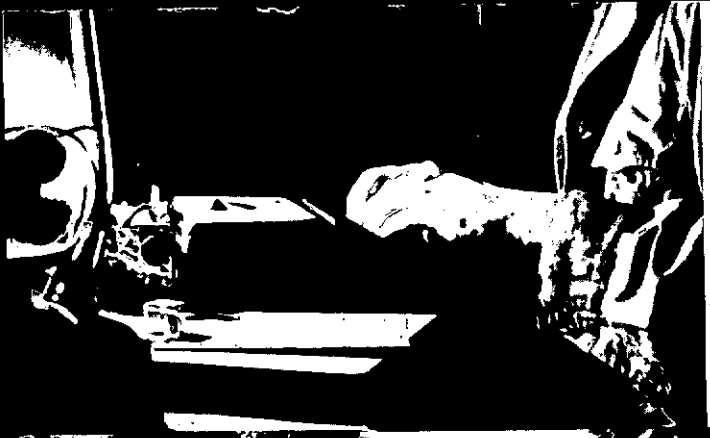
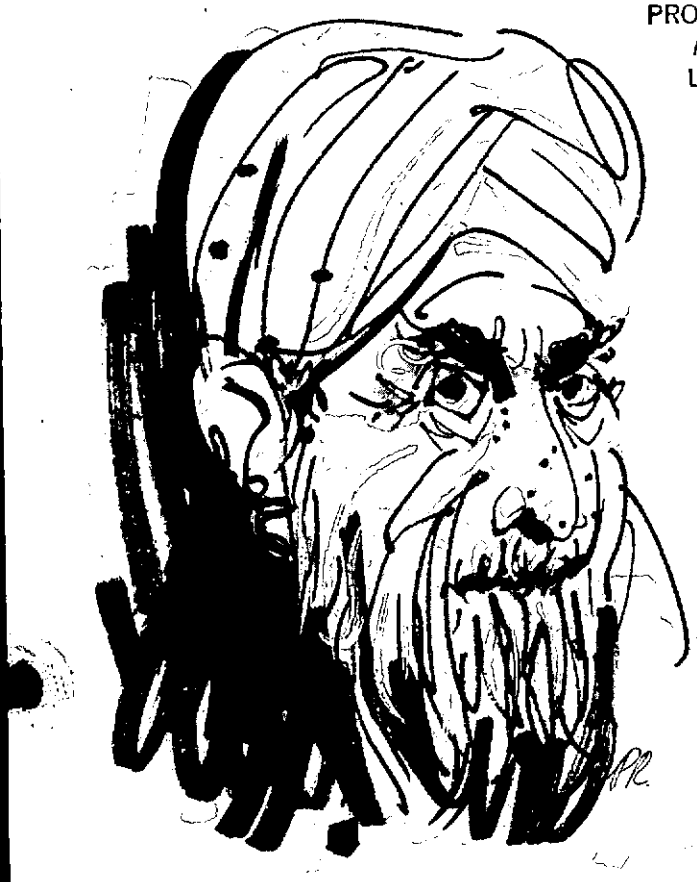


PEACE CORPS volunteer

NOVEMBER 1967



spectrum

A MAGAZINE OF PEACE CORPS/NIGERIA

By DAVID BERLEW

The high art of staff leadership

I have been asked to write about "communications techniques" as one aspect of staff leadership. Granted, technique is important. For the moment, however, I am more interested in *what* we as a staff communicate than *how* we communicate it. Some of us will fail as individual staff members because we do not know *how* to communicate. However, the Peace Corps—as an organization, a movement, an idea—will succeed or fail depending on what we communicate to Volunteers.

In contrast to the thoughtful, committed Volunteer of 1962 and 1963, the average recruit in 1967 is unformed and unsure about the Peace Corps and his role in it. It is better than other alternatives open to him, he will say, but he will generally not commit himself beyond that point. This means different—not necessarily weaker—Volunteers, but it also places more responsibility on the ability of staff members to influence and lead.

I am going to comment on the content of communication between staff and Volunteers. One way to categorize the content of communication is in terms of goals. Offhand I can think of three goals of communication that are particularly relevant to us: behavior and attitude change, problem solving and information dissemination. I will restrict my comments primarily to communication content related to attitude and behavior change.

High expectations

"We are what people expect us to be." This may or may not be true, but it is an indisputable fact that the expectations of other people have a powerful influence on what we think and do. Thus, if we consistently communicate to Volunteers our very high expectations of them, our faith in their capacity to do the difficult and occasionally the impossible, they will tend to measure up to our expectations. Too often Volunteers do not expect enough of themselves and we make a serious mistake when we too readily accept their self-assessment. Most Volunteers prior to joining the Peace Corps have never really been challenged. We have seen Volunteers meet great challenges and overcome them, often to their own surprise. We should communicate our faith in the Volunteers until they believe it themselves.

A word of caution: there is empirical evidence that people who are given challenging tasks perform better than people who are given unchallenging or routine tasks. But people who are given unrealistic tasks perform poorest of all; they tend either to give up or to look for reasons to rationalize their inevitable failure. We can't afford to be too romantic about Volunteers.

Reinforcement

Positive or well-placed and well-spaced support has a powerful effect on both behavior and attitudes. Negative reinforcement is not a very effective method of influencing behavior. Thus, we should make use of every available opportunity to reinforce positively the good things that Volunteers are doing. If we want to increase the probability that good behavior will be repeated or built upon, we should express approval and interest, while at the same time ignoring (rather than criticizing) less desirable behavior.

This does not mean that frankness has no role to play in Volunteer administration. Sometimes direct confrontation, like an electric shock, serves to wake people up to what they are doing and impresses upon them what others think of their behavior. Other times it simply serves to set limits on just what the administration will and will not tolerate. In most cases, however, frankness or direct feedback will be effective to the extent that it is *not* punishing but is sent and received as relatively neutral information.

Realistic optimism

Cynicism is probably the greatest threat to the Peace Corps. Staff members can *never* afford to indulge themselves in cynicism. Volunteers are never comfortable with their cynical, negative attitudes and therefore need to find similar attitudes in others to confirm the validity or appropriateness of what they feel; that is one reason Volunteers complain so much to each other. Most Volunteers don't like to admit it, but the opinions of staff members are important to them. If we continually refuse to confirm Volunteers in their cynicism, regardless of what form it takes, our influence on the overall tone of the program can be very great. It is not difficult to set a norm in a group, particularly if you are respected. The norm we should always strive for is that "sure, things are backward and different," but that is why we are here; quitters and perpetual gripers do not help to get the job done. Cynicism must be replaced by something else, and Volunteers will not accept mealy-mouthed romantic idealism. Nevertheless, Volunteers *are* idealistic, prefer to be that way, and react positively to the kind of realistic optimism that passes for idealism in most successful overseas staff members.

High-mindedness

I usually try to communicate the attitude that "You Volunteers have more important things to think about

than administrative details. Sometimes we foul up and you should tell us so, quickly and cleanly so we can adjust, and so you don't have to think about it any more than absolutely necessary." I like to think most of my Volunteers are slightly ashamed or embarrassed to complain about administrative details. This may make it more difficult for members of my staff, but I don't think so if they reflect the same attitude, perhaps in a somewhat less elevated way. Ultimately the director has to set the tone of the program and his order of priorities is communicated by the amount of air time he gives different topics. The more he talks about mechanics, the more Volunteers will think and talk about mechanics and feel perfectly comfortable doing so. All of this assumes, of course, a fairly rational administrative operation. Incidentally, this applies to Washington leadership as well as country staff.

Motivation

In my opinion, most Peace Corps staff members have an oversimplified view of Volunteer motivation. Most Volunteers are very highly motivated to be just the kind of Volunteers we want them to be. This is particularly true when they first arrive and are prepared to live in tree houses and eat bananas if that is what is expected and/or required of them. Volunteers do not lose their motivation; they become frustrated when they run into obstacles, sometimes in their environment and sometimes in themselves, that prevent them from becoming what they want to become. When it happens, they are usually forced to look for reasons to rationalize their failure: It's impossible, the host country nationals are too stupid and backward; Peace Corps programming stinks; it isn't important, etc. We tend to read this as lack of motivation. Usually it isn't. If we can help the Volunteer overcome the obstacles that are holding him back we will find his motivation unchanged (unless he has been frustrated too long). In dealing with "problem" Volunteers, we should spend more time working with them trying to identify obstacles and how to overcome them and less time worrying about their lack of motivation and classifying them as "good" or "bad" Volunteers.

Most Volunteers are slightly embarrassed to think or talk about such things as love or compassion or caring. Although they think it is square, it is just the reverse; hippie culture, anything but square, has recognized and accepted love as a means of influence as well as an ideal.

At a time when the civil rights movement is losing interest in nonviolence as a state of mind and a strategy, we should revitalize "flower power" as a central element of Peace Corps philosophy. Jack Vaughn has done this in several of his speeches. While square Volunteers may be initially embarrassed, it is my experience that they are eager to accept love and acceptance as a personal philosophy and a working strategy. It gives substance to feelings they have that they cannot articulate and which are, as a result, often surpassed.

Individualism

Volunteers think of themselves as highly independent, anti-authoritarian, anti-organization individuals. As staff members we should not undermine this myth, but it is not necessary that we believe it. The fact is that Volunteers as a group are surprisingly tolerant of organization constraints and administrative mickey mouse. There is, however, one pre-condition: they must be given a rationale that they can accept for any policy or procedure. Volunteers will accept or at least live with anything within reason if it is discussed with them and they have a chance to react. If a large majority of Volunteers cannot be persuaded that a given policy is justified, one of three things is wrong: (1) the policy is misguided; (2) you have not properly thought through the policy and the reasons for it and therefore cannot articulate them clearly and forcibly, or (3) the Volunteers are resisting you and your administration, not the policy.

What we communicate to Volunteers is not unrelated to what we communicate to the American public and host countries. It is appalling that so little that is not misconception is known about the Peace Corps after six years. Perhaps it is a reflection of how little we know about ourselves. The general topic is worth a great deal more thought.

David Berlew directs the Peace Corps program in Ethiopia. Before joining the agency as head of the Turkey program he was a management consultant and an assistant professor of industrial management at the Massachusetts Institute of Technology. He holds a Ph.D. degree from Harvard University, and previously taught psychology at Wesleyan University, his alma mater. He presented the above remarks at a recent Africa Regional Directors' Conference in Abidjan, Ivory Coast.

PEACE CORPS
volunteer
NOVEMBER 1967

Volume VI Number 1

Published monthly by the Office of Volunteer Support, Peace Corps, Washington, D. C. 20525.

Stuart Awbrey, editor; Pat Brown, associate editor; Dolores Calisto, editorial assistant. Design by Paul Reed.

Correspondents: **BOLIVIA:** Frank Keim. **BOTSWANA:** Ray Bertram. **BRAZIL:** Tom Grill, Bob Waterman, Gary Duncan. **BRITISH HONDURAS:** Elliott Chamizo, Frederick Johnson. **CAMEROON:** Marshall Marvelli. **CHAD:** Nathaniel Dubin. **COLOMBIA:** Dean M. Gottehrer. **COSTA RICA:** Gary Kesselman. **DOMINICAN REPUBLIC:** Steve Lawrence, John T. Turner. **ECUADOR:** Dennis Shaw. **EL SALVADOR:** Mark Schneider. **ETHIOPIA:** Michael D. Prewitt, Susan Biasini, James McCaffery. **GUATEMALA:** Yvonne Jelliffe, Jim Jaffe. **GUYANA:** Michael Koepper. **HONDURAS:** Mike McKinney, Drew Days. **INDIA:** Richard McWilliams, Tomas Sennett. **IRAN:** Chris Langley. **JAMAICA:** James Jordan, Carolyn Tierney. **KENYA:** Leslie and Sandra Greenberg. **KOREA:** Margaret Wheatley. **MALAWI:** John A. Osborn Jr., David Vick. **MICRONESIA:** Robert Evans, Tom Goltz. **MOROCCO:** Joe Kimmins, C. Frederick Christie. **LIBERIA:** Shirlee Cochrane Eames. **NEPAL:** Mickey Humphrey. **NIGERIA:** George Chuzi, John Shaw. **PANAMA:** Bea Nyburg. **PARAGUAY:** Dorothy Graham, Joe McGovern, Sandra Gill. **SENEGAL:** James Moriscato. **TUNISIA:** Jerald Posman, James Herzog. **TURKEY:** Lawrence Simmons, Jeff Thompson. **VENEZUELA:** Jon Halter, Minka Norman.

ON THE COVER: At the top, a "methods" Volunteer (see R. C. Ronstadt's article beginning on page 8). At center, correspondent Tomas Sennett's photo of a village well in India. Below, an illustration of Afghanistan's "keeper of the keys" (article on page 16) and, at lower right, the cover of the quarterly publication in Nigeria (see pages 12-14).

A summary of 4,260 termination conference questionnaires

What PCVs think of their service

The most recent compilation of Volunteer attitudes toward their service has indicated once again that Volunteers are less concerned about personal adjustment to life overseas than about the problems associated with their work there.

A survey of 4,260 Volunteers who completed service in 1966 discerned a continuing preoccupation with job-related problems, reinforcing a pattern established by Volunteers who completed service during the 1963-65 period. The class of 1966 turned out to be as job-oriented as their predecessors. And they were less concerned about the problems of food, shelter and health—the "survival" worries that absorbed the Peace Corps in earlier days.

The job-related problems included: not enough work to do in the job, lack of support from host country officials, frustrating work experiences, lack of results, lack of effective working counterparts, inappropriateness of the job, being underqualified for the job and failure of host country nationals to help themselves.

The trends in these and other attitudes among Volunteers were reported by Timmy Napolitano of the Peace Corps Division of Research, whose findings were based on data drawn from questionnaires answered by the 4,260 Volunteers from throughout the world at completion of service conferences last year.

The questionnaires are filled in anonymously and the results are tabulated immediately for use as a basis for discussion at the conferences. They are later reviewed by overseas and Washington staff.

Volunteers are more likely to focus on job problems than on personal adjustment problems.

An earlier worldwide survey was published last year (THE VOLUNTEER, August, 1966). In her latest report, Mrs. Napolitano weighed the responses contained in the 1966 questionnaires with those of earlier years. She concluded that the shifts in Volunteer attitudes toward their life and work were more gradual than dramatic. "It would seem," she said, "that the basic ingredients of a Peace Corps tour have not radically changed over time."

If the ingredients of a tour have not altered dramatically, the people and the programs have, and the survey reflects certain changes in Peace Corps operations. For example, the diminishing concern with personal adjustment problems is at least partially a result of refinements in selection, training and staff support.

Another readily measurable change is in language. In the earlier study only 38 per cent of all Volunteers reported "excellent" or "good" fluency in language. That increased to 45 per cent with the 1966 group.

Men seem to be slightly more positive about their Peace Corps service than women. But men consider dating a serious problem more frequently than women.

By job category, teachers comprised more than half of the Volunteers in the study, and their responses were weighted by the opinions of teachers in Africa, which had the heaviest concentration (44 per cent) in this group.

After assessing Volunteer answers about how well they got to know host nationals and vice versa, the report concluded that teachers did not rate themselves highly on either score.

In a breakdown by regions, figures showed that teachers in Africa were the least likely of all to get to know host nationals. But at the same time they were the least likely to find their job a problem, whereas Latin America teachers were more troubled with the job.

Teachers, particularly those in Africa, were also less likely to be fluent in the local language or to consider language very important either on or off the job. Only 21 per cent of the Africa teachers rated their fluency "excellent" or "good," compared with 37 per cent for all teachers and 45 per cent for all Volunteers. The study also found that elementary and secondary teachers were the least fluent and felt the language less important on and off the job than did teachers at the university, adult or physical education levels.

The idea of the Peace Corps remains more powerful than the experience: 94 per cent of the Volunteers who completed service in 1966 would join again knowing what they know now, but only 82 per cent would serve in the same country and only 75 per cent would choose to do the same kind of work.

Among community development Volunteers, who were mostly in Latin America, several variances emerged between urban and rural workers. The

urban workers were less likely to say their work was of significance. Only one out of four reported being "very satisfied" with his or her Peace Corps service. Seven of ten of the urban workers would join the Peace Corps again in the same type of work knowing what they know now (less than the worldwide average); only half thought their jobs should be filled by another Volunteer.

But the urban community developers reported greater ability and attached a greater importance to language than did their rural counterparts, and they were more likely to consider living with a host national as "an ideal living arrangement."

Volunteers in health again emerged as a unique and not altogether satisfied group. The health worker was least likely among all types of Volunteers to say that he or she made a contribution to the country's economic or social development. Still, the 1966 terminees seemed somewhat more pleased with their service than did their predecessors. Of the latest group, 26 per cent reported themselves "very satisfied" with the way things turned out, compared with 18 per cent for 1963-65 group. The report noted that three-fourths of the health workers were women, mostly nurses, more than half of them were in Latin America, and their educational level was lower on the average than that of other Volunteers.

Africa Volunteers used to worry more about transportation than anybody else. But now it is cited as a problem more frequently by Volunteers in Latin America.

Among job types, Volunteers in cooperative development appeared well satisfied and considered themselves to have fewer problems than did Volunteers in other jobs. This was especially true of co-op workers in Latin America. Altogether, the co-op Volunteers were more likely to be fluent in the language and to consider it more important than other Volunteers.

Eighty-six per cent of the Volunteers in agriculture said their work contributed to the social or economic development of the host country. Next to teachers, they reported the least language competence of any group, and only two out of three of them said that language was important on the job.

Comparisons were also made by sex. The report suggested that factors other than sex accounted for most of the variations in responses by men and women though in general men appeared slightly more positive about their contribution to social or economic development and more satisfied about their Peace Corps service. In categorizing problems as "serious," "minor" or "no problem at all," variations between male and female responses proved minimal. However, men considered several problems "serious" more frequently than women. These included dating, Peace Corps local and Washington policies, lack of support from host country officials and transportation for job effectiveness. Women found the frustrating work experience more of a problem than men did.

Volunteers in Latin America think the local language is more important and think they speak it more fluently than Volunteers elsewhere.

The above assessments of Volunteer attitudes are based on the type of work they do, but clearly the area in which Volunteers serve contributes to their attitudes, too. By breaking down questionnaire responses on a regional basis, other patterns developed.

For example, Volunteers in East Asia (which at that time included Thailand, Malaysia, the Philippines) liked where they were; nine of ten would have served again in the same country. A higher portion of East Asia Volunteers also liked the idea of living with a host national, and two-thirds of them felt they accomplished the goal of learning about the host country "very well."

But these same Volunteers, especially the teachers, were the least likely to want to be assigned to the same type of work again. Only one in four considered language very important on the job, only one in two considered it very important off the job.

Urban community developers are less likely than their rural counterparts to say their work was of great significance. But they are more likely to say they are fluent in the local language and to rank language as "very important" on and off the job.

East Asia Volunteers were least likely to say that their jobs should be filled by another Volunteer. The report concludes that "presumably the East Asia Volunteers' general sense of well-being reduced the chances of frustration in their jobs."

In Africa, the job was the biggest source of satisfaction—four out of five Volunteers felt their work had contributed to the social or economic development of the country. But they didn't think host nationals got to know them nor did they think they got to know the Africans very well.

In language, few Volunteers in Africa rated themselves fluent and most thought language was not important. Says the report: "The Africa Volunteer seems to conceive of his job in very narrow terms which do not include an exchange with the Africans. This view is reinforced by the African Volunteer's view of what should constitute an ideal living arrangement for Volunteers." Only 1 in 25 considered living with a host national ideal; the ratio was 2 of 5 in East Asia. Fewer of the Africa Volunteers would have joined the Peace Corps again, but if they did, four out of five would have volunteered for the same kind of work.

Teachers, particularly in Africa, are less likely than other Volunteers to be fluent in the language or to consider language very important either on or off the job.

Three out of four Volunteers in the world reported having at least one depressed period during their service. It appears that the greatest number of Volunteers are depressed around the third month.

Africa Volunteers were more likely than any others to check Peace Corps policies, local and Washington, as "serious" problems.

As for Latin America, about four out of five Volunteers said their work made a contribution to development (same as Africa). Most of them saw language as critical both on and off the job and they saw themselves more fluent in the local language. Most (84 per cent) would serve in the same country again, knowing what they know now.

The report concludes: "In terms of overall objectives of the Peace Corps, the figures suggest that the Latin America Volunteers, in their judgment, come closest to being Volunteers in the fullest sense."

Because of the wide diversity in geography, culture and jobs, the attitudes of Volunteers in the North, Africa, Near East and South Asia Region (ranging from Morocco to Turkey to India), were more difficult to assess as a unit. Altogether, they were least likely to want to serve in the same country; along with the Volunteers in East Asia, they were least likely to feel they had made a contribution to development. They were slightly less likely than others to say they were "very" satisfied with their experiences as Volunteers but, like other Volunteers, they would want volunteer again.

The Volunteer in health is least likely of all Volunteers to say that he or she has made a contribution to the host country's economic or social development.

One discrepancy was in community development. While 54 per cent of CD workers in Latin America would like replacements, only 36 per cent in NANESA wanted another Volunteer to follow them.

Another area that received attention in the report was titled "The Peace Corps Blues" and it dealt with periods of depression. Volunteers are asked if they had any periods of "psychological difficulty (being down in the dumps,

Volunteers in the Philippines, Thailand and Malaysia liked their locale better than Volunteers elsewhere, but they were less enchanted with their work.

A new program

Prime Minister Leabua Jonathan and Jack Vaughn toast after signing an agreement in Washington for the first Peace Corps program in Lesotho, Africa's newest state. In the center is Dave Sherwood, a former Volunteer who will direct the new program. Prime Minister Jonathan later opened the training program for his country in California and among other things he urged trainees to place a lot of emphasis on the local language, Sesoto. His comment: "One mistake which the British made during their 100-year rule in Lesotho was that they never bothered to learn or speak Sesoto . . . They did try to introduce some very good projects. They were rejected. Why? Because they kept on addressing us in English. We are not Englishmen; we are Lesotho."

earful, discouraged)" since they arrived overseas and, if so, to chart these eriods. This question was designed discover whether there are predictable periods of stress.

Three out of every four Volunteers reported at least one period of depression during their service. Slightly more than half of these reported only one depression. The length of the depression periods varied; answers indicated that the more depressions a Volunteer had, the more likely they were to last only a short time (one month).

Cooperative development Volunteers, especially in Latin America, indicated greater satisfaction with their service and considered themselves to have fewer problems than do Volunteers in other jobs.

Photo by Mort Broffman

'A sense of the possible'

Here are some comments made by Director Jack Vaughn before the House Foreign Affairs Committee on September 19:

For the Peace Corps, an accounting is somewhat like a fossil. It hardly conveys the shape, and never, the spirit of the organism it purports to represent. The nature of our agency is constant renewal: We measure achievement abroad not only in significant performance, but also in positive changes of attitude. Each affects the other. Also, needs abroad hardly are static; the jobs Volunteers do are transformed, become more serious, more structured, more critical. The perspective of college people shifts—no less idealistic, yet much more pragmatic.

We seek to grow this year by some 18 per cent, to a Corps of 17,150 Volunteers and trainees. This will be of greater significance to our anticipated 50,000 applicants than the price we are asking their country to pay: $118.7 million, an increase of 8 per cent over last year. To Volunteers overseas, it is important that we build up their field support by increasing the size of overseas staff. But to us at home, it means just as much that the Washington staff will be no larger in 1968 than it was in 1963.

Young people are coming to the Peace Corps in 1967 because it is there, *a proven idea; an exciting but working reality; not a novelty, hardly underway, but an organization, getting things done. Moreover, it is an expression of themselves—not so much a searching as an affirmation. Just as this nation, something was right about the idea all along. Now it has shape. The Volunteers' identity with the nation is unmistakable. They even seem to dismiss in their minds the idea of the Peace Corps as a government agency. They seem to skip the structure and identify with the spirit—a logically American outlet through which both they and the people they serve abroad "become the very best that is within them to become." In the words of one, "There really always was a Peace Corps. Only now it's tangible."*

We know by now that the Volunteers are good on the job. We also know that their prime skill is their attitude. I have said that our work is people. So is theirs. If they have any specialty at all, it is to convey a sense of the possible. In doing so, occasionally they confront old ways head on—a mistake, for bureaucracies everywhere regret having more help while enjoying it less. It will be our own job to supply Volunteers with more sophisticated techniques for improving systems from within.

There is more than a paradox to the Peace Corps' direction, yet I would not depart from it: The same spirited people who hardly acknowledge us as government—who perhaps could not care less for "Washington" or "the bureaucracy"—those very people are becoming a vital force in the achievement of goals "Washington" and the rest of the nation wish so desperately to attain. Time will judge them, but we who have served near them know how to place our bets.

And so long as the Peace Corps continues to attract people who see it, themselves; who serve in it with tangible results; and who leave it, convinced that the idea was right in the first place—in brief, so long as the Peace Corps Volunteer continues to be good news for people overseas and at home, we shall give him his head, reserving our own for costs, contracts and the risks supporting the young inevitably entails.

Evolutionary stages of Peace Corps efforts in community development

Toward effective CD

By R. C. RONSTADT

Since its inception the Peace Corps has searched for a more effective role in the underdeveloped world. Though a considerable amount of agency maturity has been achieved, the search has failed to uncover anything approximating a final solution.

Considering the newness and complexity of the Peace Corps undertaking, the process of growth by adaptation and experimentation is likely to continue, and only through limited, hard-won insights by Volunteers and staff will the agency assume a defined, meaningful role in the underdeveloped world.

Over the past six years the Peace Corps has diligently searched for this role in community development. As might be expected, this kind of experimenting has resulted in considerable variation in successive generations of Volunteers, changing their styles, their approaches to development, even the way they envision their roles in the underdeveloped world. At least four times, training and policy adjustments have been altered to such a pervasive degree as to effect a new kind of Volunteer role.

The first wave

Beginning with the agency's first policy pronouncements and hastily established training programs, a distinct type of community development Volunteer was formed. We can call him the "hammer and shovel Volunteer" since he hit the shores of underdevelopment with little more than these tools. Encountering quick disappointment when his "show-'em-by-example" method hit a cultural brick wall, he could still claim to have gained high acceptance for the Peace Corps in the eyes of host country nationals. In the eyes of the development experts, however, the "hammer and shovel Volunteer" was not exactly a star performer.

'By the book'

To nobody's great surprise, the "community development professional" then came into being and subsequent Volunteer groups soon found their shovels being tactfully replaced by dozens of notebooks filled with the latest in community development theory. "You don't dig, boy. You get 'them' to dig. All you have to do is follow the manual."

Perhaps with another ten years of development experience under his belt, the "by-the-book" CD Volunteer could have followed the manual. But the sight of the generalist Volunteer struggling with theories designed by and for experienced professionals slowly assumed absurd proportions. Peace Corps administrators could not ignore the situation indefinitely.

Hammer and shovel

The move to agencies

The reaction to this melodrama-turned-comedy was *not* a comprehensive change in methods. (There were no more methods left.) Rather, Peace Corps staff made a strong move to provide the Volunteer with a defined work position by placing him with national or regional host country agencies. And so, the "institutionalized Volunteer" was born.

His immediate patrimony, however, was not to be envied. The "institutionalized Volunteer" was not only charged with bringing the spirit of development to his community, but bequeathed the role of widening the developmental horizons of indigenous agency "counterparts." The label applied to this process was "institution building," which has remained little more than a vague concept for Volunteers who, left with antiquated community development manuals, feel something like a building contractor with the wrong set of construction plans.

Despite this defect, the move into structured "institution building," like the prior move from shovels and hammers into pure community development, constituted a step ahead for the Peace Corps, putting the agency on a more mature developmental level while moving the Volunteer closer to an effective role in the underdeveloped world.

CD professional

All this would have a happy ending if the last six years had not also bluntly demonstrated the inadequacy of these efforts. As long as the men guiding the Peace Corps were content to build

an image, spread some understanding of U.S. culture across the lives of host country nationals, expose Volunteers to a foreign culture, teach a few illiterates here or there, start a sports club or small library, bring in a little outside assistance, or make an unrealistic, ineffective stab at trying to get "the people" to appreciate and deal with their own problems, then Volunteers had their moral Camelots. For Volunteers were doing something in their little kingdoms. On a microscopic level, their labors were beneficial. But no one could say they were widely effective; no one could claim the Peace Corps was successfully working on an impact level against the hard-core problems facing emerging nations.

It was not until the Peace Corps reached its fifth birthday that the agency first felt the pressure to be-

Institutionalized

come seriously involved with development or face a possible crisis of existence. Suddenly, the free ride taken in the name of organizational immaturity was over. Washington now wanted impact results, and overnight the pressure was placed on in-country staff members to "get results" out of their Volunteers. Official transubstantiation was ordered: changing the body and substance of an organization initially built to succeed primarily in the eyes of the U.S. public and the world, into an organization which is supposed to work miracles with the hard-core problems of underdevelopment. After five years of hit-or-miss success, the word came down the line to Volunteers. The word was "produce." No one was sad about it. Just a little bit confused.

Part of a plan

In this transitional period, the Washington Office of Planning and Program Review has initiated the latest modification affecting the Volunteer's role within the agency. Now each "planned and programmed Volunteer" will no longer work in his own private developmental world but will be a member of an integrated national or regional plan. Composed of several program areas outlined by Peace Corps and host country leaders, the overall Peace Corps plan will be designed to fit the agency's limited resources to the development needs of each host country.

Planned and programmed

Another fine innovation and a solid idea. For the first time, the Peace Corps is asking some soul-searching questions: What can we do best for this host country? How many Volunteers are required to do the job? What priority does the job carry? How much will it cost? Who will be involved? At what particular target populations will Volunteers aim? What will be the Volunteers' roles? How will they do the jobs?

But that last question, "How will the Volunteer do the job?," is an important one. Before we drift too far afield with the logical psychedelics of planning and programming, let us descend back into the everyday realm of the Volunteer's daily grind and ask, "What about Volunteer working methods?" How will the Volunteer achieve the goals outlined by planning and programming?

Aside from an occasional rhetorical reply, silence greets the ear. For there are no methods.

As the planned and programmed Volunteer is being heralded, it appears the Peace Corps has forgotten its own short history; in its frustrating search for identity, in its desire for a winner to satisfy a scrutinizing, budget-cutting Congress, the Peace Corps is once again suggesting that the final solution is at hand.

But for Volunteers who recall the high-sounding promises of community development, planning and programming is yet another example of fanciful professional speculation. This time, however, Volunteers are not just being their old critical selves. They are downright suspicious, and it is easy to conjure images of ill-fated staff members two years hence, all straining in deep thought, tapping receding hairlines, and asking, "But are planning and programming really enough?"

Methods

That they are not is one of my principal contentions. Improved planning and better execution of development programs are unquestionably vital keys in the overall national growth process, but they are keys which only open the door of development part way. Like a compass, planning and programming only point the Volunteer in the right direction. They do not tell him *how* to reach his destination. Crossing the natural barriers of underdevelopment requires more than knowing the direction of magnetic North and then rushing off into the elephant grass. The main question —how to work effectively in the world of underdevelopment, what methods to find and use in urban *barriadas* and rural towns—remains unanswered.

What's more, it will remain unanswered. For neither planning nor programming answer by themselves the call for new techniques and workable methods in the infant science of development. Planning and programming will undoubtedly create efficiency by giving the Peace Corps better direction against the problems of underdevelopment. But what exactly are the planners trying to make more efficient? The Peace Corps is not an agency of skilled professionals or technicians; it has few specialists in civil engineering, architecture, etc. The vast majority of Volunteers are recently graduated A.B. generalists, people who have studied the humanities or have a broad knowledge of the social sciences; people without readily

applicable skills, yet with a broad view of life which makes them available to deal with host nationals on a cross-cultural basis; people willing to put up with hardship, willing to work and live in places where educated host nationals or U.S. technicians have no desire to work and live. These are the people most attracted to and most easily recruited into the Peace Corps.

We can argue hypothetically whether the A.B. generalist is an attribute for the Peace Corps, but in the here-and-now expediency of operations, the speculation is idle. For better or worse, the Peace Corps has the generalists. If it will be for "the better," then the immediate tactical problem confronting the Peace Corps is not the generalist himself, but how to find and give "our resource" some viable work methods with which he can achieve meaningful results.

In the past the Peace Corps has relied on two inherent Volunteer characteristics to serve as work methods: Volunteer prestige and cultural empathy. In traditional cultures Volunteer prestige is another way of saying social mobility, while cultural empathy is supposed to endow the Volunteer with the necessary insight to build a working (love) relationship with his neighbors. These are important characteristics, ones which future Volunteers should retain and exploit. Nevertheless, overall Volunteer work effectiveness during the last six years has also demonstrated the shortcomings of Volunteer prestige and cultural empathy as developmental tools. Unfortunately, one does not find very much method in empathy, and prestige only opens doors; it does not tell the Volunteer which door to choose or, more important, what to do afterward. Obviously, more is needed if the Peace Corps sincerely wishes to be poised to work effectively against the challenge of underdevelopment.

The methods Volunteer

The main problem is filling the vacuum left by traditional community development theory with workable methods forged by the Volunteer. I am suggesting that the Volunteer must fill this methods vacuum himself. No one else is going to give him new methods; no one else has them. No one else can get them except the Volunteer, the methods Volunteer.

What is the methods Volunteer? Let me first say that he is *not* a full-time researcher, but something of a split personality whose dominant part conceives of a Volunteer as one who has the rudiments of one project-oriented skill (e.g., agricultural extension, cooperatives, 4-H clubs, etc.) and who attends to his community agency work on a full-time basis. Yet every so often, an alter-ego methods Volunteer arises. Or perhaps he is always there, somewhere in the background, whispering, sometimes shouting: "Hey there, super-ego Volunteer, what are you doing? What do you expect to accomplish by working in this project? Could other Volunteers work similarly in different sites under varying conditions? How would they go about it?" And so on, until some answers are found and written down.

Secondly, all Volunteers do not have to be split personality methods Volunteers. If a new Volunteer decides to remain sane because he does not feel "disoriented" toward the methods Volunteer enterprise, this is perfectly acceptable. To be a methods Volunteer does not mean that a prospective Volunteer must assume a new role, but only share an attitude . . . . an attitude which says he is willing to work to find greater meaning in his work by defining and preserving his endeavors in written form. As such, Volunteers will carry much the same functions they have in the past. There will be no need for the Peace Corps to change its operational machinery drastically in order to assimilate the methods Volunteer. In the final analysis, the methods Volunteer is only a complement, a built-in feedback mechanism for good programming.

Currently, programming possesses no such mechanism. Yet good programming depends heavily on available and reliable data. And for the vast majority of potential program areas in the underdeveloped world, this data does not exist.

The needed data will be provided only if Volunteers take (and are permitted to take) an active part in the overall programming process. Volunteers can play an optimum role in this process by assuming the attitude of a methods Volunteer, for whom making an effective journey toward national development goals means, above all, searching out and testing the grass-roots processes of development and learning the best ways to overcome the natural barriers of development. This means learning how to get solid "firing line" results from old, stubborn questions: how effectively to curb the population explosion, to produce more food, to improve local communications, to handle educational improvements and expansion, etc.

Methods Volunteers would be able to help solve these questions on the local level. No one else would be in a more qualified position—not because Volunteers are skilled researchers, but because they are actually living in urban *barriadas* and rural villages, working and experiencing life in the laboratory of development itself. With thousands of potential methods Volunteers located throughout the underdeveloped world, the Peace Corps is uniquely in the position to learn about the processes of development and to record its observations in a systematic, rational manner.

Training analysts

Though it is in this enviable position, the Peace Corps will never see the methods Volunteer become a reality unless future Volunteers are convinced that they must analyze and record their endeavors. This presents a problem for the Peace Corps since, like most "non-organizational" people, Volunteers are not very keen on report writing. Moreover, this attitude will not be changed by merely sending requests to field Volunteers to analyze their work during their last four weeks of service. To change this attitude, future Volunteers must be convinced from the beginning of their Peace Corps experience of the agency's need to uncover methods of change and to record them in written form. That is, the prospective Volunteer must be told during recruitment why Volunteers must analyze—not merely describe—what they are doing. He must be informed during training why Volunteers have a personal responsibility to explain what they feel they are contributing, not only to their host countries and communities, but to the general fund of developmental knowledge.

Nor should efforts to convince the future methods Volunteer of his writing responsibility stop at the training site. When the methods Volunteer arrives overseas, he must encounter organizational incentives for research and written analysis. The methods Volunteer will require at least two incentives: a Volunteer journal and an "operations officer."

A Journal. Currently there is no functioning Peace Corps journal where Volunteers can set down their work approaches and concomitant results in a systematic manner. Certainly a trade journal that is a working vehicle of Volunteer expression for Volunteers regarding development would greatly stimulate the methods Volunteer's drive to preserve his endeavors. This can be achieved by altering the present form of THE VOLUNTEER magazine or by starting a new publication aimed directly at the field, appearing perhaps on a quarterly or thrice yearly basis.

It would be easy to delude ourselves by imagining that most of what appears in our Peace Corps journal would be high-grade material. I doubt that this will be the case. But no matter how naive or unsophisticated the final results, the possibility strongly exists that more capable hands can better analyze and fashion Volunteer findings into relevant conceptual materials, for it is the experience of the methods Volunteer himself which constitutes the *sine qua non.*

The Operations Officer. Throughout the underdeveloped world, individual or small groups of Volunteers have already taken the initiative in analyzing the processes of change. Unfortunately, the work of these unofficial methods Volunteers is not coordinated, and often is hindered or goes unnoticed by the quietly disinterested organizational viewpoint of the Peace Corps. To this day there is no staff position on the host-country level concerned with seeking out, encouraging and organizing Volunteers who are trying to discover new work approaches or who are interested in working in a manner somewhat different from the past. Everyone agrees that the Peace Corps needs in-country "programming officers." Just as necessary from this viewpoint are "operations officers," skilled individuals who can guide, support, and act as the organizational voice for those Volunteers who are uncovering new data, searching out new pathways, learning how to work in the underdeveloped world in a new, more meaningful way.

Appeal to intellect

What would be the ramifications for the Peace Corps once these steps were taken, once the methods Volunteer and the search for developmental pathways were adopted?

I believe such a decision would challenge Volunteer imagination to instill a new meaning into Peace Corps service without altering the basic fabric of the agency. For instance, the Peace Corps would be armed for the first time with an intellectual appeal which would improve recruitment's position to do battle with its chief competitor: graduate schools. Although there are some obvious moralistic, idealistic and even realistic reasons for joining the Peace Corps, there are no easily seen intellectual reasons (related directly to Peace Corps work) for choosing to isolate oneself for two years in the Andean or Himalayan highlands. The search for developmental methods is an intellectual endeavor which can offset this imbalance.

Second, training sites would be obliged to prepare future methods Volunteers in one or two designated program areas. It is popular today to talk of the gulf which separates training from the realities of the field. But once the gulf between recruitment and training is narrowed, once prospective Volunteers reach training already aware that the search for developmental methods will be one of their major overseas goals, then training sites will be forced to provide specific project knowledge, rather than hastily covering a multitude of topics and skills or an overworked treatment of the concept of community development.

Third, at present most developmental insights and knowledge gained by Volunteers during their overseas duty leave the agency with the Volunteer at termination. In spite of termination conferences and reports, this is practically unavoidable in any organization with such a rapid turnover rate. Although the Volunteer generally fulfills his two-year contract, two years is still a short time. With a working journal, the methods Volunteer can lend a degree of permanence to the Volunteer's fleeting tour of duty by keeping new ideas and fresh discoveries within the agency long after he has returned home.

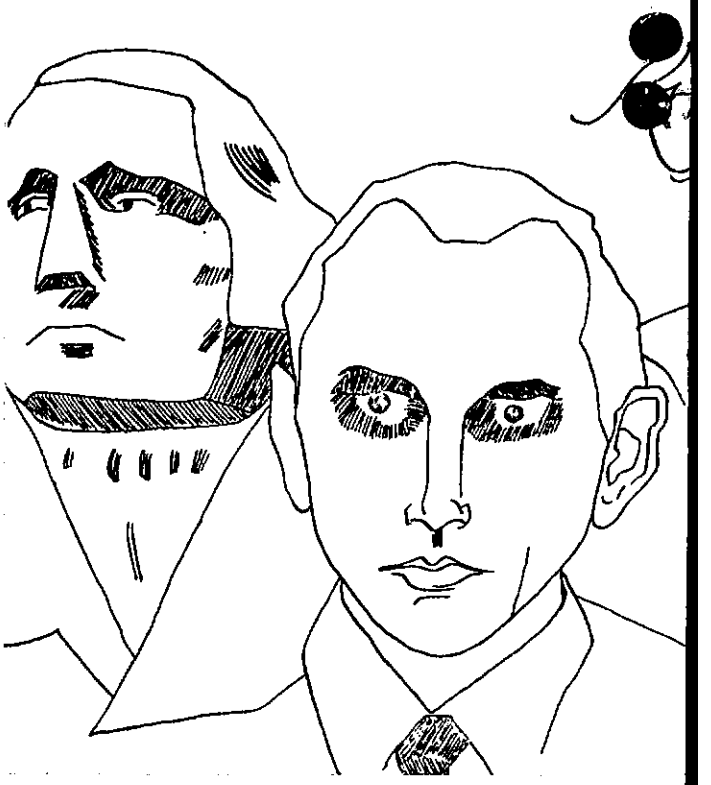
Fourth, there is a popular conception that all Volunteers, and especially successful Volunteers, continue working furiously until the day they go home. To the contrary, it is not unknown for a successful Volunteer to complete a project two or three months ahead of termination. In the past, this has resulted in the Volunteer's either "sitting out" his contract or requesting an early termination. In both cases, the Peace Corps incurs a financial loss and a loss in developmental potential of an experienced Volunteer. Since the methods Volunteer will be more involved in the research process (particularly the writing aspect) in the last four or five months of his tour, this problem will diminish. Also, by utilizing experienced methods Volunteers for researching in-country staff difficulties, the loss in dollars and Volunteer potential can be further reduced. An example of the latter would be methods Volunteers testing the best ways to conduct Volunteer site surveys. If guidelines were found, it might prove feasible for experienced Volunteers to assume more responsibility in an area which is currently troubling field staff.

Unifying force

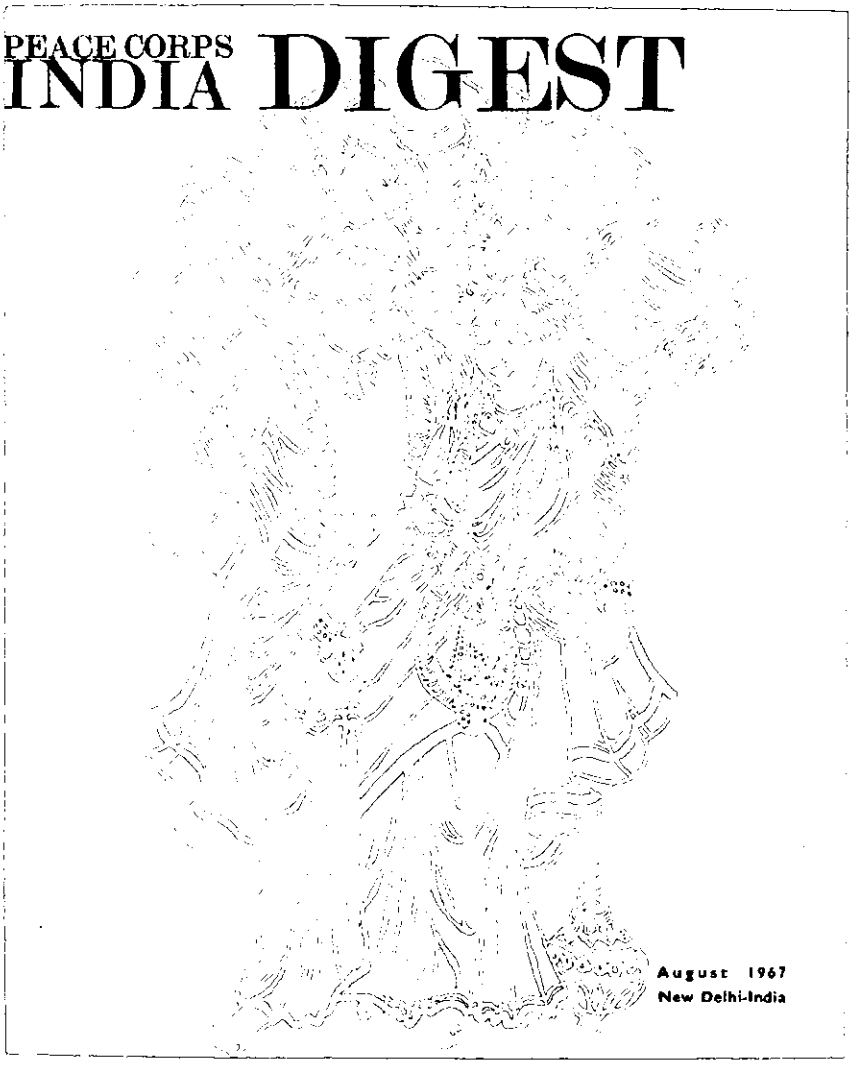
Finally, but perhaps most important, the task of fashioning developmental techniques for local-level application can provide the Peace Corps with an unifying force which would give greater common meaning to Volunteer work. Whether in the Ivory Coast, Thailand or Peru, Volunteers would no longer be isolated from one another, but would encounter greater solidarity of purpose and identity in an organized effort to define actively the developmental process. For, in the end, it will be the Volunteer who must unite the 57 Peace Corps principalities into the single homogeneous and revolutionary organization the Peace Corps was meant to be. In the quest for unity and a defined role, learning how to promote change can be the rallying point for tomorrow's methods Volunteers; how to work and what methods to use in rural towns and urban *barriadas* will be the methods Volunteers' common objective; how to justify their work in terms of impact-developmental criteria will be a common challenge; how to demonstrate their work in written form—a personal responsibility.

R. C. Ronstadt was a community development worker in Chimbote, Peru, and after completing service he was a research assistant in the Peace Corps program office in Lima. He is now doing graduate work at the Institute of International Studies and Overseas Administration at the University of Oregon.

New trends in Peace Corps print



India's national monthly uses color in cover art

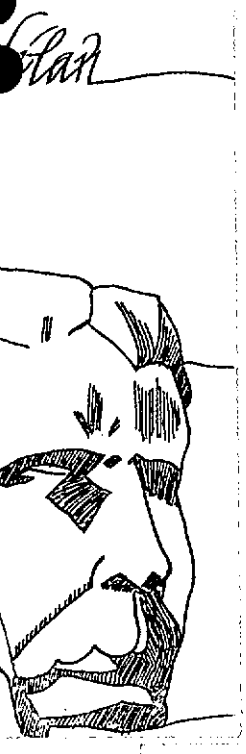


Is the current generation of Volunteers more prol its predecessors? The newsletters which hav around the Peace Corps world during the last s would seem to indicate that this is true; if Volu writing more, they are at least publishing more. A THE VOLUNTEER came up with a worldwide tot letters, including 20 regional newsletters (India h Philippines has 10) which complement the nationa in those countries. Some countries—Brazil is gional or group newsletters only.

Field publications come and go; titles, format change as editors and readers begin and end the service—or their interest in editing and readin tions. Also, Volunteers and staff hold a variety cerning the function of newsletters: the publicati rejected as a waste of Volunteer time and energ been criticized as a non-representative reflecti circle of Volunteers (the editors) or a statement o line (the staff). On the other hand, newslette encouraged as a valuable communication and in among Volunteers and staff; an effective mean Peace Corps programs and host country culture.

The current crop of publications includes ren standbys as well as a number of slick newcome general trend toward sophistication and thoug Polymagma poems are still there—as are the t the recipes and the gossip columns and the wa are the new interviews with host country natio perception in job analyses, a more thoughtful ex unteer opinion.

But the first thing that catches the eye in showing is a new concern with presentation. M covers reflect this experimentation with ar sampling of them is reproduced here and



Sierra Leone's "Kriopolitan" puts terminating director George P. Taylor among Presidents. The mimeographed newsletter is several years old; has always been famous for its irreverent editorials

Cuerpo de Paz, Colombia *Septiembre, 1967*

BILL DYAL, staff and PCVs break bread at Bucaramanga.

PORVENIR

Bucaramanga Conference A Staff-Volunteer Talkathon

Following their new practice of "floating staff meetings," in the regions rather than always in gloomy Bogotá, PC staff members gathered in rainy Bucaramanga August 25 and 26—and, for the second time, a forum discussion with invited Volunteers was on the agenda.

As for the business sessions of the meeting, they were, as one Rep. said, just that: business. Policy on reimbursable expenses, per diem and other matters was set (and has been disseminated via memo), although, strangely, living allowances were apparently not touched upon. It was felt that, TER questions out of the way, future meetings could be more devoted to hashing out questions of programming.

Setting the tone for the Saturday session with Volunteers, Bill Dyal observed that, "what you have to say will provide a very strong insight into what Volunteers are feeling and over a period of time I think we're going to begin to get the message; so that this kind of communication is going to be helpful in the setting of policy, in programming and Peace Corps philosophy."

About 20 PCVs were present, from both Santanders, who had responded to an invitation from the director to send in letters suggesting topics for discussion. Staff showed up in about equal numbers, and all formed a large circle - - definitely a far from intimate setting.

As usual, the higher up you were, the more casual you were dressed. The ambiente was pleasant, the mood, though a little constrained by sheer number of people, was relaxed. Anyway, here's a sample of what was said:

Evaluating

Bill Smith, UCD in Barrancabermeja, spoke for an "individualistic approach" under which "we would have to accept a lot of messy individuals, some making it, some not." Lamenting

(See Talkathon, p. 2)

th SDA Grants

plications for grants.

Originally AID wanted Volunteers to conduct "field checks" on proposed projects for SDA assistance, Dachi said, but this was felt out of keeping with the Volunteer role. With the agreement as reached, PCVs will be serving in an advisory rather than administrative sense; and, also important, the initiative in calling in the PCV will rest with the junta or other group.

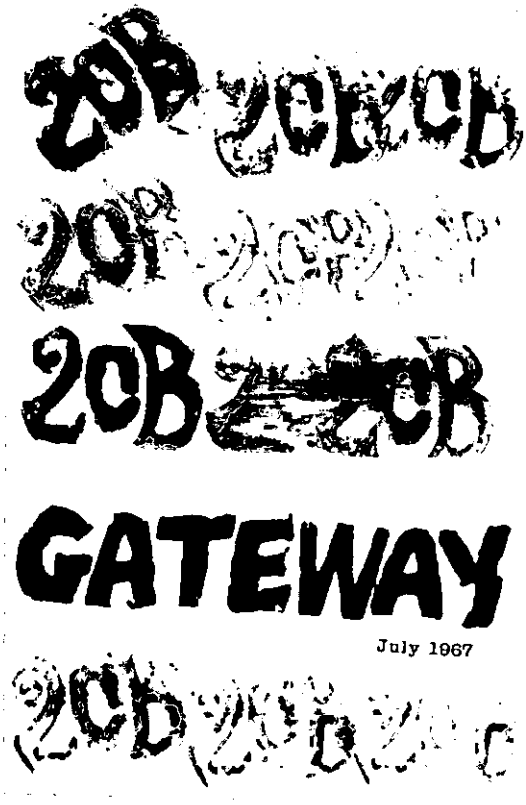
In addition to serving as "consultants" for groups in their areas, Volunteers of course continue to be free to help initiate applications for SDA aid for juntas and other entities with which they have been working directly.

Colombia's new "Porvenir" uses a newspaper format

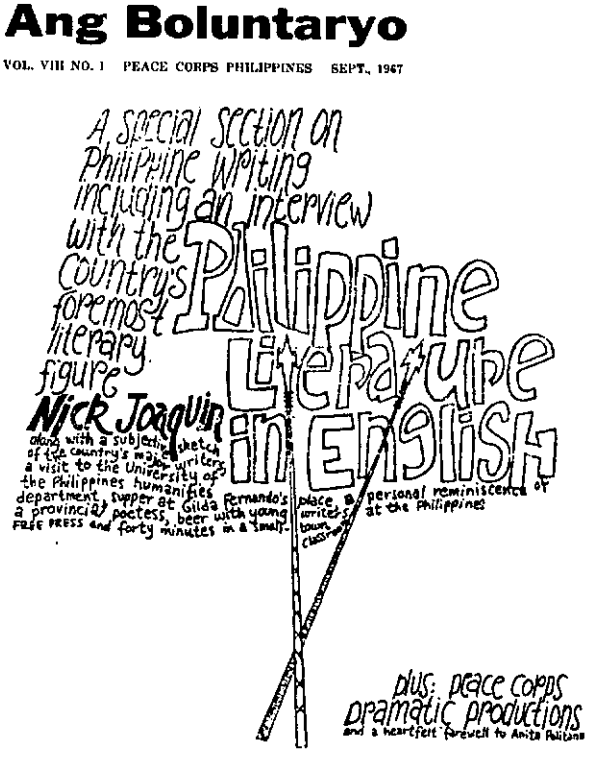
peace corps/ TANZANIA
volunteer magazine
volume 1: number 2
september 1967

Cover of Tanzania's new magazine puts a finger on Swahili title, "Volunteer"

Regional publication in Bombay, India invites Volunteers to contribute to monthly "composite" features



The enduring "Ang Boluntaryo" has been in the Philippines almost as long as the Peace Corps. Last year's Volunteer editor had extended to work on the magazine full-time

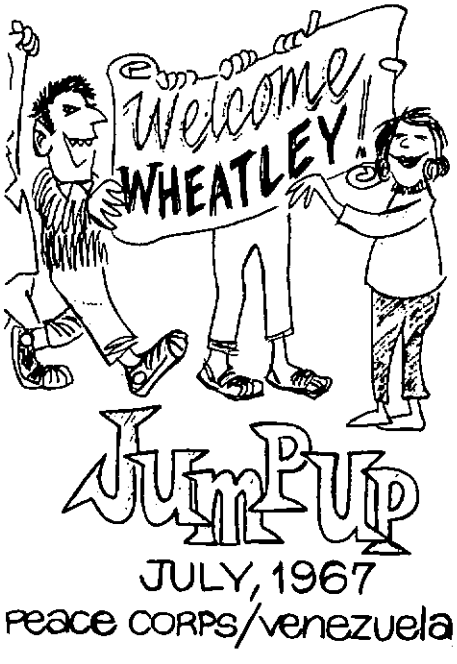


KLONG

THE JOURNAL OF PEACE CORPS VOLUNTEERS IN THAILAND

JUNE 2510 (1967)

Thailand's journal favors creative writing. The East Asia, Pacific region has the highest concentration of newsletters



Venezuela's bi-monthly has varied content, lively illustrations, including wrap-around cover art

An uncertain passage

WHERE TO, BLACK MAN? *By Ed Smith. Quadrangle Books Inc., Chicago, Ill. 224 pages. $4.95.*

By CALVIN H. RAULLERSON

The blurb on this "secretly written diary" describes it as an American Negro's passionate search for his own identity in Africa. His search was vain—witness the almost plaintive, "I am not one of them and never can be." The tragedy of Mr. Smith's search is that he really didn't seek. He really didn't understand Africa or Ghana, where he was a Peace Corps Volunteer. He travels the same road as Harold Isaacs in a highly touted *New Yorker* article of some years back and makes the discovery that there is a cleavage, an impassable strait between the American Negro and Africa that can never be breached. He's right, you know, if the ship has an uncertain passage. And Mr. Smith's ship runs aground many times. I tend to think that there is remembrance but not reflection on Ghana and the African scene.

Nor has there really been a discovery of Africa for Mr. Smith, least of all a discovery of Ghana. While Mr. Smith was testing the delights of the Lido nightclub (in Accra) and other more earthy spots, there were also the creative talents of Kofi Antubam, Efau Sutherland and Nketia for him to savor. And not too far afield the Soyinkas, Achebes, Senghors, Mpahleles and many of Africa's other creative souls.

Do not dismiss African culture, Mr. Smith! The music that "grabs" half the world or more (and not solely the Western world) has its roots in Ede, and Ibadan, and Kinshasa and in the African bush. Creative expression in painting and the plastic arts acknowledge the contributions, not inconsiderable, from the African scene.

But perhaps one should not condemn the writer in his unrequited hope for a "sentimental journey." Perhaps many of his expectations for Africa were bound up in a confused and distorted image of his hoped-for homeland, impressions and reactions created by years of misinformation and rejection of Africa imparted by white and black America. You can't go home again, Mr. Smith. Home is Detroit and Newark and Milwaukee and Chicago. Battlegrounds and challenges all!

My hope is that you and my sons will really take up the challenge and frustration you so ably plead throughout this book—and really see that America is never the same again for its black citizens. Perhaps that is the real fulfillment in the search for identity. Perhaps then you will find that (to "steal" the only good line from Ruark's book) there really was something of value in Africa.

Calvin H. Raullerson is chief of the East and Southern Africa Division of the Peace Corps. He was formerly executive director of the American Society of African Culture.

Diori visits training

"I would never have imagined that to be a Peace Corps Volunteer one must submit to so difficult a test; to a training program harder than that of a school or university; to a training program perhaps more difficult even than the training of youth in national armies." So said President Diori Hamani of Niger, shown inspecting a sample well at the Peace Corps training site at St. Croix, Virgin Islands. To his left are Gov. Ralph Paiewonsky, former Niger Volunteer Fred Daily, Mrs. Diori and Niger Ambassador to the U.S. Adamou Mayaki. The President called the Peace Corps "the best gift the United States has made to Niger."

Monologues designed for role playing among trainees preparing for service in Afghanistan

Keeper of the keys

DICK JONES

My seventh class had no books. Nearly every day at various times for eight weeks I went to the storeroom where the supply of books was kept. Each time I was told that the storekeeper was out and that no one else, not even the principal, had a key. I gradually began to visualize this keeper of the keys as a mythic man of giant proportions. But one day he actually appeared at the storeroom—a wrinkled little man in a grey turban.

I told him that I needed 120 "Afghans Learn English" Book I's for my seventh classes. I could see the books piled in neat but dusty stacks on the shelves. He looked at me in a puzzled way. "Where are your books?" he asked. Thinking that he had not understood my Persian I said, "No, you don't understand. I do not *have* any books. That is why I am here. I need to *get* books for my three seventh classes. I need 120 books."

"No, no," he said, standing firmly in the doorway. "I cannot give you books unless you give me books. I am responsible for the books in this room. I am a very honest man. If I give you the books then I won't have any books and how will I explain an empty storeroom that was given to me full of books?"

I tried to be patient with the old man. But I had to make him understand the necessity of my getting the books.

I had worked orally with my students all this time, but each day they asked me, "Where are our books, sir?" They were eager to have them, particularly since all the upper classes had books. I had tried various ways of writing out exercises from Book I as I had remembered them, but the school had no duplicating machine and this meant writing out 120 papers by hand.

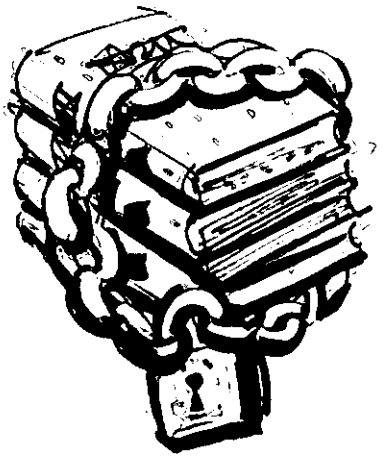
The government was most anxious to distribute the textbooks all over the country in an attempt to standardize the English classes. The Peace Corps was a vital part of this effort. It was hard enough to have to listen to my students clamoring for books every day, but it was even harder to accept the fact that because I was unable to get books for my classes I was going against the goals set up by the Peace Corps and the Ministry.

When my kids went on to eighth grade they would be poorly prepared indeed if they had never worked with an ALE text, never learned to read from a printed page (students have a hard time making the jump from hand printed to type printed words).

I was responsible for teaching these boys and I owed them my best efforts. What would I have given them if, at the end of the year, they didn't know how to read and they were unprepared for the work of the next grade?

The most frustrating part of all this was that the books were sitting in the storeroom waiting to be used and my students were sitting in the classroom waiting to use them. All that stood between the books and the students was a locked door and an old illiterate man with the key to open it.

The storekeeper was unable to accept my reasoning, was unmoved by my pleading, and when I told him



that I would take all responsibility for the books and promised him that every book would be back in place at the end of the year, he merely laughed as if he thought I were mad. He could never understand that not using the books was the same thing as not having them.

I went to the principal to see if he could intervene on my behalf, but there was nothing he could do since he had no key and the inspector from the Ministry would probably not come for several months.

Time was passing and I was getting more and more desperate. I talked and talked to the storekeeper but he remained invincible.

We could have a thousand Peace Corps Volunteer teachers in this country but if there was a storekeeper behind each one, nothing would be accomplished. I don't see how Afghanistan is ever going to progress if everything is kept locked up to rust and mold. It's enough to make you give up and go home. I finally wrote to the Peace Corps office in Kabul. Maybe they can do something about this.

By ROSALIND PEARSON and JANET BING

KURBAN ALI

It is not every day that an old man like me has the honor of being appointed to a government job. The people of my village are very poor and we have much difficulty in our lives. I will do this job well and the government will perhaps look with favor upon my son. Our people are used to hardships. My many years of life have seen many evils and have given me some knowledge of the ways of men. If it be the will of Allah, I shall do my work well and bring honor to my family.

Truly it is a great responsibility for me to be entrusted with the room of many fine books. I have not seen such books before in my life. Even though I must travel a great distance from my village to the school, I am proud to do so. Certainly this school is a very fine school to have so many books.

There is the man from Kabul named Nasratullah Khan who comes to the school during the year to look at the storeroom. He wears a Western coat and leather shoes. He is an important man with a high position and it is my great honor to please him. Should he take a good report of my work to the Ministry it will be very fortunate for my son, my family and my people. It is a great pleasure for me to see in my lifetime such things come to pass, Allah be praised.

There are some things in my work that, with my humble background, are difficult for me to understand. How can I explain to the young and impatient man from America about my position? He has very strange ideas. He does not understand that these boys will lose the books. They are well meaning boys but they are mischievous. When the inspector from Kabul comes to see the books and finds that the books are not here I will have to pay for them and how am I to do that? What shame it would be for my family. What should Nasratullah Khan think of me when he finds that some of these valuable books are lost? And what should he think if he comes to see his humble friend Kurban Ali and finds instead the young man from America sitting by the storeroom with the key?

He should think, "Oh, that old man has gone back to the mountains. These people are not suited for such work as I had suspected all along." That would indeed be a terrible thing. I would disgrace my family, my son would have to be content to farm, his children would be unhappy. No, such a thing will not occur. By the guidance of Allah, I am a good and honest man and I will live up to the responsibility given to me.

I do not understand what that young man says about his students. I know his students and they are very content with him. He is indeed a strange person. Imagine, a man from America becoming a storekeeper! That is truly a strange idea. He seems unhappy here—such a village must be difficult for him. In America, villages are very large. Perhaps his unhappiness makes him discontent with our people.

He does not understand that my responsibility is to make sure that nothing happens to these books. He wants me to have an empty storeroom! What should I do if I had no books to look after? Each time I come I count the books and make sure they are neatly stacked. Each time all the books have been counted and I have not lost one book. This is my responsibility. How can a baker make bread with no flour?

NASRATULLAH KHAN

It is very difficult to deal with these people who keep our storerooms. They have little understanding, no education, and cannot be trusted. One must be very firm with them, or else there would be all kind of corruption and dishonesty. It is my responsibility to see that such cor-

ruption does not occur. I have 40 villages to inspect in ..... Province —indeed a great responsibility.

I must keep my eye on old Kurban Ali—he is the newest storekeeper in the district and, as they say, a new servant can catch a running deer, but he is only Hazara and his family is poor. Those people must be watched because we cannot expect very much from them. He could make a lot of extra money by selling the books if I do not watch him.

Also many new supplies were recently sent to that school and it is necessary to make sure that they do not get misplaced. The Ministry has been able to increase the production of textbooks, much to the benefit of our country, and we must see that every school in Afghanistan has the new English books.

I am very careful to keep records of what has been given to the schools in my district. At the beginning of the year we supplied a total of 1,300 books to the schools. Each time I go to a school I must make sure that none of the books has been misplaced. The people in the smaller villages are ignorant and do not know how to take care of books and we must teach them the value of having these books.

I know only too well how difficult it is to make the students understand this. As soon as they get the books they sell them in the bazaar and they become lost. They leave them outside and they become dirty. They make marks in them with their pens. Therefore, it is important to make sure that the fine books printed by the Ministry are not lost and ruined, for it will be a long time before we get others.

It is necessary for me to be very firm with the storekeepers and to make sure they pay for any books that they lose because of their carelessness or irresponsibility. If the storekeepers in my district lose books or become subject to bribes it is because I have not been firm enough with them. How will I explain lazy storekeepers in my district? How can I write my report and say that we gave out 1,300 books at the beginning of the year and at the end of the year there are only 1,200? Truly this is not good for me. The Ministry has given very direct instructions to all inspectors not to tolerate lazy or irresponsible storekeepers in our districts. It is necessary for our country to develop responsible people.

TOM OLSEN

As far as I'm concerned, Volunteers like Dick are doing more harm than good. If he'd just stop running around long enough to realize how things really work in this country, he'd be a lot more effective. If he's here to help these people learn how to teach English, he's going to have to play the game by their rules. Afghan teachers certainly can't go running to the Peace Corps office every time they need books. But Dick runs there the first time he has a problem. What happens when he leaves? A Volunteer should be inventive enough to make good use of what he does have—even if it's only a blackboard. As a matter of fact, my students only have worn out copies of Michael West Readers—that is, about one third of the class does. So what I'm trying to do is to take exercises out of the only copy of ALE which I have and tie them in to the work in the reader. I've convinced Abdullah, the other English teacher, to come in and watch my lessons once a week and then I go watch him while he tries to teach the same lesson to his students. He, too, has only one copy of ALE, and he uses his one book and his blackboard. Bas. I can't say I'm making tremendous progress, but I think I'm accomplishing something definite.

JIM McFARLAND

MEMORANDUM

FROM: J. McFarland, Associate Rep.

TO: Richard Jones, PCV

RE: Your Request for 120 Copies of ALE I

On Tuesday I spoke with Dr. Miller about the possibility of getting some copies of ALE I, but he said that the Columbia Team has no extra copies. He informed me that the Ministry of Education has about 2,000 copies in the warehouse. I called the Ministry of Education and pointed out that if the English teachers are going to introduce the oral-aural method, they must have materials to work with. The Ministry has agreed to let us have about 200 copies. Hopefully I will be able to pick them up this week and send them on to you. Good luck!

ABDULLAH

Mr. Dick, my fellow teacher, has told me that he is going to obtain copies of the new English book for his class. We are lucky to have an American teacher in our school who is anxious to make progress. When I was a student at Habibia, the American teacher there brought many good things for the school. Mr. Dick will bring books for our classes and maybe he will bring new blackboards and good American chalk. Tomorrow I must tell him that I want to use the new books in my classes. He will understand and share them with me. The old books we have are not very good and the students cannot understand the stories. They must learn to speak well and to read and write good American English.

Rosalind Pearson and Janet Bing were English teachers in the first group of Volunteers to Afghanistan. The monologues above are excerpts from the cross-cultural studies manual they prepared for Afghanistan training programs. The manual, a collection of cultural sketches and critical incidents from Volunteer experiences, was meant to be "evocative rather than didactic." Consultants were Dr. and Mrs. Louis Dupree.

"The effectiveness of a council will only come from an open, unbridled discussion of all things that affect Volunteers."

Tunisia council, 1966

Using the meeting' 'town concept

What is the function of a Volunteer Council? Is it a mutual gripe session between staff and Volunteers; a free fling in the capital for the "council representative"? Or is it a needed opportunity to exchange ideas and discuss problems — maybe even a first step toward working out a role for Volunteers in programming? Here Tunisia correspondent Jerald Posman discusses the characteristics and the special problems of one council.

By JERALD POSMAN
Sfax, Tunisia

Myopia plagued the Peace Corps Volunteer Advisory Council in Tunisia during its first year of existence. The main problem of those days, according to the council's early agenda, was male Volunteer travelers being prohibited from spending the night at female Volunteers' homes.

Within the past year, however, the council seems to have donned a pair of glasses; and the view of the future contains the possibility that, in Tunisia, a Volunteer council might be an effective force in giving Volunteers a voice in the decisions concerning them.

The council is a representative body with its members elected by districts. It chooses its own president, vice president and secretary. To give an opportunity for maximum participation of all Volunteers, the council holds a meeting each month in a different section of the country. The Peace Corps staff attends all meetings and all Volunteers are invited to participate in the discussions.

At each meeting, there is a "state of the Peace Corps" talk by the director. He discusses the situation in Tunisia, elaborating on his conversations with the various ministries and passing on suggestions to the Volunteers. He reports on news from Washington, completing a tenuous link between Volunteers overseas and the central administration. Detailed minutes of the meeting are mimeographed and sent to each Volunteer.

Originally, the council was organized to give Volunteers an opportunity to air their grievances in a monthly face-to-face confrontation with the staff. It was during this time that the overnight accommodations of male Volunteer travelers was the main topic of discussion. Finally, the council decided to define itself, a year-long process during which nothing was accomplished.

Its methods, more than its accomplishments, have been responsible for the council's increased support from many Volunteers this year. The meetings have no longer been bogged down with procedural matters nor in discussing jurisdiction. Instead, constructive action has been taken on many suggested ideas.

For example, the council drafted a resolution calling for the extension of the architect program, then in danger of being discontinued. In a country where the majority of Volunteers teach English (comprising half the English teachers in Tunisia), the council tried to organize programs in text revision, a conference on English teaching and closer ties with the education ministry. When the Middle East crisis circumscribed the area in which Tunisia Volunteers could travel on vacation, the council petitioned Washington for permission to visit some European countries. And most recently, with some Volunteers liable to be drafted, the council appointed a committee to document at length

why the council feels it is necessary for Volunteers to spend two years of uninterrupted service overseas.

In general, the council has been praised because it has at least made an attempt to deal with the Volunteers' problems and has tried to heighten their communication with the staff. But there has also been harsh criticism of many aspects of the council.

Much of this criticism has focused on the election of council members. Some Volunteers claim that a representative, immediately after election assumes the position of the always feared "super Volunteer." It is argued that the staff relies too heavily on these representatives to test upcoming decisions and also uses them to welcome visiting guests. These practices, in turn, relegate the other Volunteers to a subordinate status.

Many constructive ideas have been presented on changing the representative make-up of the council. One is that in a country with a Peace Corps program the size of Tunisia's (from 250-270 Volunteers) Volunteers can organize a council of the whole. Under the present system, council representatives have their transportation paid to each meeting. It has been suggested that the Peace Corps pay all or subsidize some of the travel expenses for all Volunteers who want to attend meetings. Another solution offered is that since the council meets at a different place each month, the Volunteers who can attend that meeting constitute the council.

Other criticisms have been that the council is under the thumb of the director who, like a benevolent turned malevolent dictator, can disband the council when it does not suit his purposes. In this context it is said that the council could not initiate a resolution or a program with which the director disagrees.

There are others who feel that the council is a contributing factor to staff laziness. They reason that if the staff has a council to go to, it will feel less need to visit Volunteers hidden away in small villages or faraway cities. The council then encourages a separation of the staff and the individual Volunteer.

Some of these criticisms are constructive; there are many small points about the council that need revision. But Volunteers have to a great extent been apathetic to the potentialities of the council and herein, if the council is ineffective, the blame is theirs.

Most Volunteers meet with their entire group only twice during their stay in the host country—once at orientation time and once at their termination conference. The former is an impossible time for an exchange of ideas because there is no experience. In the latter, discussion stems from experience but serves no end in action because service is soon to be completed. In this framework, the council can serve as a series of mid-term conferences through which Volunteers can compare experiences. If a project has worked in one section of the country but not in another, for example, the council can provide a meeting ground for inter-regional discussions, exchanges of opinion, suggestions of modifications in all aspects of projects.

The council can also bring together and harness the ideas of divergent Peace Corps groups in the country. For example, a Volunteer in secondary education who wants to have schoolchildren plant vegetables and flowers in the area of a school that is being built may need architectural and agricultural advice from Volunteers in those fields. If he wants to bring the whole village in on this project, he may have a community development idea which could involve all the Peace Corps resources in his area or in the country.

In this way, the basic function of the council can be to spread ideas from Volunteer to Volunteer, each one absorbing them as fits his situation. The function of staff within this framework is the same as that of a Volunteer: contributing, modifying and expanding ideas.

The atmosphere for this type of council cannot be a Sunday morning party nor a carefully controlled meeting at the director's house. The effectiveness of a council will only come from an open, unbridled discussion of all things that affect Volunteers. It seems that many of us are indirectly or directly engaged in communicating the town meeting concept of democracy to others. Peace Corps Volunteers might find that it is now the time to extend this concept to themselves.

Jerald Posman is a TEFL Volunteer in Sfax, Tunisia, and a correspondent for THE VOLUNTEER. *He is a graduate of the City College of New York and worked for* The New York Times *before joining the Peace Corps in 1966.*

VITA and DATA merge

VITA and DATA, the two leading technical support organizations for the Peace Corps, have merged. The consolidated operation is now functioning under VITA's name, with headquarters in Schenectady, N. Y.

The merger has resulted in a single pool of 4,500 volunteer consultants representing a broad spectrum of technical specialties, plus a file of some 11,000 answers to earlier requests for information.

Both organizations have worked closely with the Publications and Information Center in the Peace Corps Office of Volunteer Support in Washington in providing job support information. This close relationship is expected to continue with the consolidated VITA operation.

Dale B. Fritz, who was a contractor's overseas representative (COR) for the Peace Corps in Afghanistan and later director of the Publications and Information Center, is VITA's technical projects coordinator. The

LETTERS TO THE VOLUNTEER

VITA at work: technical projects coordinator Dale Fritz, center, explains water pump to trainee Paul Kummer and Mohammed Ghous of the University of Kabul, at a training site in Colorado.

acting director of the Publications and Information Center is J. Patrick Kelley, who was a Volunteer in Turkey.

Both VITA (Volunteers for International Technical Assistance) and DATA (Development and Technical Assistance) were set up as private, non-profit organizations designed to mobilize resources of technical knowledge to help solve problems in developing nations.

The services they have provided primarily by mail to Peace Corps Volunteers and other overseas workers earned both groups the nickname of "Postal Peace Corps."

In a statement announcing the merger, the boards of directors said that the merger would be a major step toward "greater efficiency and increased effectiveness" in backstopping overseas programs.

In addition to its inquiry service, VITA has a research and development program and a publications program. It plans to set up counterpart organizations abroad, using "Village Technology Centers" to familiarize clients with basic technology. A quarterly journal treating technology in rural community development is also in the works.

The inquiry service, available free to any person working in a developing area, is the heart of the VITA operation. The bulk of requests in the past came from citizens of developing nations and Peace Corps Volunteers; the total of Peace Corps inquiries to VITA passed the 1,000 mark last year. Publications such as the monthly VITA newsletter, the Village Technology Handbook and Rural Technology manuals have also received wide use in the Peace Corps.

At the time of the merger VITA claimed 2,500 volunteer consultants and DATA had 2,000 volunteers on its roster. VITA has operated out of Schenectady since 1960; DATA was based in Palo Alto, Calif.

The draft

To The Volunteer:

A recent trend here has reached disturbing proportions. Out of 90 male Volunteers currently serving in Honduras, two have received final induction notices from their local Selective Service boards, and two others have received preliminary notification of impending induction, all within the last month. Repeated attempts by Peace Corps staff members to appeal the draft decisions have been unsuccessful.

We feel that the usual arguments against drafting Volunteers from the field are worth repeating. First, inducting a Volunteer, after thousands of dollars have been spent to train him and before he has had a chance to put that training to work, is a considerable (and avoidable) financial waste. Secondly, to grant automatic (and constitutionally questionable) deferments to religious missionaries but not to Volunteers, who are, after all, overseas as part of an official government program, is inconsistent policy. Third, to destroy a Volunteer's work by removing him from his site while in the process of winning friends and effecting change for the better does not appear to be in the best interest of the United States government. Fourthly, if Volunteers are willing to serve their country twice, once through the Peace Corps and again through the armed forces, then it is senseless to cut short one period of service to begin the other. And lastly, when the military possesses the right to interfere in the operations of another government agency, and thus to weaken it, this raises a question abroad: are Americans and America seriously dedicated to the Peace Corps effort or does this effort indeed fall in second place to the war corps?

Perhaps Peace Corps Honduras has been exceptionally unfortunate, and the trend observed here is not widespread. If, however, the situation in Honduras is typical, this would mean that several hundred Volunteers are currently being pulled away from what many of them consider to be the most important work in which they have ever been involved. What is Peace Corps Washington doing to correct this situation?

Romania Green
Michael Hager
Vickie Hager
Michael Hancock
Dan Olden
San Pedro Sula, Honduras

Officer information

To The Volunteer:

It seems that Peace Corps is destined to function as a highly selective volunteer organization based on individualistic motivations rather than compulsory laws.

Foregoing the discussion whether Peace Corps or any other voluntary service should fulfill one's military obligation, we would like to ask one question that seems to have remained in the dark: Why have we not been informed of existing opportunities (if there are any) available to us for applying to officers' candidate school prior to termination?

For example, at present, a college student in the U.S. has the opportunity of applying for officers' candidate school and his application can be processed well before graduation, thereby providing an alternative to the draft. On the other hand, Volunteers have not been informed about any program providing services for Volunteers interested in officers' training. By the time termination rolls around there is no alternative but the draft!

We feel that Volunteers should be permitted to take the necessary tests and physical examination prior to ter-

mination, in order that they get "choice, not chance."

RON PFAFFLIN
DENNIS M. MORRISON
ROBERT J. KOTT
STEVE H. SMERSH

Mysore State, India

Exemptions endorsed

TO THE VOLUNTEER:

I would like to voice my support for Mr. Frankel's proposal of having one's Peace Corps service replace his military obligation. I am amazed at the number of individuals who oppose this idea and take the fraternal Peace Corps outlook by retorting, "But look at all the undesirable people that will join" to avoid the draft. Images of two-headed monsters appear before me. . . .

I feel it is time our government started offering the men of the United States an alternative to the draft. Whether it be working in hospitals, recreation-youth centers, teaching, etc., such service should eliminate one's military obligation.

These various national service organizations could still maintain high standards with, once again, emphasis placed on motivation. Not everyone would be accepted, but many alternatives should be at the rejectee's disposal; i.e., perhaps it is felt an individual would do better in forestry work as opposed to his first choice of teaching. But he must first qualify no matter what area he chooses. I am sure our scientific prowess has reached the point where a National Service Organization test could be administered with the intention of directing youth into the area they would be most beneficial in. As far as cost goes, practically every day someone will comment to me how "America is the richest and greatest country in the world," so cost shouldn't be a factor.

In terms of letting undesirables in, I say WELCOME! The entire concept of war (not only in Vietnam) is glamorized too much in our country. "Be a leader of men" slogans shine before our eyes. The idea that fighting is analagous to patriotism is all too prevalent in our society. And it has reached the point where any "peacenik" or person espousing a philosophy of peace is often looked upon as a dangerous element.

Therefore, I hope the Peace Corps will join with the other service organizations in pressing for draft exemption for their male participants. Perhaps some sort of board could be set up to initiate new programs on the home front (as I'm beginning to think that is where the Peace Corps is really needed).

The big "problem" that would come of all this is that the American people (especially youth ages 18 to 25) would have a *decisive* voice in foreign affairs. Our government could not just suddenly shoot troops around the world as any sort of massive manpower would not be available for the plucking. But the American male is not a coward and if any justified conflict arose I'm sure an ample amount would volunteer.

> An extract from the letter of parents to their Volunteer son in Thailand:
>
> "We are concerned about you because of the hostilities in Vietnam. We have read everything we can and talked it over. We feel that you should get the hell out of there as fast as you can *gracefully*."

So, I urge the Peace Corps to lead this movement in a direction toward *peace*. Have representatives from the various service organizations meet in order to present new alternatives for the young people of America to help their country. It is also time more Volunteers started thinking about such things, for without Volunteer support, nothing along these lines can be achieved. Perhaps America can lead the way for a more peaceful world in the future.

BOB MALIKIN

Gopalapatnam, S.O.
Visàkhapatnam Dist., A.P., India

Ideas on impact

TO THE VOLUNTEER:

When we are making a worthwhile contribution to the country and yet people want to throw us out just for the sake of throwing us out—that is one thing. But when we are not making a contribution and have no substantial plan for doing so—that is quite another thing. The latter is what we should worry about. As a Volunteer, I feel that our eyes should be open to all possible contributions whether or not these contributions are directly related to the particular area in which we are working or have been assigned to. The idea here is not to create problems for ourselves to solve, but to have enough imagination to see the problems which exist already, to create enough interest on the part of the hosts to find solutions, to help execute these solutions, and then to extend to the community the idea of expanding on them.

Many Volunteers no doubt are just waiting for the "big chance" to do the big thing that will make the big impact while they overlook the small things just as everyone else has overlooked them for many, many years. By the time they realize that the "big chance" may not come, much valuable time has already been wasted.

The people who want us out may or may not expect us to produce the "big impact" immediately. In many cases no matter how much we do, it will never be enough. Some people will always yell, "Peace Corps Go Home." The way that I see it is every single Volunteer, putting forth every possible effort in every small package. Then within 20 or 30 years the result will be a great impact.

We are not equally experienced and skilled. Some of us are not able to size up situations as well as others; therefore, some of us will make more mistakes. But to just sit around and hold our hands and do nothing is the worst mistake of all. This is what we should worry about.

I think our feelings should be our guideline for work. When you feel that you have given all you have, and you really feel it and feel proud for having done so, then there is no use in doubting even if people do talk.

ED SMITH

Warangal,
Andhra Pradesh, India

Who's on first?

TO THE VOLUNTEER:

I understand the Peace Corps has been recruiting trainees for Fiji and Western Samoa with fetching posters saying, "Peace Corps goes to Polynesia." May I suggest that the Peace Corps take full account of where it

Letters on subjects of general interest to the Peace Corps are welcome. Letters are subject to condensation.

has already been? As of November 1966, Micronesia I and II Volunteers were placed on the Polynesian atolls of Nukuoro and Kapingamarangi. My best wishes to those in Polynesia II.

EDWARD R. MURRAY
Kapingamarangi, Ponape
Eastern Caroline Islands

Editor's note: Presumably Polynesia I, being No. II, will have to try harder. Operations officer Joe Chapon reports that Kapingamarangi and Nukuoro are akin to Polynesia culture; geographically they are identified as being in the Micronesia area.

Stay flexible

TO THE VOLUNTEER:

During training the big factor in being selected was motivation. This more than anything else was a basis for selection. Now in-country we find the key word is flexibility. To help the country and assist its people you must assimilate yourself as much as possible to the culture. Thus I agree with Ed Goldstein's letter in the August issue.

I was trained to work in a feeding station only to find out upon arrival that they are not even started yet. In a day I was no longer a livestock engineer but an expert in rural youth development. When I arrived at my site they were all happy I was there but what did I come for?

Being flexible is the key to a good relationship with the people and a feeling of helpfulness and a desire to help them. Thanks to Ed Goldstein for a positive approach to this problem. If no work, make some. Be ambitious, be flexible!

MIKE SARKA
Tehran, Demauand,
Jaban, Iran

That bunny mother

TO THE VOLUNTEER:

You are pleased to have a Peace Corps alumna work for the Playboy clubs? You are proud of her? I am astounded.

I was ashamed enough of America when I met snickers and sneers about the bunnies in London; I wouldn't have thought the Peace Corps—of all groups—would be the one to admire the Playboy ethos.

EVA MCALLASTER
Greenville, Ill.

Memorandum

TO : The field
FROM : The editors
SUBJECT: The BAG Corps

DATE: November, 1967

Carolyn Payton in the Windward and Leeward Islands has introduced verbal shorthand for a favorite Peace Corps commodity: B.A.G.S. That's B.A. Generalists.

□ □ □

The four regional directors of the Peace Corps were introduced to the newest recruiters as the "hub" of the Peace Corps. That reminded Tom McBride, deputy director for Latin America, of the completion of service conference where a Washington type tried to impress upon the terminating Volunteers that *they* were the "hub" of the Peace Corps. At that, a disbeliever from the back of the room queried: "The hub. Isn't that where the shaft is?"

□ □ □

Every Volunteer in the forthcoming program in mountainous Lesotho will have an option to buy a horse. And every horseback Volunteer will receive a "horse maintenance allowance" in addition to the monthly living allowance.

□ □ □

Jim McCullough, who is designing playgrounds and equipment for orphanages, schools and day-care centers in Turkey, is compiling a pamphlet on playgrounds and would like to include reports from other Peace Corps programs. Potential contributors may write Volunteer McCullough c/o American Embassy, Ankara, Turkey.

□ □ □

The old guerrillas: A two-year old comment by former Peace Corps official Leonard Duhl showed up as an historical note in the current edition of *Daedalus*. Duhl's 1965 observations:

"The most impressive groups in Washington—in terms of getting things done—have nothing to do with bureaucracies. They are what some of us used to call the "guerrillas"; periodically they meet informally and then separate. The poverty program was created by a group which just happened to be sitting in one senator's office. The group later disappeared, dissipated. The current group which, to me, is really the most intriguing in Washington, and which has absolutely no bureaucratic base is made up of ex-Peace Corps staff people. They have now wandered all over government, forming a sort of nucleus at Bill Moyers' headquarters. They somehow connect and reconnect, no matter what their agency affiliation. This group is really pulling all the power in the government.

"None of the members of such groups are really interested in creating a bureaucratic power structure. A few have made the mistake of trying to get into bureaucratic power positions and have had their heads cut off."

□ □ □

From a recent termination conference of community developers in Bolivia comes this advice about how to enter a community: "Keep your cool, be friendly, move around, but don't hit your town as if it were a beachhead."

CD in Africa

To The Volunteer:

What is this "Africa" that Mr. Rebell discusses in his criticism of *community development*? After foisting on the reader a questionable definition of a highly complicated concept, he proceeds to draw from his experiences in one small corner of a vast and incongruous continent. Whether or not Africa may be a sleeping giant, one cannot prick its elbow and expect to get a legitimate blood sampling of the whole body.

Maybe it's a little hard to convince a villager that everyone should roll up his caftan sleeves and pitch in and build that new schoolhouse. But does that signify that Africa is not "advanced" enough in the concepts of attainment of long-range goals? Take a look at the number of school bond issues that were voted down in the United States last year. By this slightly more sophisticated method, did all these American towns and cities show that they weren't sufficiently advanced to realize the importance of community development?

I can't speak for all of Africa, but I think I can see community development working in my town of 5,000 inhabitants when my wife and I get a group of people to come together to discuss a problem we have presented to them, or when we can convince the town's religious and political leaders of the importance of actively supporting the latrine program we have started. The fact that these leaders are not bullying the villagers into participating in the program is evidenced by the fact that while we have been successful, we have not been all *that* successful.

The way community development is judged depends a great deal on its definition. Whatever that definition, I think the "house-raisin'" concept is one which most Volunteers learned to reject in the first months of work.

Mark R. Lipschutz

Dagana, Senegal

Photo by Mort Broffman

Down to "nitty-gritty": Recruiting officers Steve Allen, John Dimiceli, Peter Walsh and Maureen Orth with Latin America Deputy Tom McBride.

More than 100 former Volunteers spent a week in Alexandria, Virginia, preparing for the 1967-68 recruiting year. During the conference, Walt Stern, the Midwest campus recruiting chief, compiled a list of words and phrases that kept popping up. The result: The 25 Most Popular Peace Corps Terms. Here they are:

Nitty-gritty. Bag. Dialogue. Flexibility. Priority. Type. Hang-up. Credibility. Commitment. Confrontation. Opted in. Copped out. Blow your mind. Apolitical. Vis-a-vis. Communication. Overview. Experience. Stereotype. Nurture. Attitude. Turned on (and off). Bugging me. Under the hammer of.

Is that a final list?

The Number One word in Peace Corps Washington is *dialogue*. Stern defined a dialogue as "our hang-up or credibility gap vis-a-vis our flexibility when we opted out or blew our mind over nitty-gritty commitments."

New Volunteer fatally hurt

Susan Traub, 23, was fatally injured when she was struck by a runaway vehicle in Addis Ababa, Ethiopia, only two hours after she had arrived there to begin service as a Volunteer teacher.

The accident occurred outside a downtown hotel when a police ambulance vehicle which reportedly was out of control went down a hill, swiped the back end of a car, bounced sideways and hit Mrs. Traub and her husband, Charles, who suffered broken ribs. The ambulance hit four other parked cars before coming to rest in a ditch.

Mrs. Traub and her husband had arrived in Addis Ababa earlier in the evening by charter flight with 77 other Volunteers. The Traubs were married last spring shortly before they graduated from the University of Illinois. Her funeral and burial were in Chillicothe, Ill., her hometown. Her husband has returned to his home at Louisville, Ky.

CHANGE OF ADDRESS

Name

Street or P.O. Box

City, State, ZIP Code

Effective date

Please send with mailing label at right.

PEACE CORPS
WASHINGTON, D.C. 20525

OFFICIAL BUSINESS

POSTAGE AND FEES PAID