

Marchers assembled at 9 a.m. and stood for over three hours in 40 degree weather with a 40 mile wind before they stepped

onto Pennsylvania Avenue. Next time we hope to have flag holsters as carrying the flags freehand was very difficult in a high wind.

Helen Clarke, 78 and three time PCV who served in India, the Eastern Caribbean and Sierra Leone, jokingly said of the march, "Being a Volunteer was easy compared to marching in the parade. But I'd do it again tomorrow!" Those of us who marched considered it a distinct privilege to represent you who are currently serving.

According to our many well-wishers along the nearly two-mile parade route, the unit which received the most applause other than President Bush and a replica of the plane he flew in World War II, was Peace Corps.

We hope to make Peace Corps a permanent fixture in future inaugural parades. So, if you're in Washington in January in 1993, stop by headquarters and see if you can participate.

Volunteers to Arrive in August

China Agreement Finalized

It's official! Peace Corps is finally on its way to China. After two years of negotiation and several years of exploratory talks between our two nations, Peace Corps Volunteers will enter the Peoples Republic of China on August 14.

The letter of agreement between the Chinese Education Association for International Exchange and the U.S. Peace Corps was signed on April 5th at Daiyutai Guest House, the Chinese equivalent of Blair House in Washington, D.C. where foreign dignitaries stay.

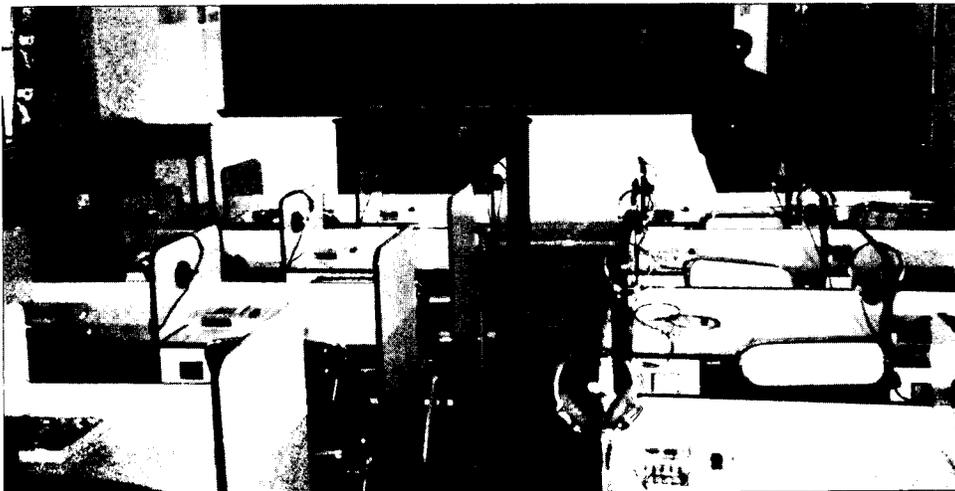
"I think the signing of the agreement indicates that Peace Corps belongs in the 21st century. It's not just a remnant of the Kennedy 60s. The Chinese take the long-term perspective and every indication, even

though this first group is a pilot program, is that the growth potential will be explored very soon," said Jon Keeton, Director of the NANEAP Region of which China will be a part.

The first Volunteers will be TEFL and located in Sichuan Province.

China is rapidly moving from years of isolation into the 21st century through technology acquisition and exchanges in cultural, economic and scientific areas. English language skills are a large part of the plan to modernize. With a population bordering on one billion people, there are currently more Chinese studying English than Americans who speak it.

(Continued on page 4)



This photo of the language lab at Leshan Teacher Training College was taken by Chuck Howell, Peace Corps' China Desk Officer, on a recent site visit.



Peace Corps Times

Peace Corps Director
Loret Miller Ruppe
Public Affairs Director
Donnan Runkel
Peace Corps Times Editor
Dixie Dodd
Editorial Assistant
Joan Weisenberger

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To The Times

In the last episode of the *Times* we investigated concerns that the Personal Articles Insurance Policy offered by Alexander and Alexander was too short. This month we are addressing concerns that it is too long. Our response to the issues raised by the Peace Corps/Nepal Volunteer Council brought this letter from Steve Shepard in Fiji.

Dear *Peace Corps Times*,

I read with interest your reply to the Nepal Volunteer Council's concerns about Alexander and Alexander (A&A) insurance coverage for Peace Corps Volunteers. (PCT Sept/Oct 1988). When the Nepal Council mentioned the possibility of a twenty-seven month coverage, it touched briefly on one of my on going concerns with this insurance carrier. Unfortunately, however, your reply seems to have missed a major opportunity to discuss reforms and, in my opinion, much needed changes.

To start with, if I may assume that many volunteers serve around twenty-seven months in other countries as well as Fiji and Nepal, including in-country training, then surely there is indeed a need for twenty-seven months of insurance coverage for a large population of PCV's who wish to be insured. If these volunteers wish insurance coverage from the time they reach their country until they return to U.S. soil (one criterion for termination of coverage according to A&A) then they must purchase two one-year policies and then a third one-year policy just to cover the remaining three months of service. At full price. With no refund possible.

What may well be a solution, then, would be a combination of two one-year policies and then a short-term three month policy, I note that in that same article in *PC Times*, you say, "... standard insurance policies are generally for one year or less," which suggests, although you apparently chose not to pursue the matter, that companies may offer short-term policies and this, combined with the two one-year policies would possibly cover PCV's for a fair price and for the entire length of their service.

I do find it curious that while you state that A&A's policy is "not a Peace Corps insurance policy" we see that the policy itself (Form PC 6001 of 6/87—I wonder what the "PC" stands for...?) in its four pages displays a facsimile of the Peace Corps Dove logo no less than four times. It also states that it is "designed to provide... coverage... for Peace Corps volunteers and Trainees exclusively."

And in bold lettering across the top of two pages declares, "All risk" Worldwide Personal Articles Insurance Covering Every Day Of Your Peace Corps Tour!"

Every day, indeed, if one cares to pay for three years of insurance coverage at full price.

How can one not look at this publication

and not feel that it is tailored especially for (it surely is not) PCV's and endorsed by the Peace Corps. Certainly, I realize that many companies may be reluctant to insure US citizens and their belongings in an overseas environment, but this is clearly misleading advertising which, since the Peace Corps has not objected to the use of their logo—facsimile or not—and name, gives the strong impression that it is indeed endorsed by Peace Corps.

Then, too, when a trainee asks a local PC office for info on insurance coverage, they are invariably given the A&A brochure described above. And when the prospective PCV's receive their information packets from PC Washington, what one and only insurance company's policy information is provided? A&A. De facto endorsement, it seems.

I would hope that a short term insurance policy could be found to cover that tiny fraction of the total service time and would also hope the Peace Corps would intervene in this extremely misleading advertising campaign by a company which merely gives the illusion of having a special, tailored policy for volunteers.

Steve M. Shepard
PCV Fiji

Well, Steve, given our definite position that the Alexander and Alexander Policy is **not** a Peace Corps Policy and is **not** endorsed by PC, your letter identifying a brochure sporting what appears to be a PC publication number opened a few eyes to say the least. In fact, for me, it was sort of like driving down the highway and suddenly looking in the rearview mirror only to discover a state trooper following very closely.

Thank goodness I wasn't speeding. I did locate the brochure with the number PC 6001 as you indicated. I also located in my files, others without it. Curiosity aroused, I inquired of the experts in such matters—the Paperwork and Records Management Branch. There I was informed that PC 6001 is an old, old recruitment poster painted by Paul Simon. (Not that Paul Simon). PC did not print the brochure labeled PC 6001. While that is all well and good, I still wasn't satisfied, so I called Alexander and Alexander. They confirmed for me that they do arrange for their own printing of the brochures. The number, it seems, was assigned by whatever printshop they used for that particular printing so that the brochure could be easily located should they receive more orders. The more recent brochures do not bear this number.

With regard to the duration of the policy, the Alexander and Alexander representative stated that a policy of shorter duration would not be forthcoming. She stated that given the "relatively low cost" of the year-long policy, a shorter policy with reduced

rates would not be acceptable to the underwriter.

With regard to Alexander and Alexander stating that the policy is "especially for Peace Corps Trainees and Volunteers," well, that seems to be true. This doesn't mean that the policy doesn't have shortcomings (have you checked out the Nuclear Exclusion Clause? Who's gonna determine if the stuff burned or not? Who's gonna file a claim for that matter?) but, that is where everyone must exercise their discretion in deciding whether or not to subscribe. I would encourage people to weigh the relative costs with the possible losses and make a decision from there.

As it is now, Alexander and Alexander is the only company that has indicated interest in providing any coverage. If friends and/or loved ones at home do business regularly with an insurance carrier, perhaps asking them to explore other options for you may be beneficial. If we learn anything further in the future, the *Times* will be happy to pass it along.

Gerald Ruehl
Office of Special Services



Peace Corps logo



Facsimile?

Editor's Note—We have made an arrangement with the Staging Office to send an insurance disclaimer letter along with the reporting instructions in the pre-service packets and with a note to the trainees that they should explore other insurance options on their own. This should help to emphasize that personal item insurance is the trainee's personal responsibility.

Dear *Peace Corps Times*

Our thanks for the kind mention of us in your January-February issue of the *Times*. We have already received a number of promising inquiries.

We will continue to solicit material for inclusion in the first anthology (presently planned for release in December 1990) until March of 1990.

Please keep us in mind.

Sam Braughton,
New Author Search
Columbus & Company
Discoverers' Press
Box 924
Ketchum, Idaho 83340

Peace Corps Partnerships

Over the last several years an increasingly broad base of support for Peace Corps Partnership Projects has been provided by Returned Peace Corps Volunteers. Indeed, as the Partnership Program celebrates its 25th anniversary this year, it continues to look towards Returned Volunteer participation as its greatest resource for the quarter-century to come. Already in fiscal year 1989, 12 Returned Peace Corps Volunteer groups ranging from the Minnesota Returned Peace Corps Volunteers to the Gulf Coast Returned Volunteers, and from the Friends of Ecuador to the Friends of Niger, have offered their financial assistance towards the completion of small-scale, self-help development projects in communities where current Volunteers live and work. Last year, the Iowa Returned Peace Corps Volunteers, through the generosity of a Des Moines restaurant owner, joined the ranks of those groups supporting Partnership Projects by channelling their assistance to the Mokkalan Prachasan Secondary School fish pond and fruit tree project in Thailand coordinated by Peace Corps Volunteer Markus J. Greutmann of Toledo, Ohio.

Jerry Perkins, the Public Affairs Director of the Iowa group, writes, "We here in Iowa are forming a Returned Peace Corps Volunteer group, and were lucky enough to have Peace Corps Director Ruppe here in Des Moines on June 22 for our Iowa RPCV inaugural event. We chose to have dinner at a local restaurant that became a popular gathering spot for the out-of-town press covering the Iowa caucuses this year. It should be noted that Iowans also frequent the place, which is called the Taste of Thailand. In addition to its fine food, the restaurant serves 240 imported beers and conducts a very provocative customer poll on a wide range of topics.

"We billed the dinner as costing \$7.00 per person, and had more than 65 people attend. Peace Corps Director Ruppe personally greeted everyone and we all had a fine time drinking beer, dining and talking. When it came time to pay, however, restaurant owner Mr. Prasong Nurack—known as "Pak" to his many friends—refused to accept any money for the food. Even after we passed a hat and collected \$367.85, Pak refused to take the money, saying he remembered many Peace Corps Volunteers who had served in Thailand. 'I want to repay them for helping my country so I won't take any money from Peace Corps,' he said.

"He did agree to donate the money to a suitable Peace Corps Partnership Project. No project could be more fitting than the one in Thailand, so I am happy to donate the \$367.85 to the Mokkalan Secondary School Fish Pond and Fruit Tree project in the name of Prasong Nurack. "

With the assistance of "Mr. Pak", the Iowa RPCV'S, and a donation from the Oak Park Council on International Affairs, students

at the Mokkalan Prachasan Secondary School in Thailand will now be able to acquire a host of new skills directly impacting their ability to provide food for themselves and their families.

Peace Corps Volunteer Greutmann, the coordinator of the project, recently finished three years in Thailand where he served in "TEFL Crossover" program. He taught English at the Mokkalan School and also "crossed over" part time to do practical agriculture education. As he wrote in his original proposal, "this project meets several basic needs, the most immediate being an increased supply of protein and vitamins through raising fish and growing fruit. In the long term, it will enable students to use the practical skills they have gained from this project...It is extremely important that our students be given this type of education because the majority of them will not go on in school, but will return to their

villages. This project will help to create students who can provide for themselves and their families."

Just as Mr. Nurack has not forgotten the work of previous Volunteers in Thailand, through the Peace Corps Partnership Program many Returned Volunteers are revitalizing their commitment to the issues and concerns of the developing world. And so continues the toughest job you'll ever love...

Peace Corps Volunteers and their host communities overseas interested in developing Partnership Project Proposals can ask their area offices for a copy of the Peace Corps Partnership Program Volunteer Handbook or write to us directly at:

Peace Corps Partnership Program
1990 K Street, N.W.
Washington, D.C. 20526

Martha Holleman

China—from page 2

A nine-week training program for this first group of 19 Volunteers and the Country Representatives will begin on May 29 at American University in Washington, D.C.

Paul Englesberg has been chosen as the Country Representative and will also teach TEFL part time. He holds a masters in secondary education from the University of New Hampshire and in East Asian studies from Yale. He is fluent in Mandarin and has lived and traveled extensively in China and the Far East. Englesberg was a United Nations Volunteer in China where he was posted at the East China Technical University in Nanjing. He has taught Chinese at the high school and adult level in the U.S., and has served as an English teacher at Beijing Normal University and the Chinese Academy of Science also in Beijing.

All Volunteers will be located in Sichuan Province in south central China. The province is one of the major agriculture-producing sections of the country and is also the home of the giant panda.

Volunteers will be at the following sites: Chengdu, Leshan, Mianyang, Nanchong, Pengxian and Rongchan. They will be posted at three teacher-training colleges, one medical college, one college of veterinary medicine and one college of traditional medicine.

(The Times hopes to bring you a feature on the training session in a later issue.)

(Follies . . . from page 5)

such a glimpse into American culture is an important part of the Peace Corps mission.

Mike Jeffrey
Kate Breslin

ATTENTION CURRENT PEACE CORPS VOLUNTEERS



WANTED: VOICES FROM THE FIELD

DO YOU
ever wonder how your Peace
Corps country is portrayed in the
U.S.?

WE ARE
soliciting essays & interviews
with your counterparts, focusing
on what **they** want Americans to
know about their country

PLEASE CONTACT
Laura Byergo
Development Education
National Council of RPCV's
1319 F Street, NW #900
Washington, D.C. 20004

Freetown Follies

For ninety minutes Sierra Leonean audiences in the capital of Freetown and the upcountry city of Makeni were treated to the sights and sounds of American entertainment. The Peace Corps Volunteer Follies: An American Entertainment Revue, created, produced, and performed by the Volunteers themselves was the first of its kind in Sierra Leone.

Conceived by Agricultural PCV Kyle Peterson, the Follies was a medley of American entertainment touching upon such diverse acts as gospel music, a detective spoof, western music, rock 'n roll, Spanish love songs, American patriotic classics, and original musical compositions by volunteers. Unlike other African countries that are privileged to receive sponsored foreign music/drama troupes, Sierra Leone has had little access to American entertainment. The show was created to boost Peace Corps' image in Sierra Leone, introduce American entertainment to the people, and raise money for a scholarship fund to benefit students bound for Sierra Leonean universities.

Eleven Volunteers representing almost all of the country's Peace Corps programs (health, agriculture, fisheries, and education) participated in the show. The performance began with an opening number which introduced the cast with a Company Song written and performed by Agriculture PCV Kim Pardue. Each act was introduced by the host, Health PCV Rod Streeper, who explained its significance and origin in American entertainment/culture. Volunteers were asked to prepare their own acts months before the show and five rehearsals were held to bring acts together into a comprehensive performance.

Three performances were held on November 19, 23, and 26, 1988. The first was in the Town Hall of upcountry regional center Makeni and the others were given in Freetown at the British Council Hall and the Mammy Yoko Hotel, respectively. All three were well received by audiences composed of Sierra Leoneans, PCV's, and expatriates.

The Follies was able to raise over leones 35,000 (\$500) for the Peace Corps Scholarship Fund which assists students with small amounts of money. With this success in mind, it is expected that this year will see an even larger number of PCV's involved allowing for a wider mix of acts and the ability to reach more areas of the country. The time and energy that went into the performance also brought about camaraderie for many volunteers who live between 25-100 miles away from each other.

For over 26 years Peace Corps has been in Sierra Leone. The Follies provided an opportunity for volunteers to entertain those they are trying to help and also showcase American drama and music. When much of the world knows America only through the disturbing images of its movies, providing

(continued on page 4)



A Chorus Line?



A Spanish song.



Waving the flag—Kyle Peterson, Kate Breslin, Karen Schmoyer, Mike Jeffery, Kim Pardue, Kelly Sweeney, Eli Abreu, Christine Diebler, Jeff Hall, Rod Streeper and Canadian (CUSO) volunteer David Wand. (Note—these names are not in order.)

Nurse Shortage and Accelerated Programs

A government panel recommended that the "pervasive" shortage of registered nurses in this country be eased by government action to increase nurses' pay and to aid in recruiting nurses. The Commission on nursing said that 175,000 to 200,000 more nurses are needed. The Commission's study found that ten to thirty percent of the institutions surveyed had closed or curtailed emergency rooms and intensive care units because of shortages. Enrollment in nursing schools has decreased 26 percent since 1984 because of increased career opportunities for women in other areas and also because of the wage compression problem. While registered nurses may start with an annual salary of \$22,000, they usually are not making more than \$27,000 after six years (as opposed to engineers—averaging a jump from \$24 to \$41,000 in six years and advertising agency beginners—from \$17 to \$30,000 in six years.)

The Commission recommended to Congress (via the Secretary of Health and Human Services) that a one-time increase in Medicare hospital rates be earmarked for raising nurses' salaries.

Staff members of congressional health subcommittees have indicated that Congress wants to do something to improve nurses' salaries. What form such improvements would take is still unknown.

The vacancy rate for nurses last year was 11.3 percent, almost three times that of 1984. Last year, the vacancy rate in nursing homes was 20 to 25 percent and 15 to 20 percent in inner city public hospitals. There are now about 1.9 million registered nurses, an increase of approximately 10,000 since 1983. Demand for nurses has been increasing for a number of reasons, including the aging population.

The panel reported that nursing school enrollments had declined not only because of poor pay but also heavy workloads, decreasing federal subsidies for training and a "negative public image." Increasing financial aid to nursing students and improving curricula were among the recommendations, which also included a plea to provide hospitals sufficient federal reimbursement to recruit and retain nurses.

(Reprinted with permission from "Career Opportunities News" Jan/Feb 1989 issue, Garrett Park Press, Garrett Park, Maryland, 20896.)

Accelerated Nursing Programs

Returned Volunteer Service (RVS) regularly receives requests about nursing programs for those who already have a bachelor degree.

The following list of nursing education programs designed for the non-nurse college graduate was provided by the National

League for Nursing, 10 Columbus Circle, NY, NY 10019.

The list includes only NLN accredited programs. Requirements and length of programs vary. Write to the school(s) of your choice for more information. Up to five school catalogues can be sent to each . . . PCV/your country of service, c/o Returned Volunteer Services, Peace Corps, Washington, D.C. 20526. RVS will forward the catalogues to you.

BARRY UNIVERSITY, 11300 N.E. Second Avenue, Miami Shores, Florida 33161. Dr. Judith Ann Balcerski, Dean, School of Nursing. A 12-month, three-semester accelerated nursing program leading to a BSN.

CASE WESTERN RESERVE UNIVERSITY, 2121 Abington Road, Cleveland, Ohio 44106. Dr. Joyce Fitzpatrick, Dean, FRANCIS PAYNE BOLTON SCHOOL OF NURSING. Program of studies leading to the Doctor of Nursing—the first professional degree in nursing.

COLUMBIA UNIVERSITY, 617 W. 168th St., New York, New York, 10032. Dr. Mary Mundinger, Dean, School of Nursing. College graduates and those with two years of college admitted to upper division nursing major leading to a Bachelor Degree in Nursing. This is an accelerated program.

FAIRLEIGH DICKINSON UNIVERSITY, Rutherford, New Jersey, 07070. Dr. Harriet Feldman, Chairperson. Accelerated program leading to a BSN.

PACE UNIVERSITY, LIENHARD SCHOOL OF NURSING, 861 Bedford Road, Pleasantville, New York 10570. Dr. Marilyn Jaffe-Riuz, Dean. Program of studies leading to the Master of Science.

ST. LOUIS UNIVERSITY, 3525 Caroline Street, St. Louis, Missouri 63104. Dean, School of Nursing. Basic nursing program for college graduates leading to a Bachelor Degree in Nursing. This is an accelerated program.

UNIVERSITY OF PENNSYLVANIA, Nursing Education Building, Philadelphia, PA 19104-6096. Dr. Claire M. Fagin, Dean, School of Nursing. Basic nursing program for college graduates leading to a Bachelor Degree in nursing.

UNIVERSITY OF TENNESSEE—KNOXVILLE, 1200 Volunteer Boulevard, Knoxville, TN 37996-5100. Dr. Sylvia E. Hart, Dean, College of Nursing. Program of studies in basic nursing and in nursing specialty of choice leading to the Master of Science and Nursing.

VANDERBILT UNIVERSITY, Godchaux Hall, Nashville, TN 37240. Dr. Colleen Con-

way Welch, Dean, School of Nursing. Program of study leading to a Master of Science and Nursing.

YALE UNIVERSITY, 855 Howard Ave., Box 3333, New Haven, CT, 16510. Dean, School of Nursing. Program of studies in basic nursing and in a nursing specialty of choice leading to the Master of Science in Nursing.

Finally, RVS recently received information about a new accelerated nursing program at Johns Hopkins University School of Nursing: fifteen months of study for degreed students. An M.S. is also available. Contact Office of Admissions, JHU School of Nursing, 600 North Wolfe St., Baltimore, MD 21205.t

Nedra Hartzell
Returned Volunteer Services

Seeing Is Not Believing

Some statistics are surprising, but believable. We believe that Elvis Presley earned \$15 million last year, decades after his death; that six deer, if undisturbed, will multiply into 200 in six years; that the new Harold Pinter play in London's East End lasts only 17 minutes. But there are four things that we have trouble with (italics added by us).

1. At the University of California at Berkeley, "Chancellor Ira M. Heyman says that only 4,000 of 23,000 applicants were accepted this year, 3,000 students with straight A's were turned away." **New York Times**, November 26, 1988

2. John Naisbitt of Trend Letter recently reported that "83% of the women executives in Fortune 500 companies are vice presidents or higher." **Personnel Forum** Sept.-Oct. 1988.

3. "According to the U.S. Chamber of Commerce, approximately 30% of all businesses fail each year as the result of employee theft." **Personnel Forum** Sept.-Oct. 1988.

4. A nationwide survey conducted earlier this year by the National Research Center of the Arts found that "Americans report a median 16.6 hours of leisure time each week, a decline of 9.6 hours over the last 15 years." **New York Times**, November 28, 1988

Have you heard any strange statistics recently?

(Reprinted with permission from March/April issue of *Career Opportunities News*, Garrett Park Press, Garrett Park, Maryland.)

Check your paperwork. Is your property insurance coming due or do you want to increase the amount? Most companies do not send reminders to PCVs so this is your responsibility. Remember how long the mail takes and plan ahead. Take action now.

Stress—That Old Bugaboo

An Introduction To Stress

In recent years stress has been a popular subject of both conversation and study. For most of us the term stress is a red flag and something to be avoided. But by its very nature, stress is something that cannot be avoided and the only alternative is death.

According to Dr. Hans Selye, who is generally recognized as the pioneer of stress research, stress is any demand that is placed on the body to react or adapt. Selye became interested in the body's response to

stress and his research led him to describe the combination of changes which occur regardless of the stress stimuli. For this reason, Selye defined stress as the "non-specific response of the body to any demand."

Were it not for our ability to respond to any demand placed upon our bodies, none of us would be alive today. It is essential to our well-being that we are able to adapt to new situations and take appropriate action when threatened. Our bodies have the capacity to respond constantly to threat through a set of physiological changes which prepare us for "fight or flight."

All of these bodily changes helped our ancestors survive in a world of danger. Today we live in a completely different world but our bodies still respond in the same manner as our ancestors no longer do we need to escape danger by outrunning our enemies. We try to out think them today yet our bodies continue to produce an actual "fight or flight" chemical response.

If these types of chemical responses occur too often then they can become a source of danger in themselves. We know that a prolonged overload of stress causes problems just by using up our supply of adaptation energy. Too much stress equals distress!

When taken in the framework of its physiological nature, stress can be either positive or negative. It is the driving force which takes us to the top of a mountain, moves us to develop new systems of food production and allows us to survive in a foreign environment. It is also the force that may cause us to be especially irritable, to have trouble falling asleep at night and push us to act in an impulsive or uncharacteristic manner. Mila Tecala, an expert on the subject of

grief and loss and a longtime consultant to Peace Corps, writes that stress is clearly an individual matter since each of us reacts to situations in our own unique way. "The same event may evoke totally different reactions in the same person at different times," Tecala states. This is an important concept to remember, especially for those of us in the Peace Corps family of Trainees, Volunteers and staff.

The Special Services Staff welcomes the opportunity to present the accompanying articles on STRESS. It's a subject we deal with everyday as we work with trainees, volunteers and their families who go through the difficult and often painful circumstances surrounding family crises, administrative separation from PC, and trainee/volunteer death or disappearance. Yet, STRESS is a phenomenon each one of us experiences to varying degrees even when life goes on with seeming normalcy. That is why it's important to understand STRESS—to make it work for you rather than against you. The following articles have been written by individuals with unique perspectives on STRESS (and their views and knowledge reflect these perspectives.)

We hope you find the articles meaningful and that some of them speak directly to your particular circumstances as a trainee, volunteer or staff member.

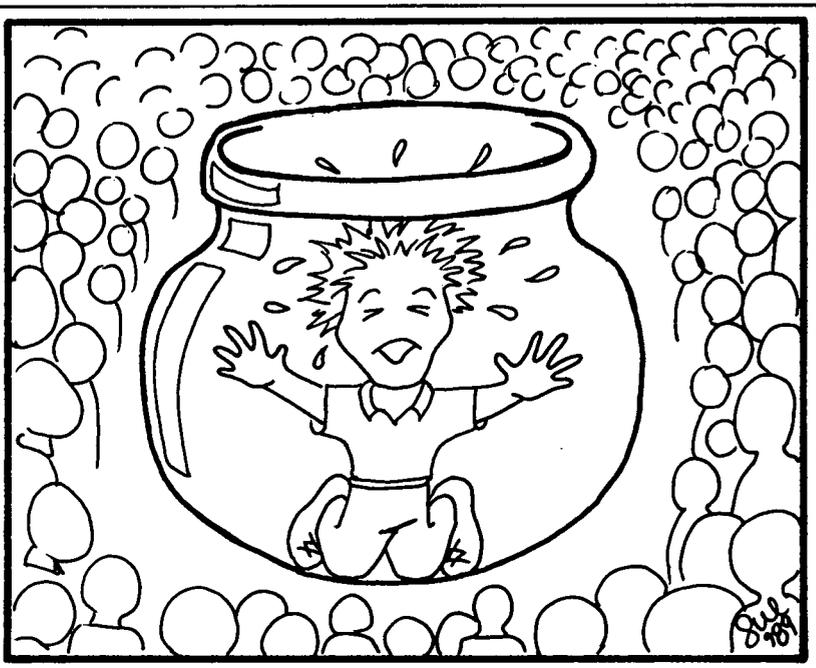
Special Services Staff is committed to providing effective on-going support throughout your service in the Peace Corps. This is one way to provide such support even when there isn't an emergency or crisis.

Elizabeth A. White, Director
Office of Special Services

The Office of Volunteer Services was established in late 1988 to join the Offices of Medical Services and Special Volunteer Services under one umbrella to better serve the health and welfare needs of Peace Corps trainees and volunteers. Through our collaboration and resource sharing, we hope to better address your special concerns. We welcome the opportunity to present the accompanying articles on STRESS which have been developed under the leadership of the Office of Special Services. We also welcome your views and perspectives on this most important subject of stress and its management in your Peace Corps lives.

The Office of Volunteer Services is committed to providing effective on-going support throughout your service in the Peace Corps. This is one way to provide such support even when there isn't an emergency or crisis.

D. Laverne Pierce, Director
Office of Volunteer Services



Stress And The Volunteer

Stress And The Peace Corps Volunteer

A recent study of "Volunteer Well-Being" was conducted in Morocco and the findings suggest that in joining Peace Corps one "essentially signs up for a crisis of growth." Learning to live successfully in a new and foreign environment can be a powerful growth experience. It can also be a disaster for not all "pain will" necessarily "lead to gain." As previously stated, the mere need to change or adapt is stressful, and the Peace Corps experience asks that each of us change often in ways we may not expect.

The psychologist Erik Erikson liked to say that while difficult or stressful situations may be frustrating, what is vital is that the frustrations are in some way meaningful to the individual. Each of us needs to be able to live with some discomfort. Yet we need to believe that this discomfort will, in some way that we may not presently understand, make our lives better. If we can not see some purposeful outcome to our frustrations, then we will most likely remain in distress.

Each individual will respond and adapt differently. Some of us will be able to live with more discomfort than others. For some moving to a tropical climate will be pleasing while for others the heat and humidity will be oppressive. Some of us will adapt our perceptions and learn to live with the discomfort while others of us will remain frustrated. Thus, the issue of stress is basically one of learning how to manage ourselves or how to cope with discomfort in a way that is helpful, not harmful.

Although there are many techniques for managing stress, Mila Tecala feels that the common thread among them is a problem solving process involving these steps:

1. Identify the problem: Learn to recognize the symptoms when you are distressed.
2. Define the problem: Figure out what the source of distress is.
3. Establish goals: Define how you feel instead of being distressed.
4. Develop solutions: Develop strategies for reducing your sense of distress.
5. Test or implement and evaluate solutions: Try different strategies until you find ones which work for you.

In these articles we hope to provide information that will help you follow this problem solving approach to stress management. To begin, we recommend that you increase your awareness of your stress potential and coping skills with the self-assessment tests that follow. When you complete them, do not be surprised if your numbers are high. Consider where you are and how you got there. If you come out too low, you may want to have a friend check for a pulse.

Self-assessment test #1

Read and choose the most appropriate answer for each of the 10 questions as it actually pertains to you.

1. When I can't do something "my way," I simply adjust and do it the easiest way.
a) almost always true b) usually true c) usually false d) almost always false
2. I am uncomfortable having to stand in long lines.
a) almost always true b) usually true c) usually false d) almost always false
3. When my plans don't flow smoothly, I become anxious or upset.
a) almost always true b) usually true c) usually false d) almost always false
4. I require a lot of room (space) for living and working.
a) almost always true b) usually true c) usually false d) almost always false
5. When I am busy at some task, I hate to be disturbed.
a) almost always true b) usually true c) usually false d) almost always false
6. How often do you find your work infringing upon your leisure hours?
a) almost always b) often c) seldom d) never

7. How often do you feel bored so that you feel the need to look for work or other activities to occupy your time?
a) almost always b) often c) seldom d) never
8. I become upset if I think something is taking too long.
a) almost always true b) usually true c) seldom true d) never true
9. When under pressure I tend to lose my temper.
a) almost always true b) usually true c) seldom true d) never true
10. When something needs to be done, I'm the first to begin even though the details may still need to be worked out.
a) almost always true b) usually true c) seldom true d) never true

To score: a = 4 pts., b = 3 pts., c = 2 pts., d = 1 pt.

This test measures your vulnerability to stress from being frustrated, having too much or too little to do, and the presence of compulsive or time urgent traits. Scores in excess of 25 seem to suggest some vulnerability to these sources of stress.

* Adapted from Staff Burnout: Job Stress in the Human Services, Sage Studies in Community Mental Health 2, Sage Publications, Beverly Hills, CA. 1980.

Identify The Problem

Now that you have taken the self-assessment test, it may be easier to recognize the symptoms when you are distressed. To identify symptoms it is important to remember that the causes of stress can be divided into two categories, physiological and psychological. Like the physiological responses to stress, the psychological discomfort often begins upon arrival in the new culture. Stress is created when a person simply does not know how to act. The goal of cross-cultural training is designed to help reduce this source of stress. Yet for some people frustrations remain no matter how much training they receive.

What can make this period of transition even more difficult is that when you join Peace Corps you leave behind your support system of friends and family. Often in training new support systems are established only to be left behind again as you leave for your new assignment. It is not difficult to understand why the first few months of service are so stressful.

Many of you report that the frustrations diminish as you become more at ease in the

new culture. This sense of ease is often countered by the realization that your initial goals and expectations of your service are unrealistic. With this realization comes new stress. The cycle of change and adaptation to change is a recurring theme in the Peace Corps experience.

Throughout this recurring cycle, it is important to recognize when your level of distress is at a point where you are no longer able to handle your daily activities. The symptoms of distress have been linked to an increase in physical ailments such as; tension headaches, fatigue, backaches, colds, an increase in accidents and a general feeling of malaise. Other symptoms commonly associated with emotional responses to stress, include anxiety, fear, sadness, anger, confusion, aggression, boredom and loss of humor.

Since we as individuals are all unique, we will react to stress in our own unique fashion. Therefore, it is important to understand ourselves and become familiar with our abilities to handle new and challenging situations.

Define The Problem

Often this is the most difficult step in the problem solving process, primarily, because the source of your stress may not be easily recognized. This is especially true in the Peace Corps where life in a new culture presents challenges, which have never been confronted back home in the United States. Also, the way you might solve problems back home in the United States may not work in the new culture. So, many of the sources of stress in the Peace Corps setting may be new and therefore difficult to identify and resolve. What may be helpful is to take the time and list the situations that are troublesome in your life. You may wish to use the following format:

1. What are the stressful situations in your life?

A. At work

B. Socially

C. Other

2. What do you do, if anything, to handle these situations? Be specific.

A. At work

B. Socially

C. Other

Establish Goals And Devise A Plan

As stated previously, often the most difficult part of the problem solving process is the identification of the problem. Yet, once you have actually isolated the cause of your stress, then what can you do?

A problem seen in it's entirety may seem overwhelming. For example, you suddenly realize that the reason for your tension headaches and irritability is the fact that your work as a health extension agent is no longer meaningful and you find yourself questioning if you can complete your service. This is difficult to admit but you feel a sense of relief just in being honest with yourself. But now what?

If possible break the problem down into small segments. Then decide what part of the problem you can tackle first and develop a plan to do that. It helps to start by listing

alternative approaches then listing constraints to each approach. The final step is to prioritize your solutions then evaluate each one. It is important to remember that there is usually no perfect solution. What works in one situation may or may not work in a similar situation. What worked for you in the past may no longer be effective in a new environment. Therefore, it is important to be able to try again if the first plan does not work. As Mila Tecala recommends, try different strategies until you find one that works for you.

To begin, you may find it helpful to review some of the methods you presently use to handle or "cope" with your stress. The following self-assessment tool provides information on your ability to cope with stress in an effective way.

Self-assessment test #2

Simply follow the instructions given for each of the items listed below.

during the course of an average day.

___ 1. Give yourself 10 points if you feel that you have a supportive group of close friends or family around you.

___ 8. Subtract 5 points for each evening during the course of an average week that you take any form of medication of chemical substance (including alcohol) to help you sleep.

___ 2. Give yourself 10 points if you actively pursue a hobby or non-work related activity.

___ 9. Subtract 10 points for each day during the course of an average week that you consume any form of medication or chemical substance (including alcohol) to reduce your anxiety or just calm you down.

___ 3. Give yourself 15 points if you are within five pounds of you "ideal" bodyweight, considering your height and bone structure.

___ 4. Give yourself 5 points for each time you exercise thirty minutes or longer during the course of an average week.

___ 10. Subtract 5 points for each evening/weekend during the course of an average week that you bring work home (work that was meant to be done at your office or work extra hours at your site or office).

___ 5. Give yourself 5 points for each nutritionally balanced and wholesome meal you consume during the course of an average day.

___ 6. Give yourself 10 points if you have some place in your home/community that you can go in order to relax and/or be by yourself.

___ 7. Subtract 10 points for each pack of cigarettes you smoke

Now calculate your total score. A "perfect" score would be 95 points. If you scored in the 30-40 range you probably have an adequate collection of coping strategies for most common sources of stress. However, you should keep in mind that the higher you score the greater your ability to cope with stress in an effective way.

How Your Body Responds To Stress

The current interest in stress all began with two eminent doctors who first noted the physical and emotional responses of the body to stress. Dr. W.B. Cannon, a world-renowned physician at Harvard in the 1920s and 1930s discovered the "flight and fight" response. These are physiological changes that occur in the body when people believe they are in physical or mortal danger: the pupils dilate, the blood pressure increases, and the production of stress hormones increases. This is a healthy, adaptive response to immediate danger but if continually activated would result in hypertension, headaches, ulcers, heart disease, and more vulnerability to other diseases such as diabetes and colitis. Dr. Hans Selye first noted and developed the concept of stress. Selye contended that the stress of life initiates profound endocrine and biochemical changes in the body that causes most of the body changes we associate with looking and feeling sick. He called this bodily reaction the "general adaptation syndrome." Selye came to believe that diseases of adaptation such as hypertension could be produced by abnormal or excessive reaction to stress.

What interests professional helpers and healers are the "officially" recognized disturbances that living with stress can cause. Dr. Barbara Brown, a pioneer in the field of biofeedback, offers us a detailed list of human emotional and physical distresses that are caused by, triggered by, or aggravated by "the stress of life:"

1. Bona fide emotional disturbances ("official" signs, symptoms, or ailments) anxiety, insomnia, tension headaches, neuroses, phobias, hysterias, hypochondriasis, and a major factor in: aging, sexual impotency, alcoholism, drug abuse, sleep disorders, learning problems.

2. Abnormal behavior, delinquency, hostility, underachieving, compulsive behaviors (kleptomania,) cult addiction, obesity, vandalism, aggression, withdrawal, chronic unemployment, crime, battered child/spouse/parent syndrome, sexual deviation, suicide.

3. Psychosomatic illness essential hypertension, auricular arrhythmias, ulcers, colitis, asthma, chronic pain, acne, peripheral vascular disease, angina, bruxism, cardiac arrest.

4. Worsening of genuine organ illnesses epilepsy, migraine, herpes zoster, coronary thrombosis, rheumatic arthritis.

The implications of the above examples for the health of our society is staggering. Stress is thought to be the main cause or major contributing cause of 75% of all human illness although many experts now estimate 90%. In her book, *Between Health and Illness*, Dr. Brown states "infections, physical injury, and biochemical or tissue abnormalities, along with genetic and birth defects, are the sole causes of illness except for stress."

Evaluate and Implement Solutions

Now that you have some information on your ability to cope with the stress in your life, the last step is to carry out the plan you have devised and examine the outcome. Remember that there are many techniques for dealing with different kinds of stress but they all involve taking responsibility for yourself. No one else can do it for you. Your stress can only be managed by you. That is not to say you must resolve your problems without talking with someone. We recommend that you develop a support system for yourself. This may include a friend at your site, another PCV, a staff member, someone with whom you feel comfortable and keep in touch with them on a regular basis. Other suggestions that may be helpful are listed below:

1. Keep a journal. This will add structure

Yet, most people do not recognize the potential harm of stress because most of us are used to the ups and downs of emotions in life. Except for the acutely occurring stress of failure or loss, today's stress tends to be intermittent. People adjust to one or another part of a troublesome situation and fail to adjust to another part. The tensions of one stress adds on the tensions of an earlier stress building up in both the mind and body causing eventually a breakdown of vital body functioning. Brown collected examples of the signs and symptoms people experienced while living under stress. Some representative examples are listed below:

Disturbances of the psyche

Altered moods, worry, unhappiness, misgivings, apprehensions, irritation, emotional tension, annoyance, heartache, crying on the inside, lump in my throat, dead weight in my stomach, feel drained, nerves on edge, sad, blue, can't concentrate, feel dissatisfied, feel distracted or disorganized, feel insecure, defensive, frustrated, troubled, guilty, have waves of anger or hurt, waves of anxiety or depression, feel lonely, miserable, notice change in work habits or wearing clothes or of ways of using time and space, becoming accident prone, feeling "burn out."

Disturbances of the body

Muscle tensions, visceral tensions (gut uptight), shaky, tired, physically drained, catch more colds or sniffles, have more headaches (or physically down days), worse backaches, disturbed sleep patterns, troubled dreams, minor sex problems, fleeting hints of nausea, general malaise, changes in exercise habits.

to the day and will allow you an opportunity to express feelings that have no other outlet.

2. Learn to tolerate what you can't change.
3. Learn how to relax.
4. Practice meditation techniques.
5. Exercise regularly.
6. Try a creative outlet such as drawing, painting or learning to play a musical instrument.
7. Listen to music.
8. Practice a hobby or a diversional activity such as gardening.
9. Write letters to family and friends.
10. Ask for suggestions from other PCVs, from host country friends or Peace Corps staff.
11. Know when and where to ask for help.

At first glance, these complaints seem unconvincing and trivial because they are so familiar in everyday life. Yet they happen frequently and may represent early distress while living with stress and before one or another mind or body system becomes disabled. As the mind and body defenses weaken, the bonds of coping burst and tensions emerge as bouts of anxiety or depression, or physically as high blood pressure, angina, colitis, or asthma. Usually we do not feel tensions building because our attention is occupied with the business of living. Psychological "adaptation" lets our emotions and behavior keep on going through rough times. Physiological "adaptation" permits us to accept the increased tension as more or less normal for the situation at hand.

The mind and the body are so intimately linked in the health of the individual that the two cannot be separated. Understanding ourselves and our own needs will give us the means of dealing with one of the most pervasive threats of today's world.

Resources

Books to explore which discuss various aspects and topics related to stress.

If you are interested in reading further about stress, look through the Peace Corps collection of books in your country office or library. You might even suggest to Peace Corps that your favorite book on this subject be ordered and included in that selection. If you don't have a favorite, here are a few that might be of interest to you.

The Relaxation Response
Herbert Benson, M.D.
Avon Books 1975

(Continued on Page 12)

The Stress of Training

Training programs bring with them stress in a number of forms. Many successful Peace Corps Volunteers, looking back on their experience, identify pre-service training as the most stressful part of their Volunteer years. And stress management during pre-service training, according to RPCV's and trainers, sometimes take memorable forms.

Being trained is a stressful experience for many adults. Causes of stress for trainees include changes in accustomed daily routines and in physical and emotional environments. According to Connie Ojile, Overseas Staff Development, Training Specialist for the Peace Corps, lack of control over the physical aspects and content of a training program is one of the most important causes of stress for adults entering a training program. "Will I have control over what I learn and how I learn it", Ojile says, "or do I just deliver myself to the trainer and hope I get what I need to know? For adults, that's an important issue."

Stress in training is compounded by performance anxiety and worries about group inclusion. Adults used to success in their own field wonder whether they'll be able to perform, or whether they'll be bored, in a new one. Adult Trainees may also worry about the role they'll be able to play in the training group; the competitive aspects of a group training program can be very stress-producing.

Finally, Ojile says, personality differences may be ignored by a large training program: introverts may find it difficult to work in group sessions all day long, or to share lodgings. Extroverts may feel stress if there is insufficient time to socialize. Adults also bring with them the stresses of their personal lives, which do not simply go away when adults become Trainees. These types of issues may prove especially important for Senior Volunteers.

Peace Corps Trainees, in addition to facing all of the stress-producing factors mentioned above, also feel the considerable stresses of adjusting to a new culture. These include new physical surroundings, a new language, a quickly increasing circle of new acquaintances and friends, and countless new experiences each day. PC Trainees may also feel anxiety over their future assignments and living conditions; the length of most PC pre-service trainings compounds this. "Self-imposed stress," says Leticia Flores, RPCV and former PC trainer, "is an important factor. Many Trainees push themselves to excel in all aspects of their new lives at once, which leads to high stress levels."

Trainees are not the only ones feeling stress during a training program. Stress on trainers is an area perhaps less often considered in the literature, but a reality for those it affects. Stress factors for trainers include external demands on training content, time and methodology; and factors outside the trainer's control, e.g. number of trainees, budget, and timing, which may influence both the format and the content of the training. The trainer's role as middleman between the trainees and the client, according to Ojile, can be a very stress-producing one for many trainers.

Lack of personal time is an additional source of stress for many trainers. The demands of a training position are not always obvious to trainees, but may be intense. The trainer who is able to deliver a carefully timed, polished performance for eight hours a day is probably putting a number of hours each night into preparing sessions and meeting with other trainers; personal time is as important for trainers as it is for trainees.

Some of the commonly-recommended stress reduction techniques are very appropriate during training; eating well, exercis-

ing, and getting as much rest as possible. "The physical side is important," says Ojile. "It's okay to rest." Spiritual needs are often neglected, when technical, intellectual and emotional demands are paramount. Trainees and trainers both need to assert themselves during training to be sure that as much as possible, their individual needs for personal time and personal fulfillment are met.

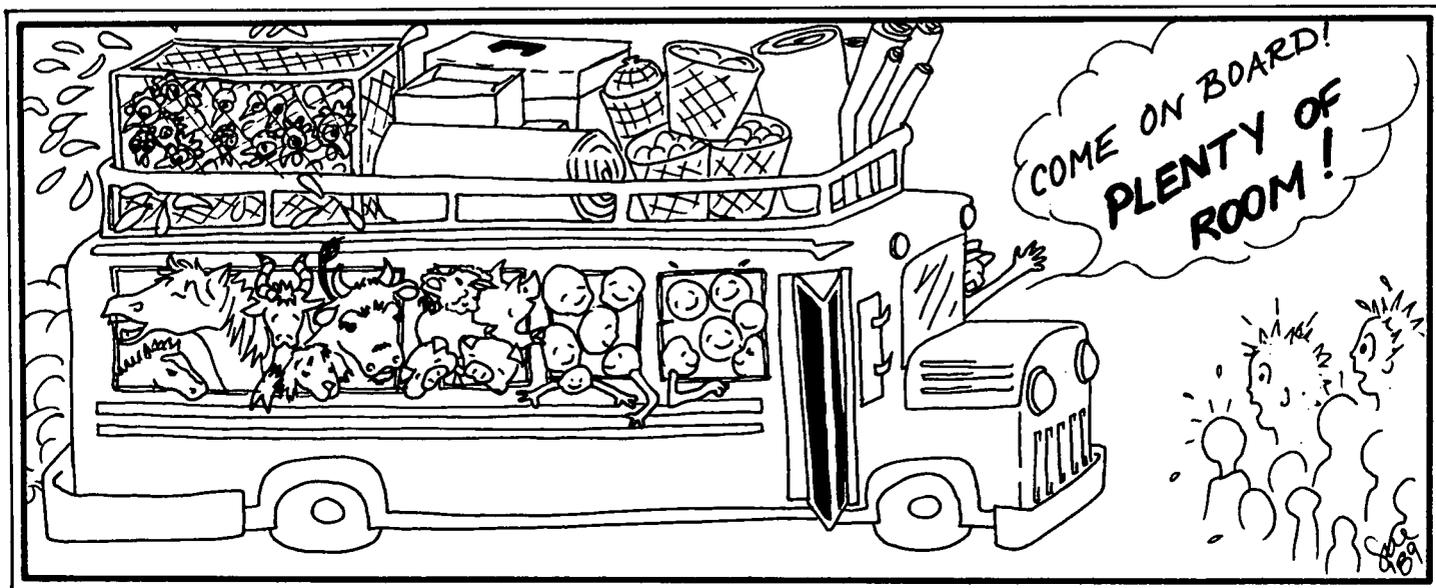
Much of the responsibility for managing stress during training does indeed fall upon the individual. There are also implications for training design and management in the stress factors discussed above. According to Ojile, training staff need to prepare well, to be able to delegate, and to establish a clear structure of leadership and responsibilities. Trainers must also be prepared to whenever possible let trainees take control of their environment and learning. Training designs and logistics should allow for unstructured time, and when possible should take into account the preferences of introverts and extroverts.

"Host Country Nationals may also be able to help," says Flores. By serving as a buffer and as informants, Host Country trainers can help reduce at least some of the stresses associated with moving into a new culture.

"Finally," says Ojile, Trainees need to be reminded that comparison of oneself with others is counterproductive and stress-producing; Trainees are more likely to accomplish their goals in competition with themselves than with others.

Working together, trainers and Trainees may be able to reduce some of the stress factors associated with training for themselves and for each other. Reduced stress levels enable both groups to put their energies into accomplishing the goals of training, and later into their personal and professional goals for Peace Corps service.

Barbara Denman



And Finally . . .

These articles have only touched the surface of how STRESS affects us in our Peace Corps lives. For those of you who are members of a racial or an ethnic minority, female, handicapped, or senior, there are other stressors which affect you. How you handle these stressors may determine your willingness and ability not only to stay in Peace Corps but to make the experience as fulfilling as your original expectations presumed it would be. Hopefully, these articles have stimulated your thinking and formed a basis for positive action to deal with the stressors in your life.

Recognizing that you are the one who has to handle your stress, there are several things you should remember. You can affect the level of stress in your life once you understand its causes and manifestations. You can also seek help from others—PCVs, host country and third country friends and colleagues, and Peace Corps staff. All of these people can listen to your frustrations, help you sort out options, and give you the support you need to cope with the different situations you face in the Peace Corps. While the ultimate responsibility is your own, we can all help you as you pursue your Peace Corps journey. And if you have some particularly successful techniques to share or observations to make we welcome them. Please write us about your experiences and help us continue to address this important issue which has a profound impact on Peace Corps service.

The Office of Special Services provides support to overseas staff and volunteers through volunteer support field visits, materials development, planning and implementation of overseas staff and volunteer training in counseling techniques and listening skills. We also provide consultations on re-entry issues to trainees and volunteers who terminate service early.

In addition, as a result of recommendations of the Director's Retention Task Force, we are working to slow down the early termination process. Special Services staff is acutely aware of the significant number of volunteers who, shortly after returning home, conclude they made a mistake by resigning from Peace Corps and try to reenroll one to three months later. When decisions such as these are made in haste, it is an example of how stress can negatively influence one's decision making.

The Office of Special Services is committed to providing effective on-going support throughout your service in the Peace Corps. We invite your response and suggestions of other ways we may meet your support needs.

We also hope you will continue to use our resources to support your in-country activities.

*Elizabeth A. White, Director
Office of Special Services*

How To Relax

Technique One

Clearing Your Mind

A relaxation technique that can help reduce stress is "clearing your mind." Giving yourself a mental break can help relax your body as well. The principle of clearing your mind is really quite simple. First you need to reduce the distractions in your environment as much as possible. Try to set aside 5-10 minutes each day when the noise and interruptions in your life are minimal. Begin by finding a comfortable place to sit, kick off your shoes, close your eyes and begin to slow down your breathing. Breathe slowly and deeply for about 1-2 minutes. As you begin to relax focus on one peaceful image. If other thoughts enter your mind, don't be discouraged—relax, breathe deeply and try again. When you complete the exercise, stretch and exhale. You will find that with practice clearing your mind can help you feel refreshed.

Technique Two

Stretching

One of the automatic physical responses to stress is muscle tension. A simple way to loosen tight muscles and combat stress is to do stretching exercises. The following exercises take only a few minutes and can be done almost anywhere.

1. While sitting, stretch forward and

rest your body on your lap and relax your head. Stay in this position for about a minute then press your thighs to help yourself sit back up. Repeat several times.

2. While standing or sitting, slowly tilt your head to the right without moving your shoulders and then tilt your head to the left. Repeat 5 times toward each side.

3. Hold your hands together with fingers interlaced and stretch overhead with palms upward. Hold about 30 seconds, relax and repeat several times.

4. With your feet comfortably apart, reach overhead and stretch to the sides. Try not to move your hips. Hold for 30 seconds then change sides. Repeat several times.

Technique Three

Visualization

You can produce feelings of relaxation simply by using your imagination. This differs from the "Clearing Your Mind" technique because with visualization you allow your imagination to run free. To begin, try to visualize yourself feeling warm, happy and relaxed. Create in your mind a tranquil setting that has special appeal to you. Visualize all the details. Are you sitting beside a mountain stream? Maybe you hear the water lapping on the shore. Is there a fragrance in the air? Just by using your imagination, you can give yourself a vacation whenever and wherever you feel the need to relax.

Special Thanks To

In addition to those whose names have appeared in this section credit is due to all members of the Special Services staff who are always there when you need them and who help us on a daily basis—Jorina Ahmed, Joy Hedberg, Mary Jane Pavelko and Jerry Ruehl, who also delves into insurance problems for the *Times*. (And by the way, we have a new development which will appear in the May issue.)

Thanks also to Dr. Theresa van der Vlugt of Medical Services and her staff.

And for her yeoman work in writing, proofing and coordinating this entire special section, hats off to Barbara (Bobbye) Pickett.

And last, but only because he's on the back cover, a special thanks to PCV Jeff Gillette in Nepal who responded to our earlier requests. Jeff's terrific cartoon strip underlines one of the most important things in dealing with stress—Keep Your Sense of Humor!

Resources—from page 10

The Stress of Life
Hans Selye, M.D.
McGraw-Hill Book Co. 1976

Freedom From Stress
A Holistic Approach
Phil Nuernberger, PH.D.
Himalayan International Institute of Yoga
1981

Joy of Stress
Peter G. Hanson, M.D.
Andrews, McMeel & Parker 1985

How To Meditate
Lawrence LeShan
Bantam Books 1973

Love, Medicine & Miracles
Bernie Siegel, M.D.
Harper and Row Publishers 1986

Zen Mind, Beginner's Mind
Shunryu Susuki
John Weatherhill, Inc. 1970

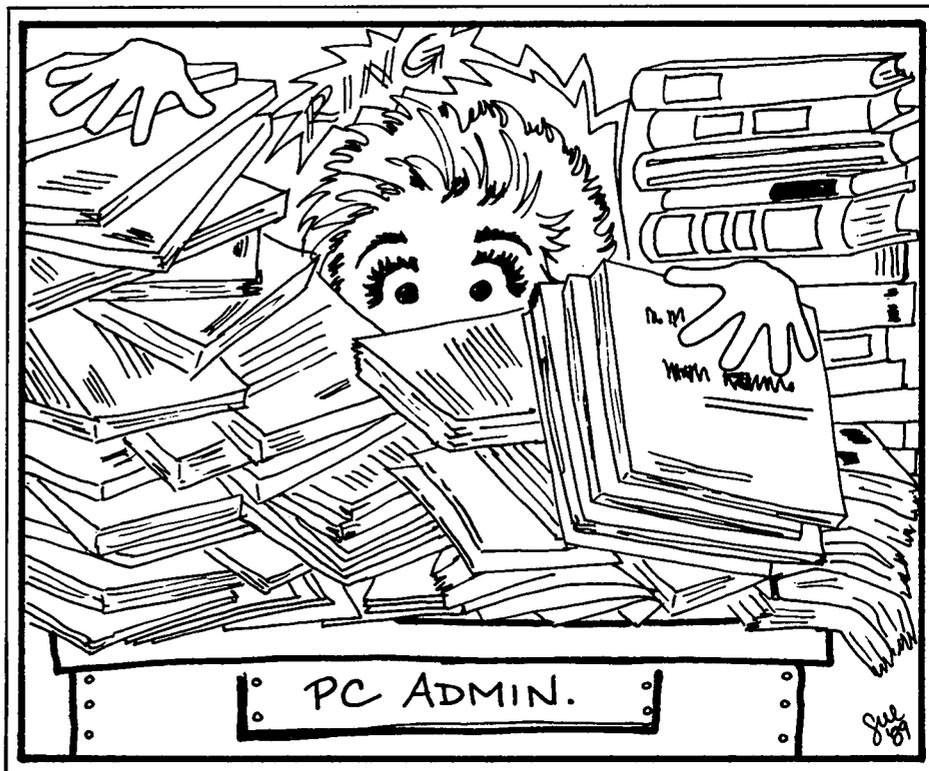
Stress in Organizations

A Piece for Peace Corps Staff

This is the first of a series of articles on issues related to stress in Peace Corps that will appear in subsequent issues of *Peace Corps Times*. It may seem strange to talk about stress in an organization since stress is experienced by individuals. However, organizations are made up of individuals, and as stress affects them it affects the interactions between them, and in turn the organization itself. Long-term, unalleviated stress leads to "burn-out," and the impact on organizations is tremendous. While the negative impact of stress and burnout for individuals includes physical and psychological symptoms, stress and burnout affect organizations in related ways. They contribute to increased costs health care costs and lowered productivity, resulting in loss of revenue as a result of a lack of interest in the work, increased absenteeism and high rates of employee turnover.

Burnout is the long-term effect of continuous stress. It is the result of a process and occurs in stages—it doesn't happen overnight, and it is not a one-way street. Burnout has also been defined as a reaction to constant, emotional communicative contact with individuals in need of help. Graham Greene was the first to popularize this word in his book, "A Burn Out Case," set in a leper colony in Africa. A burnt out case was a leper who was cured but couldn't go back to his village. Burnout is the particular concern, and one of the most serious problems, facing human service organizations and workers, like Peace Corps staff and Volunteers. In general, Volunteers are subject to and vulnerable to stress, but probably less so to burnout than is staff. Volunteers leave early or complete their tours but Peace Corps staff struggles on. Unfortunately, as stress levels increase and burnout becomes more prevalent it is Trainees, Volunteers, Host Country people and other staffees who receive the brunt of the burnout effect. As burnout increases they are no longer served with the full capacity of the skills and resources of Peace Corps.

Stress in organizations has only few primary sources. First, the nature of the work itself can be major factor in contributing to stress for individuals in some professions. Police and other emergency service work is notoriously high stress, but many other areas of human service work, such as teaching, nursing, social and mental health work, are also extremely stressful. However, some individuals in these professions thrive for years while others quickly burnout and abandon their career. The difference tends to be not in individual reaction to stress, the more important, inherent structural characteristics of organizations that contribute to the stress of its members. These are fre-



quently more important causes of stress than the work itself. For example, communicative interactions between levels and sections of the organization (within the hierarchy), incomplete or inadequate communication systems (how information is or isn't distributed throughout the organization), the way decisions are made, bureaucratic paper trails, and so on. Other organizational structures which create stress are periods when performance appraisals or other evaluations are performed.

Uncertainty is the single factor in an organization that creates the most stress and subsequently leads to burnout of members. Uncertainty, a level of anxiety and fear, occurs when the outcome or direction of an issue is not known. For example, when planned or proposed work sites or schedules are continuously changing without any regularity, or apparent reasons exist for the change; or, that they are in control of their working environment has been impaired. In turn this lowers self-esteem and increases personal anxiety. Uncertainty can exist in other forms such as ambiguity about one's position and role in the organization, conflict about lack of resources to meet demands made by the organization, overload (both amount and demands of the work) all contribute to uncertainty about the outcome of a particular issue.

Peace Corps is full of uncertainties. One of the paradoxes of Peace Corps is that we, the members of Peace Corps—staff and Volunteers—are in a human service profession, but many Volunteers work as agricultural or biological researchers and business advi-

sors, professions generally not thought of as human service areas. Consequently, Volunteers and staff fulfill a wide number of roles both on the job and in the community. The philosophical aspect of Peace Corps is such that uncertainty about what is being a "Peace Corps Volunteer" means, and what a Volunteer's role in a developing country is and should be exists. Sometimes this issue is fully discussed during training, sometimes it is not mentioned at all, or it is actively avoided. Frequently, Volunteers are left to determine what their own role will be. The uncertainty factor in the role of being a Volunteer contributes to stress. Similar ambiguity and uncertainty about the role of Peace Corps staff in relation to Volunteers and the host country contribute to the stresses on staff—by Volunteers, co-workers, host-country colleagues, and others.

People are naturally more comfortable and secure when they have knowledge about an issue. The more information available about a situation the more capable we are of coping with it. The first step towards the reduction of uncertainty in an organization is "good communication skills," which means providing pertinent and satisfactory information at the time it is needed. However, both too much information as well as too little can equally frustrate members of an organization. Organizations distribute information with memos. Frequently, information is not distributed to staff who have no need of the information. This creates frustration for members of the organization,

(Continued on page 14)

as well as disseminates inaccurate information to clients of the organization.

It is in the interest of an organization to reduce or manage the level of stress of its members in order to prevent burnout. Fortunately, they can be managed and neither are permanent conditions. Stress occurs at three levels in an organization (individual, organizational, or social) and change can happen at any of these levels. It is much easier to change an organization or provide new coping skills to an individual than it is

Photos—from page 16

the honey you gave her. And, from your editor—we have gone back to 1986 looking through the *Times* for the photo you wanted of your daughter—could it be that she has a different last name? A little more info please, we've drawn a blank.

It may be nearly a lost art in the US, but home sewing and machine repair are alive and well in the Inter-America region.

PCV Kathy Trahan, originally from Lincoln, Rhode Island writes from Honduras, "My husband, Ray, and I teach for INFOP at a technical institute here in San Pedro Sula. In addition to my classes at the institute, I visit pueblos throughout the country teaching students and teachers maintenance and repair of sewing machines. This skill is very important here as there are very few mechanics, especially in the rural areas. In an effort to instill confidence in my students, I use motivational posters of women with tool boxes saying, "Si, yo puedo!" (Yes, I can!)

About her photo, Kathy says, "I'm teaching a class in Ahuas, La Mosquita, deep in the jungle area in the north east part of Honduras. The only way in or out is by plane or boat. One of my students (in the white blouse) traveled nine hours by dugout canoe to come to class."

Tina Melcher, who serves in the Dominican Republic, sent this marvelous snap of Mercedes Arias who is 88 years old. Her sewing machine is hand-operated. And according to Tina, Mercedes doesn't need glasses even for "close" work which includes making new clothes from old.

Each Volunteer who has a photo printed will receive a nice certificate. In the past, we have mailed prizes (lots of M & Ms) but for some reasons we are having to discontinue that practice.

Be sure to print your name and address on your photo so we can return it to you. If you're nearing close of service, please include your statewide address. As the *Times* must keep the photos until they are used (we don't make extra prints), if you COS within six months of when you mail the photo give us your home address.

Dixie Dodd

to change society. However, since the major stressor in an organization is the structure of the organization, while an individual may learn stress management techniques when they return to the job the same stressors are encountered and they are only slightly better off.

The best alternative is to change the structure of the organization. This is more likely to significantly change stress levels, attitudes, feelings and behavior of people in the organization. These changes are also the easiest to use and implement, and ultimately affect the greatest number of individuals in the organization. A word caution: the success of any intervention strategy is dependent on the level of stress and burnout within the organization—different stages of burnout require different intervention strategies—so a change/tactic that works in one situation may not work in all situations.

Organizations and managers can take some specific strategies to alleviate stress and prevent burnout in members of their organizational structure. Here are ten helpful strategies.*

1. Reduce workers' self-imposed demands by encouraging members to

adopt new and realistic goals which may give alternative fulfillment.

2. Develop in-service trainings to teach coping strategies (eg. stress and time management, issues seminars, etc.)
3. Provide work-related consultation or counseling for staff with high stress levels in their jobs, and/or develop support and network groups.
4. Limit the number of clients with whom an employee works, and limit the number of hours staff may work for any given period.
5. Structure positions to give "time-outs" when needed, and encourage vacations, and days off, taken on short notice if necessary.
6. Use Volunteers to provide other staff with free time.
7. Encourage alternative work schedules and part-time employment.
8. Build in career ladders and offer opportunities to create new programs to all employees.
9. Maximize staff autonomy. Make decision-making and problem-solving into group activities.
10. Develop clear, consistent organizational goals.

Nick Engler

Save Your Journals

Peace Corps Times has been contacted by Columbus and Company, Discoverers' Press, to see if there are any of you who have material suitable for publication.

Columbus and Company is a new small press which plans to publish original personal accounts of discovery, travel, innovation and ordeal by observers whose primary occupations are other than writing but who, for a variety of reasons, have found themselves involved with the unusual and written about it. Expedition narratives, natural history research papers, *Peace Corps* journals, war letters, cruising logs, production-invention histories, archaeological field notes and survival diaries are examples.

The company does full length works and is also thinking about doing some anthologies.

From a recent letter—"There is a wealth of such 'real' (un-ghosted, non-celebrity) writing by perceptive Americans who have been neither anointed nor co-opted by the New York literary establishment or the 'mass market.' We publish only limited editions (from 1,000 to 2,500) initially. Compensation is contingent on the number of books sold. Costs of editing, printing, distribution and promotion must first be paid. Depending upon the nature of the work and its likelihood of future sales, the author then shares in a constant percentage of further proceeds."

This company is NOT a vanity press. The *Times* has seen a recent book that Discoverers' Press has published and it is quite nice. It's the story of an Arkansas lawyer's year-long trip through Africa (where he met several PCVs, incidentally). The production work and binding are very good.

If you are in Washington after you leave service, please stop by the *Times* office for a look at their material. Or you can write to them from your post. Write to: Charles Nichols, New Author Search, Columbus and Company, Box 924, Ketchum, Idaho 83340.

A word of caution—do **not** send manuscripts unless they request them.

Peace Corps has no connection with this company and will take no responsibility in your dealings with them.

PCV Newsletter Editors

A brief reminder that the *Times* wants to receive your newsletters. Several of you we hear from regularly. Some newsletters we never see. The *Times* likes to reprint articles from your newsletters but we can't unless we see them. Please send them **DIRECTLY** to *Peace Corps Times*, 1990 K St. NW, Washington, D.C. 20526.

Best Shot Photo Contest

As promised, more of your delicious photos from the Best Shot Photo Contest.

NANEAP

Paul Brett Wong, who sends us the fine picture of the tilapia harvest, works in marine fisheries on the shores of Manila Bay on Luzon Island in the Philippines. From Seattle, he currently calls the small fishing village of Masukol home.

Bryan Baker, a fisheries worker in Nepal, submitted this outstanding photo of girls of the Tharu caste in Sisinia, a small village in southwest Nepal on the border with India. According to Bryan, this group is being displaced by the migrants from the hill regions. "The silver finery our village girls are wearing in the photo represents the old custom of maintaining one's wealth as jewelry and ornament. Such hardware is worn proudly on festival days," Bryan said. Bryan serves with his wife, Sara, a TEFL PCV. They were PCVs in Thailand from 1981 to 1984. They returned to California but found the fast lane much too fast. So, they re-joined in 1987. Unfortunately Bryan, you're going to have to wait til you get back at least to the semi-fast lane for your Italian hard salami.

Another fine example of traditional dress comes in this delightful photo from Melinda Mullins, a PCV in Thailand. Melinda teaches at Samut Sakhon Wudichai School about 40 kilometers from Bangkok. Her students pictured with her here in beautiful national dress range from 12 to 14 years old. Melinda is from Spokane and is a graduate of Eastern Washington



PCV Paul Wong's neighbors in Masukol on Manila Bay prepare the tilapia harvest for drying.

NANEAP



Nepalese girls of the Tharu caste in the village of Sisinia "dressed to the nines" in their traditional finery. Taken by Bryan Baker.



Melinda Mullins and her students in traditional Thai dress.

Best Shot Photo Contest

University. She says that most Volunteers who visit Thailand on their way back to the USA are surprised at how many familiar food items they can buy, including M & Ms. What she misses are Oreos and Goldfish crackers.

Inter-America

George Skrim in Jamaica sent this photo of his 4-H group in beekeeping training. He writes, "The boys pose with a pile of cedar scrap too small to be sawed into shingles but just right for the project. The finished product is stacked in the background of the photo. The wood project factory operates on a 12 hour day, 6 days a week and has back orders for 6 months."

About himself—George says, "I served for 30 years in the Navy during the period between 1939 and 1973 and thereafter as a city manager in a bedroom community near Pittsburgh for 6 years. Hung it all up and moved to Florida and into beekeeping as a hobby. Then I was rescued from the ennui of retirement by my daughter, Elizabeth Ann, PCV/Ghana, who assured me that my 30 years as a warrior and peacekeeper wouldn't be held against me. I spent the next 9 months getting past Nan Gear (of Medical Services). I was born, reared and educated within a mile radius of the Sears store on Wisconsin Ave and River Road in Washington, D.C. I hold a degree in chemistry (with a magna cum difficultatae) from American University.

From us to George. Nan Gear says you weren't all that bad and that she did enjoy
(Continued on page 14)



From Tina Melcher in the Dominican Republic comes this photo of 88 year old Mercedes Arias putting the finishing touches on a "remodeled" garment.

Inter-America



"Scavengers lunch break," is what George Skrim calls this photo of his 4-H members who were collecting scrap lumber at a shingle factory which would later be sawed into frames for bee hives.



Honduras PCV Kathy Trahan and her class of Miskit Indian women working on their sewing machines. Kathy says they celebrated the end of class with Coca Cola, a special treat which is very expensive in the remote Ahuas area.

Feature

Urban Programs Gain A New Emphasis in Peace Corps

Urbanization in Developing Countries

By the year 2000, almost half the world's population will be living in urban areas. Some countries in Africa, for example, expect to experience an urban increase of more than 70 percent in the next 20 years.

This urban wave has hit the developing countries the hardest, creating unheard of urban growth, transforming villages into towns, towns into cities and cities into "megacities," each with over ten million people. Within these rapidly growing urban centers, 40 to 50 percent of the people live in slums, lack jobs and lack the basic services and conditions required for healthy, fulfilling lives. An increasing number of these slum dwellers are young, mostly poorly educated, unemployed, facing a difficult future.

Their governments do not have the full resources needed to create a different future. They lack much of the money and the skills required to furnish the services, the infrastructure, the jobs needed to satisfy the demand. In addition, their centralized structures hamper the development of small towns and cities, which could retain people or lure them away from migrating to the capital cities.

Response of International Agencies

International development agencies are trying to help countries rectify the situation. They are beginning to consider ways to balance their assistance so that it promotes development in urban as well as in rural areas. These donor agencies are supporting efforts that stress the linkage between the two: They are encouraging national development policies and initiatives that recognize the "interconnectedness" of farming communities, market towns, secondary cities and capital cities and are supporting strategies that tie them together.

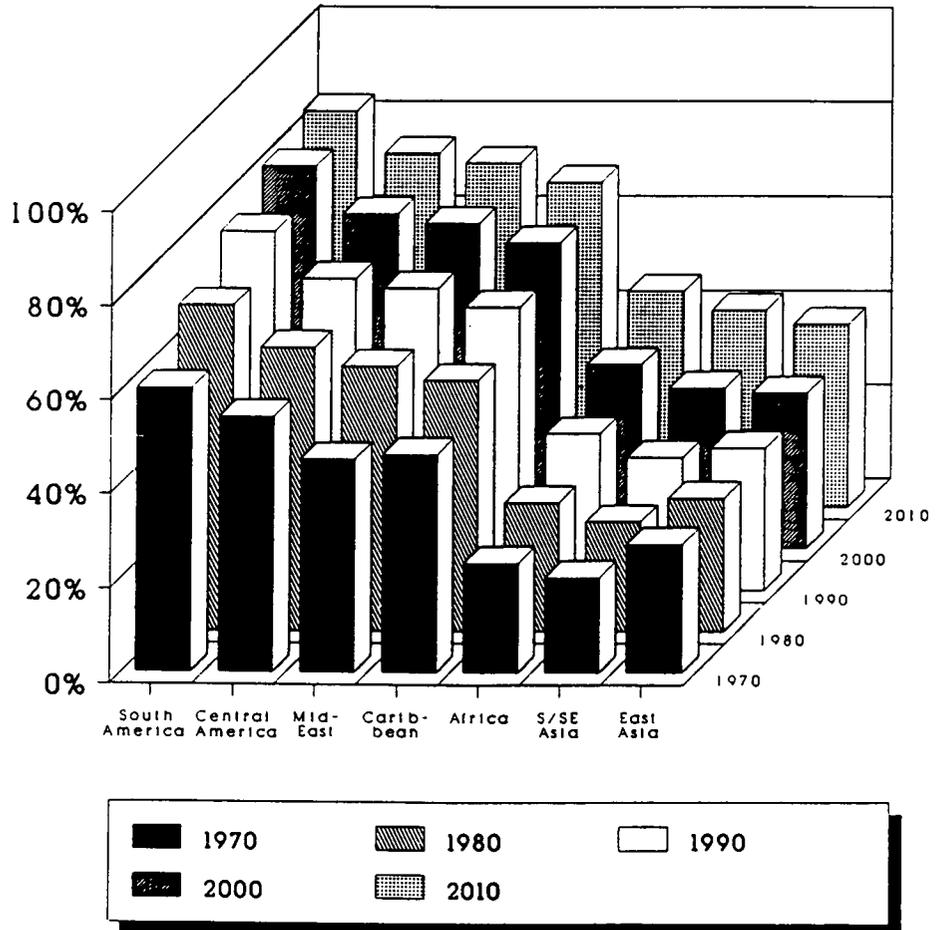
International agencies are viewing urban development as a series of activities rather than as a separate sector. In fact, the activities themselves can be grouped together into separate sectors—shelter, employ-

ment, community organization, education, health, public administration—all taking place in an urban setting.

Until recently, a jumping-off point for much of the urban development activity of the donor community has been in improving shelter and related services for low-income families. Increasingly, governments

are being encouraged to withdraw from building housing in favor of providing the infrastructure—electric power lines, pipes for water and sewage, paved roads—all the things that individuals alone cannot provide. Governments also are being encouraged to serve as a mechanism for promoting private initiative, which has usually been

Projected Percentages of the Population Living in Urban Areas in Developing Countries, 1970-2010



Source: UN Centre for Human Settlements, *Global Report on Human Settlements*, 1986.

the way low-income families have built their homes. Governments are being helped to work out a system to give squatters legal title to their land, so that they have both the right and the collateral to finance building on it; to provide squatter settlements and other low-income neighborhoods with paved streets, lighting, water, sanitation; to give low-income families access to the materials and training needed to build their own homes and access to credit to improve them. Experts have found that in contrast to public housing, which deteriorates within five to fifteen years, 60 to 90 percent of self-help housing improves as time and income permit owners to add rooms and other features.

Communities are being encouraged to organize cooperatives, credit unions and neighborhood associations to further the upgrading process. Through technical assistance, international agencies are working with local governments to help them manage community projects so as to guide rather than hinder self-help initiatives. In general, the capacity of small towns and cities to govern themselves and provide needed services is being strengthened.

Local governments also are being urged to set flexible standards, allowing for mixed land uses, for example, so that families can run businesses out of their homes. Through credit and technical assistance, new businesses are being encouraged. Additional measures to improve employment opportunities are being supported, including setting up vocational training and employment service centers within upgraded neighborhoods and establishing industrial parks nearby. Constructing housing, infrastructure and community facilities in itself generates employment, and planners are including training in construction skills among project components.

Much of the employment activity as well as the other community services being proposed—health, education, recreation—are to be directed toward youth. They have both the greatest need and the greatest potential.

Peace Corps Urban Programs

Over the years, Peace Corps has operated in every one of these areas: shelter, community organization, municipal support, employment, youth activities. Paul Vitale's description of his PCV experience (See *Self-Help Housing in Quito, Ecuador...*) shows that Peace Corps from the beginning was promoting urban development of poor city neighborhoods, through community action. The other *From the Field* article describes current efforts in Nepal to strengthen the planning capabilities of municipal governments. A recent issue of *ICE ALMANAC* (September/October 1988) discussed Volunteers' youth activities in Hon-

duras. Other PCV urban assignments have included helping Jamaican women build new roofs over their houses, assisting the Government of Kenya to plan small infrastructure projects and supporting technical/vocational education in Swaziland.

Most of these projects, however, have been initiated on an ad hoc basis; they have not been planned as part of an overall Peace Corps country program. The request for the Volunteers in Jamaica, for example, came as a result of the recent hurricane; in that same country, a Volunteer (a former architecture professor) is working with the faculty of architecture at a local university to help them train architects locally who can develop solutions to the housing problem in Jamaica, rather than send architecture students to the U.S. or Great Britain to learn about new technologies that may be inappropriate for Jamaica.

The appointment of Paul Vitale, on loan from AID's Office of Housing and Urban Programs, to be OTAPS' urban specialist, is one step Peace Corps has taken to move away from ad hoc assignments and towards urban programming. This new direction, Vitale feels, will "expand the Peace Corps' vision of the role of the PCV." He feels that Peace Corps should be viewing urban development out of "a dual lens: one, should focus on incorporating urban problems into Peace Corps thinking across the board—into its traditional concerns about health, education, natural resources, small-business development; the other should focus on creating a few selective, new areas in which to place Peace Corps Volunteers—city planning, city management and housing."

As *From the Field* indicates, urban planners have served as Peace Corps Volunteers; over the years, they have numbered about 350. They have not constituted a particular program area, however, but served wherever a country requested their particular skills. In the future, Vitale hopes that urban planners will be placed in response to a program initiative based on an assessment of a country's needs and be carefully selected for well-defined jobs. The assessment may disclose other skills needed for an urban development program, requiring Volunteers trained in computer programming, for example, or in budget analysis.

Vitale believes that the issue of urban development can be incorporated even into such unlikely areas as the natural environment. Vitale notes as an example a UNESCO training module to educate city school children about the issue of natural resource management and the impact of the urban environment on nature. Getting trees back into the city is another challenge environmentalists are considering.

To learn what Peace Corps is doing currently, Vitale has sent a memorandum to Peace Corps Country Directors, asking them

to indicate the number of Volunteers they have serving in rural versus urban areas, the definition of urban being 30,000 people or more. This breakdown will help to plan future strategies.

To encourage urban programming, Vitale also distributed a concept paper that outlines an urban initiative. In it he suggests that once Peace Corps country staff become aware of a shift in population from rural to urban, they can study the effects of that shift on the country's basic needs to plan a program accordingly. Calling for the traditional sectors to work together, he suggests the following as possible Peace Corps programs:

—Promoting job opportunities and increasing incomes through its small enterprise development program;

—Supporting self-help housing programs through technical and financial management support to housing and credit union cooperatives and other intermediary financial credit institutions;

—Strengthening local urban efforts to provide basic community services (e.g., health, formal and nonformal education, vocational and youth development) through Peace Corps' traditional specialist programs; and

—Promoting the expansion of basic infrastructure, such as sanitation and potable water, through technical support to municipal governments and utility companies in the areas of planning, physical design, resource mobilization and utilization, environmental and land use planning.

To implement these programs, one approach he suggests is the formation of "urban teams" to "complement each others' background" and provide a "buddy support system to deal in part with what is often

(Continued on page 26)

ICE Almanac

ICE Director

David Wolfe

Editor

Judy Benjamin

The ICE ALMANAC features a variety of ideas and technologies that Volunteers can adapt locally, and highlights particular program areas with notes and recommendations from specialists in the Office of Training and Program Support (OTAPS).

Information Collection and Exchange (ICE) is Peace Corps' central technical information unit. Requests for technical information or correspondence concerning the ALMANAC should be sent to Peace Corps, ICE, Room 808, 1990 K St., NW, Washington, D.C. 20526.

From the Field

An Urban Planning Experience in Nepal

Editor's Note: Xavier Lopez served in Nepal as a Peace Corps Volunteer from 1986 to 1988. He is currently in that country training four new Urban Planning Volunteers. The following is an edited version of the commentary Xavier Lopez sent to us in response to our request for material on his experience as an urban planner in Nepal.

* * *

I had few expectations about my assignment when I first arrived in Nepal. The Peace Corps Urban Planning Project began its pilot program with only two Volunteers. After a year, I was the only one left. Thus, my work largely determined the outcome of this pilot program. Fortunately, the appropriate Nepali government agencies realized that the assistance and specialized skills of Peace Corps urban planners would help to train local staff in municipal management.

As the town planner for the city of Biratnagar, I worked on a number of ongoing projects: developing a vegetable market shelter, a bus station and a park for picnicking; undertaking a comprehensive household survey; preparing a city profile and land-use map. Some of these projects were completed; others were ongoing or were scheduled for completion beyond two years.

Because of the needs and scale of these projects, I had the opportunity to participate as a team member in a variety of municipal activities. In developing the vegetable market shelter, for example, as the town planner I had a responsibility to help ease the project through each phase of its development. I was involved in reviewing the design, engineering and cost estimates that the town's engineer supplied, in securing political approval from the town council, in surveying the reactions of vendors and patrons and working out the financing. With the help of a World Bank sponsored Urban Development Loan program (U.D.L.), the city of Biratnagar had been able to acquire grants for municipal projects. The vegetable market shelter was initiated as a result of a cost-sharing plan involving the joint cooperation of the city and the U.D.L. program.

The city's proposed bus station required highly technical design and engineering; the city therefore requested U.D.L. funds to hire a contractor to design an appropriate bus station. In the meantime, it went ahead with the primary grading and graveling of the site.

At the request of the mayor of Biratnagar, I initiated the planning and eventual establishment of a city park/tree plantation. In cooperation with the district forest office, which provided the tree seedlings and maintenance, and the city, which donated

the land and funds for fencing and landscaping, my counterparts and I put together a plan for Biratnagar's first urban park, located in a scenic spot along the Singya River. A Peace Corps Forestry Volunteer assisted in selecting the trees, while still another Volunteer, with a background in landscape architecture, assisted in the park's design. When I left Nepal, the tree plantings were still young, but I am hopeful that this project will provide the residents of Biratnagar with valuable recreation space in the near future.

Data collection was my principal ongoing project. A current database is essential to any urban planning process; it was especially important to Biratnagar, where little or no statistical information had been recorded or used for planning, development or decision making prior to my arrival. Through interviews and by recording land transactions, land prices, population growth by city wards and construction trends, we were able to quantify the existing population, current urban growth and projected growth. Furthermore, with this information, the city could pinpoint the localities most in need of critical municipal services, such as drinking water, sanitation, housing, electricity and roads. Steps to alleviating present and projected needs could then be introduced into the budget for the following fiscal year. In addition, from surveys, interviews, topographical maps and aerial photographs, we were able to determine perennial flooding areas surrounding the town and discourage development there.

We also devised one of Biratnagar's first maps identifying land use (residential, commercial or industrial) and types of roads (asphalt, gravel or dirt). All of this information will be helpful to city staff and officials to set priorities in a comprehensive rather than in a piecemeal manner for present and future road construction and civic services.

To conclude, I should note that the greatest challenge to my work in Nepal was that of bringing about change within a highly politicized setting. As in all Peace Corps Volunteer positions, mine had its ups and downs, but it was nevertheless a tremendous learning experience both for me and for my counterparts.

The Peace Corps Urban Planning Project is a good one and will become even better as its role and the roles and responsibilities of PCVs are refined. The project also could be tried in different types of communities and perhaps expand its urban component into such other areas as urban sanitation, drinking water, municipal engineering, urban forestry and data collection/information processing.

One final note: The Urban Planning Project has very specialized information needs. ICE can be an important resource, providing the needed information to the Peace Corps/

Nepal Resource Center. The Project can benefit from materials on urban latrine programs and semi-urban drinking water schemes; from cost benefit analysis workbooks; from design samples for public construction programs, such as markets and bus stations; and from information on traffic control and project financing. This material and information can be extremely useful not only to Volunteers in their work but also to their counterparts.

I feel that Peace Corps is headed in the right direction by trying to place Volunteer planners at the town level in Nepal. There is a great need for this type of assistance—as many town mayors of Nepal have indicated. I had an incredibly rewarding experience, and I feel that the opportunities for future Volunteers will be even greater.

Xavier Lopez

Self-Help Housing In Quito, Ecuador—Recollections from the Past

Introduction

Twenty-five years ago my wife, Kathleen, and I were Peace Corps Volunteers living and working in Quito, Ecuador. Our primary job was to support the work of the Housing Bank of Ecuador (BEV) and the U.S. Agency for International Development (AID) in implementing an ongoing cooperative, self-help housing project.



Paul and Kathleen Vitale stand with some of their coworkers in front of the site of Plan Piloto.



Plan Piloto becomes a finished product.

We kept notes of our experiences but never shared them with others. I also kept notes written by two AID officials who helped design the project, George Jordon and C. Richard Zenger, and by another Peace Corps Volunteer, Charles McMurry, who conducted an in-depth survey of this project, *Plan Piloto*.

Based on this recollection of observations, I am writing this article now to further the efforts of Peace Corps Volunteers working in self-help, indigenous housing programs around the world. Although much has changed since *Plan Piloto* was built, much of this experience remains relevant today.

Plan Piloto

In May 1961, AID agreed to a grant request from the Government of Ecuador (GOE) to support a self-help demonstration project to produce housing for low-income families. The GOE would acquire the land and complete the urbanization; AID would furnish the building materials, tools and equipment; and the families selected would provide the labor and assume mortgages to pay for their homes.

The project was designed to have all automobile traffic pass around the perimeter of the project, with internal walkways for pedestrians; eventually, the walkways were paved over, permitting automobiles to enter. Space was left in the central part of the project for a school, plaza and recreational areas. The government built the school but requested that the families pool their resources to develop the central garden and

play areas. These were developed as the project matured to become a neighborhood, called *Chiriacu*.

AID advisors supervised the preparation and implementation of the standard plans. The Ministry of Social Welfare, the National Housing Institute and the Housing Bank of Ecuador, which replaced the Institute, selected the future homeowners on the basis of need and income.

A total of 96 duplex buildings (192 dwelling units) were to be constructed. Each family was to own a building site of 10x20 meters and build a 50 square meter dwelling. The self-help house consisted of a living room, kitchen, bathroom and two bedrooms. The unit was made of cement blocks, both walls and roof; the floors were made of wood.

The project was divided into two cooperatives. The first started construction in 1963 and the second in 1964.

Coop One was subdivided into four work groups. Each group of approximately 25 men worked on houses in four separate blocks of the project. Each man knew generally where his own house would be situated but not the specific site, which would be determined by an official lottery. The groups were required to put in 22 hours of work per week and divided their time by working two hours each night during the week, leaving themselves free to play football or volleyball for a half a day over the weekend.

Initially, two AID technicians (one engineer and one architect, both familiar with self-help techniques) and one Ecuadorean engineer were employed to set up and run the project. By 1964 none of the original staff remained. A new Ecuadorean engineer had been employed and an AID manager, whose primary responsibility was the development of the Housing Bank's savings and loan program, assumed full administrative responsibility for the project.

(Continued on page 25)



Twenty years later, Paul Vitale visits the project and finds a thriving community.

Networking

Building a Better Urban Life

Associated with the U.S. State Department, the Agency for International Development (AID) is familiar to all Peace Corps Volunteers. Most, however, may only know of its work as a member of the country mission team. For anyone interested in urban programs, AID's unique office described below is especially useful. It operates out of Washington and functions at the regional level.

Valuable assistance also can come from small, private organizations, which advise governments on national urban policies and oversee development projects. The Cooperative Housing Foundation (CHF), a Washington-based organization with close ties to Peace Corps (more than 50 percent of the staff are RPCVs) is one important example.



Office of Housing and Urban Programs (HUP), U.S. Agency for International Development, U.S. State Department, Room 401, SA 2, Washington, D.C. 20523.

The Office of Housing and Urban Programs, AID's urban specialist, was created 25 years ago as part of President Kennedy's Alliance for Progress—a new development initiative for the Americas. The Office of Housing and Urban Program's work initially focused on establishing and strengthening such intermediate shelter-credit institutions as savings and loan banks, which have gradually emerged as an important generator of housing throughout the region. By the early '70s, and in conjunction with a new Congressional mandate to address the problems of the poor, HUP focused an increasing share of its time and resources on programs to provide low-cost housing and related community services. Its Regional Housing and Urban Development Offices (RHUDOs) have expanded with AID's growing interest in urban issues. Today, RHUDOs are located in Quito, Tegucigalpa, Kingston, Abidjan, Tunis, Nairobi and Bangkok as well as representatives in selected AID Missions (Costa Rica, Sri Lanka and Egypt).

HUP's primary goal is to promote a greater awareness on the part of national

policy makers of the importance of urban growth issues and to seek their agreement to adopt or adapt policies to deal with those issues. HUP provides technical and financial assistance in such areas as (a) financing of innovative low-income shelter programs; (b) strengthening local efforts to plan and provide basic community services (e.g., health, formal and nonformal education, vocational and youth development); (c) promoting the expansion of basic infrastructure (e.g., sanitation, potable water, and solid waste management) through strengthening of local public administration entities in the areas of planning, resource mobilization and utilization and environmental and land-use planning.

AID's HUP has been actively supporting Peace Corps' new urban programming initiative. As mentioned in the lead article, it has lent one of its urban development officers to OTAPS. Further, several of its RHUDOs have on-going collaborative programs with Peace Corps in Nepal, Kenya and Jamaica. In each case, the RHUDO has provided technical support and in the case of Kenya, logistic support to the PCVs working as secondary-town planners.

Volunteers interested in obtaining technical information of on-going or possible urban activities are encouraged either to write directly to the nearest RHUDO or cable OTAPS Urban Specialist for technical backstopping. The RHUDO staffs have had considerable hands-on experience in the design and implementation of low-income shelter and related services and in many instances have served as staff and/or Volunteers in the Peace Corps. Any RHUDO can be reached through the local American embassy or AID mission.



Cooperative Housing Foundation, P.O. Box 91280, Washington, D.C. 20090-1280.

CHF (originally known as the Foundation for Cooperative Housing, FCH), began in 1952 as an organization promoting cooperative housing in the United States. In the early '60s, AID requested CHF help with the housing program it was initiating in Latin America. It recognized that experience with cooperatives would be useful in organizing communities of squatter settlements, a task Latin American housing agencies were unequipped to handle. As Ted Priftis, CHF's Regional Director for Latin America and the Caribbean, described the Foundation's role, "We were giving local institutions outreach capability."

The organization realized that "there was

a big need for this service, and it required specialization." A housing agency in the U.S., for example, might promote prefabricated units for low-cost shelter, but in developing countries where labor is cheap, it would find that prefabricated houses are more costly than those built from traditional, locally available building materials. Also, American values might be inappropriately applied. For example, given the choice between having running water or extra space to add a room, a poor Latin American family probably would opt for the extra space.

During the last 25 years, CHF has built up a cadre of professionals in international development. It has worked in more than 80 developing countries in all parts of the world. From an organization devoted 100 percent to the U.S. domestic scene, it has evolved into one that now spends 95 percent of its time on work overseas and only 5 percent on housing in the U.S.

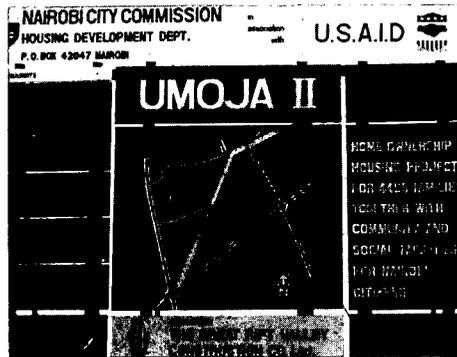
Generally, CHF sends out staff and consultants for short-term assignments, but in nine countries—five in Central America (Belize, Costa Rica, El Salvador, Guatemala and Honduras), plus Egypt, Botswana, Tanzania and the Philippines—CHF has stationed its people to supervise long-term projects.

As these staff assignments suggest, CHF's largest program is in Central America. There, in rural villages, market towns and "tertiary cities," it helps organize cooperatives or other nonprofit groups to sponsor housing and community development projects. CHF is the conduit for these organizations to provide credit to low-income families, who can receive mortgages for construction of core houses or loans for home improvement or for short-term construction. Loans also are made available for community services and small businesses, including the manufacture of building materials. In addition, grants are given for institutional support to the organization administering the project. CHF also works with private industry to develop workers' housing and does research to identify future needs.

An example of recent CHF/PC collaboration is the work taking place in Costa Rica. Over the last four years, CHF has been working with Peace Corps Volunteers on a rural housing project funded by AID. CHF was called in after the project was underway because these self-help houses were taking too long to complete and were too heavily subsidized to be duplicated elsewhere. CHF redesigned the project, so that now houses are affordable; homeowners can borrow to pay for them; houses can be expanded; and the work can be subcontracted. In addition to redesigning the project, CHF has been training local staff and Peace Corps Volunteers assigned to the credit unions administering the project.

HUP around the World

Kenya



Sri Lanka

Photos from Sri Lanka—Mark Edwards

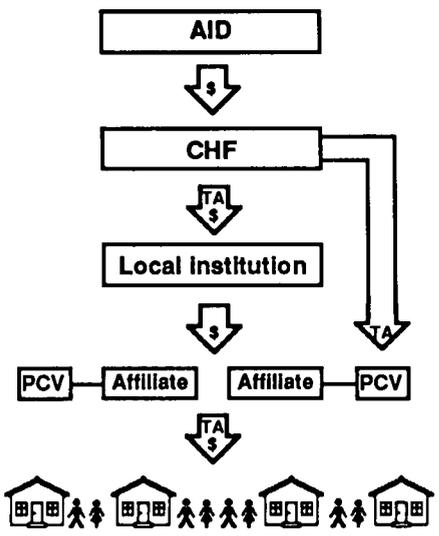


Ecuador

Photos from Ecuador—Donna Elmendorf



CHF/PC Costa Rica



Volunteers learn how to make furniture.



A new group of Volunteers complete their training.

Peace Corps



Skills needed may include:

- business/administrative skills
- construction/engineering skills
- community organization/development skills

Photos—CHF

Peace Corps contributes:

- on-site project management
- community contact at the grass-roots level
- ability to train others



PCV Lori Yatski makes a follow-up visit to a family who received a loan from the credit union.

The role of the PCVs, according to Ted Priftis, is that of "micromanagers." They promote community interest in the credit unions, do credit checks on potential members and help convey the principles of sound investment banking. They also work side by side with the villagers supervising construction. As Priftis noted, "You can't pay enough for the calibre of professional service they offer."

OTAPS has recently entered into a contract with CHF to study three other countries and the feasibility of repeating the project there. CHF will be working with Peace Corps country teams also to determine whether a rural housing project can be duplicated in an urban setting. Ted Priftis believes the program has broad appeal: "Giving people access to credit and an opportunity to improve their lives generates faith in the system. As one man commented on receiving a loan through our home improvement project in Tegucigalpa, "Ya nosotros tambien somos gente." [Now we also are people.]

CHF has published program reports; training manuals; and newsletters, concept papers and fact sheets, which deal with such topics as the legal aspects of cooperative housing and appropriate technology for housing construction in developing countries. Some of these publications are available in Spanish. By writing to CHF, Volunteers can secure a list of the Foundation's publications and receive the quarterly newsletter.

Resource Specialist Joins ICE



Gail Wadsworth

ICE's newest publication is *Community Nutrition Action for Child Survival* (ICE Publication No. R072), written by the Centre for Development and Population Activities (CEDPA). It is a training package for managers of community-based nutrition programs. The three training modules presented may be used either in their entirety or separately in a variety of training and project-development situations. The module units are further divided into session plans, hand-outs, reference materials and training exercises. Topics include up-to-date information on nutrition problems of women and young children, management of six basic nutrition activities, diagnosis of community nutrition problems, nutrition project plans and development of nutrition programs with and for the community. Techniques and materials can be adapted to local language and customs.

Portions of this manual have been applied in a variety of training situations, in Kenya, Nepal, Indonesia and Senegal, to improve the skills needed to educate the community about nutrition and supervise and coordinate its nutrition activities. In addition, the manual has been used to generate project plans and proposals, including follow-up evaluations. It also has been used to train field workers, Volunteers and trainers. CEDPA expects this tool to be very useful to PCVs working in Health and Nutrition and welcomes feedback and suggestions for use in future editions of the manual.

* * *

Another soon-to-be published booklet that should prove invaluable to PCVs in countries where they speak languages other than English is *Language Learning Strategies for Peace Corps Volunteers* (ICE Publication No. R069). Written by staff of the Center for Applied Linguistics (CAL), this brief publication offers

Gail Wadsworth has joined ICE as its new Resource Development Specialist. Wadsworth, who has a master's degree in library science from the State University of New York at Albany, was a Peace Corps Volunteer in the '70s, serving first in Uganda as an English teacher and then in Kenya with the national library service.

Like ICE Director David Wolfe, after volunteering for the Peace Corps, Wadsworth had a stint with Gallaudet University. Then she returned overseas as a U.N. Volunteer in Tanzania. Her last post before joining ICE was with the U.S. Information Agency, working as a bibliographer.

At ICE, according to Wolfe, Wadsworth

New Releases

many practical suggestions on how PCVs can take the most advantage of the time they have to learn their new language and the best way to continue learning when their training is over. Besides answering many frequently asked questions, the book offers methods for managing and organizing the way you learn a language, methods for building your memory and continuing to learn in non-formal and everyday settings. The book is very readable, and anyone learning a new language will be able to identify with the suggestions presented.

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ICE recognizes the importance of developing host-country information resources. Though we cannot provide materials to stock host-country libraries, information centers and school classrooms, we do maintain a listing of organizations that can help you do this; therefore, you will be interested in knowing that we will soon have ready for distribution the 1989 edition of *Sources of Books and Periodicals for Schools for Peace Corps Volunteers* (ICE Publication No. RE003). This popular publication lists information on 24 organizations that have helped Peace Corps Volunteers and others get books and other educational/informational materials for their host countries. More importantly, perhaps, it describes how to "drum up your own business" by using your own contacts to help you get books for the city or village in which you are working.

Another ICE publication useful for getting materials for host-country organizations is our *Free and Reduced Rate Magazine List* (ICE Publication No. RE007). We will send your In-country Resource Center several copies of this publication as well as the other described above, as soon as they are available. You can get additional copies (one per Volunteer) by writing to ICE.

will be "identifying and collecting information appropriate for the needs of Peace Corps Volunteers and continuing to develop our network of contacts with other organizations working in development." In addition, Wadsworth will be keeping tabs on the In-country Resource Centers, reporting on their activities in the ICE ALMANAC.

Wadsworth is enjoying "getting back into more grass-roots development activity." She also is finding that her work with ICE is giving her a chance to reestablish old ties. In reviewing ICE materials, for example, she found a bibliography she had prepared while a U.N. Volunteer, "and some of the people I worked with are still out there."

(From the Field—from page 20)

Peace Corps Involvement

Peace Corps entered the project almost three and a half years after the project's inception and two years after construction started. Peace Corps was asked to "organize the community" because the project administrators were experiencing problems in getting the families to deal with community issues.

When Kathleen and I arrived in November 1964, this situation confronted us:

—Families in Coop One were firmly entrenched in their homes and were not interested in community issues.

—Group efforts were difficult to start; bad feelings had sprung up between various work groups; Coop One's board of directors had resigned after realizing that most members didn't care about the future of the project.

—AID was actively involved in trying to complete the second phase of the construction of Coop Two and was unable to focus on the social needs of the families already living in the project.

We found ourselves in the middle of a three-way pull between the families, the Housing Bank and AID. Our major effort was to try to align ourselves with the families—a difficult task in that they thought we must either be representatives of AID or of the Bank.

In the year we were there, we organized a series of projects to get the families to start solving community problems. Various examples come to mind. After several people had tried and failed to get the city to provide garbage collection for the neighborhood, we encouraged the two cooperatives to work together and pool their influence to get results. We also were able to bring some women together into a work group to deal with the problem of limited water. They became a discussion group as well, talking about the need to have better nutrition and education and develop a sense of community. Out of this group, a summer education/recreation program was established to develop creativity and leadership among the older children.

Heavy rainfall in the spring of 1965 that clogged the drainage system and flooded the project also brought about a big change in the social climate. Initially people had reacted to the resulting problems as being someone else's responsibility, but when no outsider came to their aid, they began to realize that they were responsible for the future development—social and physical—of their community. Slowly the two cooperatives became acquainted and eventually united into a single neighborhood improve-

National Pesticide Telecommunications Network (NPTN)

If you are working with a pesticide in your job, it is a good idea to know beforehand the hazards in using it and steps that can be taken to avoid them. A recent incident in Tunisia, where a Volunteer was accidentally sprayed with a pesticide used by beekeepers, had ICE and OTAPS staff scurrying around to get information on the effects of this pesticide on human beings. Fortunately, its effects were not serious and were only temporary, but this incident does illustrate the necessity of knowing what you are dealing with before you start to use it.

The National Pesticide Telecommunications Network responds to questions about pesticides through the mail and through its 24-hour, toll-free hotline.

Be sure to provide the Network with enough information to help its staff answer your questions. If at all possible, send a copy of the label that is on the package. Any or all of the following information will be helpful:

- exact manufacturer's name and spelling of the substance;
- manufacturer's name and address;
- active ingredients of the substance

(very important, as the pesticide may not be produced or be available in the U.S.);

—EPA registration number (if there is one);

—purpose in using the substance;

—conditions under which it will be used;

—where and when it was purchased.

Also, be sure to tell the NPTN exactly what information you need to know so its staff can respond as specifically as possible (antidotes? proper amounts? proper application?)

The National Pesticide Telecommunications Network is funded by the U.S. Environmental Protection Agency. In addition to its extensive resources on pesticides, NPTN consults with a wide range of experts in the field in order to respond to questions. Be sure to identify yourself as a U.S. Peace Corps Volunteer when communicating with the Network. The address is National Pesticide Telecommunications Network, Texas Tech University Health Sciences Center, School of Medicine and Community Health, Lubbock, Tex. 79430. Telephone: (800—toll free) 858-7378; (806) 743-3091.

ment committee. They were successful in several ways:

—They established a community center in the building site warehouse;

—They developed a sports program for the community's teenagers;

—They joined in a larger effort of the surrounding neighborhoods to bring more services to this section of Quito.

Peace Corps involvement in Plan Piloto ended in late 1965 when it was felt that families were beginning to work out their differences and would continue to work together to resolve community issues. The experience, however, had taught us some interesting lessons about self-help housing programs.

We learned that people are willing to build their own housing. In fact, as we became aware of the shelter production systems in other countries, we discovered that lower-income families produce most of their own shelter. On the other hand, they can only partially deal with the larger, communal issues of potable water, sewerage and electricity. Ways need to be developed to encourage governments to deal with urban services that individual, self-help initiatives cannot provide.

Finally, we learned that building standards must relate to what people and governments can afford. One of the problems encountered in Plan Piloto was the Housing Bank's refusal to allow small entrepreneurs to work out of their homes. If families are going to participate in self-help efforts, they need to maintain a steady source of income in order to make their monthly mortgage payments. Also, in providing basic services to lower-income neighborhoods, governments must consider in their cost analyses what communities can afford to pay. Otherwise either families will not take advantage of these new services or governments will be forced to subsidize them.

Because of institutional problems, the Ecuadorean government did not expand the project to other neighborhoods; yet Plan Piloto did provide an opportunity for nearly 200 families to have access to decent housing. Moreover, as Dick Zenger, AID's self-help advisor, observed when he visited the project last year, "Despite the difficulties getting underway, Chiriacu has evolved into a viable community."

Paul Vitale
Urban Specialist, OTAPS

Farmer-To-Farmer Program (FTF)

The Farmer-To-Farmer (FTF) Program brings the expertise of American agricultural professionals to PCVs working in agriculture and related fields. Primarily, these agricultural experts serve as a resource for PCVs involved in primary or secondary projects that require short-term (30-120 days) technical assistance, but they also may serve as technical consultants to other PCVs and host country counterparts. These consultants are available for a range of projects from credit cooperatives to soil conservation.

The program is a collaborative effort: the in-country staff and FTF Coordinator/OTAPS review the PCV's project and request for technical assistance; Volunteers in Overseas Cooperative Assistance (VOCA) recruits the appropriate volunteer, and USAID funds the program.

If you are interested in having an FTF Volunteer assist your project, contact your PC Country Office or the Farmer-To-Farmer Coordinator, OTAPS, PC/Washington.

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An FTF Example: For three weeks in February, Dr. Phil Keeney, former head and professor emeritus of the Department of Food Processing at Penn State University, assisted agribusiness PCV,

Keith Harris, in La Ceiba, Honduras. Harris' site was along the north coast of Honduras in the heart of the cacao producing region where some 6,000 hectares, divided largely into small family plots, are devoted to the crop; yet very little of it is processed in Honduras. With the close involvement of the host government agency to which Harris was assigned, a request for an FTF Volunteer was submitted. The objective of the assignment was to assess the feasibility of and provide recommendations for starting a cacao processing facility in the area. During the assignment, Dr. Keeney, Harris and a host-agency coworker visited a number of cacao farms, post-harvest facilities and factories in order to become familiar with the scope and uniqueness of the Honduran cocoa market from tree to consumer. This process provided important insight into the cocoa situation in Honduras while identifying valuable local resources. The result was an increased awareness by governmental, farmer and entrepreneurial interests of their mutual goals and the importance of their cooperation. Moreover, Dr. Keeney's recommendations provided them with realistic long-term goals and a much-needed road map to achieving them.

(Feature—from page 18)

viewed as the impersonal urban environment." He suggests the additional support of the new Peace Corps Associate Volunteer Program, which makes available the expertise of highly skilled Volunteers for in-country tours of six to eighteen months.

Vitale also proposes that urban Volunteers be assigned to "community action teams (CAT)." These would include the Volunteers' counterparts and representatives of local agencies operating in the particular community and would form "the technical support group to a variety of community based organizations."

Vitale sees these community action teams being formed to do the following:

—support community leaders' efforts to solve community problems;

—create or strengthen local community groups' ties with public and private groups in order to obtain financial and technical assistance for community projects;

—encourage cooperation among development organizations within a city or regional context;

—provide technical assistance to local development organizations in a variety of modern management and planning techniques and practices; and,

—promote programs that deal with the special problems of youth, the elderly and women.

Vitale believes that Peace Corps country staffs can program these initiatives within the current framework. They may decide after studying population trends and urban health conditions, for example, to place some Health Sector Volunteers in urban rather than in rural areas. Staff support positions could remain the same.

OTAPS will help any Peace Corps country staff planning a new urban initiative. A number of other organizations also are available for advice. Networking describes two that have worked closely with Peace Corps. Another is Planning and Development Collaborative International (PADCO), whose president, Duane Kissick, then an advisor to the Nepalese government, was instrumental in starting Peace Corps' urban project in Nepal and helped train the Volunteers.

The project in Nepal also points up the fact that Urban Volunteers need not be placed in capital cities. In fact, it is better to have them assigned to rapidly growing secondary towns and cities. Experts believe that these are the urban areas that need strengthening for better balanced development. In addition, the scale of a small town

WID Update

Editor's Note: The following are late arrivals to our roundup of WID projects for the previous issue of ICE ALMA-NAC:

• **Gabon**—As a secondary project, PCV Toni McCall has helped the communities of Kabaga and Ayogo construct water supply stations. Each station consists of a 200-liter oil drum (with attached spigot) set horizontally on a wooden frame elevated on four wooden poles. A roof overhead with a metal gutter attached catches the rainwater and helps protect the water from debris. Mesh filters also protect against contamination.

In Ayogo, women and young girls did most of the work. As Peace Corps/Gabon's WID Coordinator reported, "The women enjoyed gaining new skills and working with tools that were traditionally used by men." Also, having the village nurse work along with them gave them the opportunity to talk about village health problems and learn about hygiene.

• **Sierra Leone**—In the town of Makeni, a few women approached PCV Daniel Smith with the idea of forming a group to explore ways they could make money. The group began by having each member contribute a small sum (5 to 20 pounds), so that they could have enough capital to make soap. From the profits from the sale of soap and expanding their membership to 25, they decided to move on to a more challenging business venture—making "gara" cloth, the beautiful tie-dyed African material. Smith got SPA funding to purchase enough fabric to start the business, and the women already experienced in the "gara" technique taught the others how to do the work. The group has been functioning for two years and is producing gara cloth not only for local use but for an expanded market, which includes the capital city, Freetown.

or city allows Volunteers to feel they can achieve their goals of helping the country meet its trained manpower needs and of letting the people know what Americans are like.

In the end, Volunteers should come away from the experience feeling, as Vitale describes it, that "they've had some fun, they've achieved the purposes of Peace Corps and they've helped to bring some balance to a development process that needs to keep up with the changing world."

Sector Updates

Note: ICE has received the publications described below since publishing the January/February edition of **ICE ALMANAC**. All are available through ICE to Peace Corps Volunteers and staff.

AGRICULTURE

AG070—Agricultural Extension in Developing Countries, by M.E. Adams. 1982 (Longman Scientific and Technical, Longman Group UK Limited, Longman House, Burnt Mill, Harlow, Essex CM20 2JE, England) 108pp. \$8.51.

One in a series of reports on intermediate tropical agriculture, to help farmers identify, analyze and deal with their production problems. Discusses the role of agricultural extension workers, the theory and planning behind agricultural extension work, and its management and application to rural development. Includes glossary, photographs and diagrams.

COMMUNITY DEVELOPMENT

CD033—The ABCs of Child Care Work in Residential Care, by Paul Lambert. 1977 (Child Welfare League of America, 67 Irving Place, New York, N.Y. 10003) 76pp. \$11.95.

Short, practical guide to working with youth in residential care. Discusses attitudes of child care workers and ways of handling such concerns as anger and violence, stealing, runaways, sexuality, family visitations, etc. Excellent for training purposes.

CD036—Career Education for Handicapped Children and Youth, by D.C. Brolin and C.J. Kokajka. 1979 (Charles E. Merrill Publishing Co., Columbus, Ohio 43216) 454pp. \$32.95.

Textbook for professionals working with youth. Presents career education as a sequence of planned, learned activities that prepare individuals for varied life roles. Proposes a mix of daily living skills (e.g. simple budgeting), personal-social skills (e.g. communicating effectively) and occupational skills.

CD031—Case Management in Human Service Practice: A Systematic Approach to Mobilizing Resources for Clients, by Marie Weil, James M. Karls and others. 1985 (Child Welfare League of America, 67 Irving Place, New York, N.Y. 10003) 407pp. \$27.95.

Comprehensive resource book on the theory and practice of case management, i.e. the system of providing client-centered and goal-oriented social services. Explains how to maintain and establish successful case

management systems. Slightly technical but useful in helping youth-serving agencies develop client-oriented services.

Small Project Assistance Program (SPA)

SPA is a unique program that joins the human resources of the Peace Corps with the financial resources of the Agency for International Development (AID). Established in 1983, the Program currently supports small self-help efforts through direct grants to community organizations in over 35 countries.

SPA consists of two components: the SPA fund, which directly supports community projects; and the Technical Assistance (TA) agreement, which provides training and technical advice to PCVs, staff and Host Country Nationals (HCNs) working on these projects.

SPA grants are made by PC/Country Offices to community groups working with PCVs in food production, small enterprise development, renewable energies and health.

Funds are available through PC/Washington to provide in-service training for PCVs and HCNs and to provide countries with program consultants. TA activities stimulate and/or directly support SPA projects.

For information on qualifying for a SPA grant or for Technical Assistance, contact the PC Country Office or the SPA Coordinator, OTAPS, PC/Washington.

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SPA Example: The villages of Haleda and Balawapati in Nepal are using SPA funds for construction materials to install water pipes and build latrines in two schools, which lack these facilities. The project also is providing the impetus for an educational program to teach children the value of proper hygiene and sanitation.



CD042—Child Advocacy: New Professional Roles for Helping Families, by Jack C. Westman. 1979 (The Free Press, Macmillan Publishing Co., 866 Third Ave., New York, N.Y. 10022) 431pp. \$24.95.

Although U.S.-oriented, this book presents a complete treatment of how to develop child- and youth-centered programs and the reasons for putting the child first in pro-

gram decision making. Topics include the need of youth for special programs and the developmental needs of children.

CD037—Child Development: A Text for Caring Professionals, by Robert B. Burns. 1986 (Nichols Publishing Co., P.O. Box 96, New York, N.Y. 10024) 319pp. \$36.50.

Concise text on child development, relevant for the layman. Topics include developing a child's concept of self and his or her sex role, using play as a tool in child development and dealing with behavioral problems.

CD032—Child Welfare: A Source Book of Knowledge and Practice, edited by Frank Maidman. 1987 (Child Welfare League of America, 67 Irving Place, New York, N.Y. 10003) 454pp. \$28.95.

Encyclopedia covering virtually all areas of child welfare practice and presenting theoretical knowledge in concise, practical terms. Particularly useful in working with youth in institutional settings. Topics include child abuse, child protection, residential treatment and adolescent problems.

CD039—Cultural Awareness in the Human Services: A Training Manual, by James W. Green. 1982 (Prentice-Hall, Inc., Englewood Cliffs, N.J. 07632)

Discusses issues involved in working with children of different cultures. Primarily designed for U.S. agencies providing services to minority groups but relevant to working with people of other cultures generally and being sensitive to cultural differences.

CD034—Guide to Teaching Early Child Development: A Comprehensive Curriculum, by Grace C. Cooper. 1974 (Child Welfare League of America, 67 Irving Place, New York, N.Y. 10003) 321pp. \$24.95.

Excellent overall presentation for child care workers to have them understand and teach child development. Describes practical activities such as role playing. Indicates sources of materials and outlines basic theories in the field.

CD041—Living with Children: New Methods for Parents and Teachers, by Gerald R. Patterson. 1976 (Research Press, 2612 N. Mattis Ave., Champaign, Ill. 61820) 114pp. \$9.95.

Basic treatment of behavior modification presented in question form to force self-examination and thought. Limited because of the question-and-answer format but potentially useful for working with parents and counselors.

