

QUARTERLY PROGRESS REPORT-AID CONTRACT No. La/711
October 15, 1975

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I. Introduction

During the reporting period, the OEF field staff spent most of July in Washington at OEF headquarters. This time was assigned to: evaluating with the Washington staff the program to date, planning the third and final year of OEF's on-going program, sharing the progress of the program with board and committee members, analysis of future projects and special training in organization development.

Emphasis in the last year of the contract is on increasing the number of self-help programs run by the voluntary organizations; this is a change of approach for many of the organizations. A weekend training program run by Miguel Bernal, Associate Professor of Management at the University of West Florida, focussed on strengthening organizations as change agents.

The new Field Representative (FR) for Costa Rica and Bolivia, Gilma Palacios, participated in the staff sessions in Washington in July and received field training with the Field Program Supervisor (FPS) in Costa Rica in August. She will begin work in Bolivia in November as detailed in OEF's Quarterly Report of July 15, 1975.

OEF field personnel met with the following groups: two coordinating agencies in Colombia, the Coordinación del Voluntariado de Huila, COVOLHUILA, and the Asociación Antioqueña del Voluntariado, ADEVOL; the coordinating agency in Costa Rica, the Federación de Organizaciones Voluntarias, FOV; the two coordinating agencies in Ecuador, the Secretariado General de Servicio Voluntario, SEGESVOL, Quito and the Agencia Para Coordinación del Voluntariado del Guayas, ACORVOL, Guayaquil.

Since the Colombian FR had to spend additional time with the Unión de Ciudadanas de Colombia, UCC, OEF will not receive her report until mid-November. A complete report on the technical assistance offered in Colombia during this reporting period will be included in the next Quarterly Report.

II. Self-Help

Costa Rica. The FR for Costa Rica met with the presidents and members of four FOV affiliates to assess the self-help potential of their programs.

The Vicentinas Hecillo affiliate works with the aged and the disabled. It now gives emergency help (see self-help scale Attachment A). The affiliate's first step in moving its program towards a self-help one is to collaborate

with the Family Allowance Office to study the feasibility of building a center for the elderly. This center will meet the food and housing needs of the aged and offer work opportunities.

The affiliated Grupo Pro Enfermo Mental of the National Psychiatric Hospital works in rehabilitating mentally disturbed people. The Grupo is now recruiting a new corps of volunteers to work in the male adult ward. A study of the self-help potential of this program is underway.

The affiliated Women's Club is made up of English-speaking volunteers who offer economic assistance to various organizations working for the development of the community. The Club is planning to develop a self-help project in which volunteers will participate directly with the poor.

The Barrio Pinto Community Center program, offering nutrition and vocational training for women, has excellent potential for growth in terms of self-help and with some technical assistance in organization and planning can have greater impact in the community.

Ecuador. The FR was unable to visit SEGESVOL affiliated institutions during this period as August and September are vacation months in Quito. She does, however, report the following gathered from affiliate member volunteers.

The affiliated Patronato runs a program in nutrition that has recently been evaluated by the parents of the recipients who enthusiastically request that the program continue. The parents have requested, in addition, programs of sex education, family planning and training in Human Relations (Level III of OEF Training Design Manual, see Attachment B).

The affiliated members in the health service area are embarking upon an effort to coordinate multiple volunteer groups of the six major hospitals in Quito to more effectively work with the poor of these hospitals.

ACORVOL has taken on the role of consulting with affiliates requesting technical assistance in organization and planning. The major question surfacing from the affiliates is -- how can we mount self-help programs? Three organizations have requested assistance: the Asociación Ecuatoriana de Niños Retardados, an agency running a school for the rehabilitation of the mentally retarded; the Damas de los Ingenieros Agrónomos, wives of agronomists, whose major effort up to now has been raising funds for scholarships for poor children; and a group of bank officers' wives, in the process of formation. ACORVOL will help them develop concrete self-help programs.

III. Data Collection

Costa Rica. On-site visits to FOV affiliates have provided additional data on number of recipients affected by each program. The Vicentinas Hatillo reach 14 persons; the Grupo Pro-Enfermos reaches 77 persons; the Barrio Pinto community center reaches about 80 women a year in vocational training and 250 families in the nutrition program; the recipients of the Women's Club is difficult to measure since economic assistance has been the past focus.

Ecuador. SEGESVOL is analyzing the questionnaires received from the two most recently affiliated organizations in terms of baseline data and self-help potential. They are the Ropero "Lola Villagómez" and the Comité de la Cámara de Industriales de Pichincha -- the former organization working with the elderly and the latter working with the hospital poor and with children for

whom they provide scholarships.

OEF has shared with ACORVOL the Arlington League of Women Voters' Spanish language directory on services available to the community, which was received enthusiastically as a possible future project. The information from the questionnaires recently sent to the 22 affiliated members will be a valuable resource for this project.

IV. Training

Costa Rica. The FR gave the third level (Human Relations) of training to the training team; she also reviewed the first two levels with them. The training team gave two courses in the first two levels to 52 volunteers.

Ecuador. The FR felt it was necessary to review with the SEGESVOL Training Team its goals. Demand has been so great that a second first-level course (see Attachment B) was given by the ACORVOL training team to 46 volunteers although it was not planned until May. ACORVOL also gave its first second-level course to 16 volunteers. The participants were pleased with the first first-level course given in June, 1975; they said they were well able to put their newly acquired concepts into practice. Evaluation of the courses given during this quarter will take place in October and January.

V. Surveys of the Needs and Resources in the Community

Costa Rica. The FOV is surveying employment opportunities for women. The first stage, interviewing employers, has been completed. To accurately determine needs and resources on which to base further action, the volunteers feel the next step is to interview the women workers themselves to determine their needs for obtaining better jobs.

Ecuador. Three of the six phases of the community needs assessment in Quito have been completed by SEGESVOL. The survey team is satisfied with the consultation offered by CEMA, the Center for Motivation and Consultation. The field work has been an invaluable experience for the volunteers in bringing them directly in contact with community needs which they have the potential to meet.

ACORVOL has settled on one of three proposals submitted for its needs assessment. It is presently negotiating with a potential funder to pay part of the cost of the survey.

VI. Organization Development

Costa Rica. The FR has held two study days with the FOV Executive Board and members (35 persons, representing 12 affiliated institutions, participated) to define objectives, revise by-laws and change administrative structure in order to provide clearer direction for its activities. A result of two study days was the request for follow-up sessions on the reorganization of FOV.

Planning sessions were held with the training team for the work to be implemented in September and October.

Ecuador. SEGESVOL wants to give its new by-laws a trial period before submitting them to the government for approval, and plans holding elections in November under the revised by-laws. The FR worked with the Motivation, Public Relations and Finance Committees, to help them function more effectively.

ACORVOL has formed three new committees: Motivation, Public Relations and Finance. A study day was held with the board to establish the functions of each of these committees. ACORVOL has planned monthly meetings of the board members and committee representatives to establish channels of communication among the various groups in order to resolve problems and coordinate efforts. The attention in the coming weeks is to concentrate in the following areas:

1. financing and selecting of volunteers for community needs assesment.
2. scheduling of committee and service area meetings
3. information needed for a directory of public and private service agencies
4. financing
5. identifying possible candidates for employment as ACORVOL technical resource person
6. overall management and administration

VII. Intercambio

Attached is the August issue of OEF's bi-monthly Spanish-language newsletter, Intercambio, with an English summary (Attachments C and D).

VIII. Other

The Unión de Ciudadanas de Colombia (UCC) the Colombian Union of Women Citizens held a national 3-day seminar in August in Bogotá, Colombia for 35 of its women leaders. The purpose of the seminar was to study legislation related to women and the family, in order to bring it to the attention of the public.

OEF provided financial assistance for the participants to travel to Bogotá.

Since the passage of the Decree #2820, Igualdad Jurídica de Sexos, Legal Equality of the Sexes (see Attachment E). The UCC is making certain that the changes contained in the decree be made known to its membership and to the community.

The UCC had worked on a study of the legal rights of women before the passage of the decree (see Attachment F); the logical next step was a seminar focussing on follow-up. The seminar objectives are as follows:

1. to know and analyze the family code so that the members of the UCC can make a critical judgment and take a stand,
2. to become aware of the socio-cultural factors,
3. to orient the UCC members so that they can intelligently inform women of the socio-cultural problems facing them.

Description and Use of the OEF Spanish Training Design Manual

The Spanish training design manual was designed by the OEF field staff for use by the newly established training teams of the coordinating agencies which, having undergone the OEF training, have no difficulty in following the format of the manual which is that of a brief outline.

It is purposely in outline form to facilitate interpretation by the training teams based on the specific needs of its member institutions.

In general, we do not distribute the Spanish draft version for outside use but use it only as reference within the organization.

Enclosed is an English synopsis of levels one through five of the Spanish training design manual. The training teams have received courses in the first three levels and will this semester receive the fourth level just made available in manual form. The fifth level is in the process of being made available.

One training level may require from six to ten sessions. A session includes a morning or an afternoon. The duration of the course is based on the time available to the group and their level of experience.

Other reference materials used in conjunction with the manual include: the UN document on Human Rights; Los Valores Humanos en la Administración de Instituciones de Bienestar Social, by Dorothy J. Kiester and also the OEF Training Manual Prospectus prepared by D. Kiester; material prepared at the 1970 Seminar of ACOVOL, Colombia and the Coordination Series published by OEF.

Visual aids and other educational materials are necessary tools in many of the exercises used to facilitate a better understanding of the concepts set forth.

English Synopsis of OEF Spanish Training Design Manual

LEVEL ONE: MOTIVATION OF THE VOLUNTEER

The volunteer. This section seeks to motivate people to commit themselves to voluntary service by enabling them to see the necessity of their personal contribution towards the development of their community. The concepts of development and social change are analyzed. The concept of self help is studied in light of paternalistic tendencies in many current voluntary programs.

Training. Emphasis is made on the need for the volunteer to be trained in the knowledge and skills necessary to be an effective change agent within her organization. The progressive levels of volunteer training cover, in addition to this level, the philosophy and techniques of volunteerism and human relations, an intensive course in administration and finally a course on the effective volunteer. The responsibility of the organization to train its volunteers is emphasized.

Coordination. The definition of coordination is analyzed. The traditional individual effort of volunteers is compared to the value of a coordinated volunteer effort in effecting change. The different kinds of coordinating activities and the functions of a coordinating agency are discussed.

Application and motivation. At this point, an evaluation of the course in terms of its applicability is undertaken. The need to put into practice the subjects covered in the course with the organizations the participants are involved in and with others is emphasized.

LEVEL TWO: PHILOSOPHIC AND TECHNICAL BASES OF VOLUNTEERISM

Social philosophy. The belief in the dignity of the individual and in the ability to help herself and with others effect changes in her environment are reflected upon and discussed by the participants. The dignity of the individual is based on respect and acceptance of differences without prejudice. The volunteers' role in promoting self-determination through providing means of education and experience, and thereby furnishing the individual with alternatives is emphasized. The manipulative aspects of paternalism, which are contrary to the aim of promoting self worth, are also reviewed.

The volunteer. The following ideas are covered in this section: the characteristics of a good volunteer: what is and what should be the image of the volunteer: what is woman's role today as compared to the past.

The art of participation. Analysis of the objectives of any group is fundamental. Discussion of obstacles to participation are studied along with what is consensus. The concept of communication, kinds and function are studied.

Principles of organization. This section focuses on those principles which enable the participants to see the importance of channeling all efforts through an organization. The concepts of purpose, objective, investigation, planning, supervision, evaluation and change are analyzed. Analysis of the organizational structure within the participants' organizations is studied. Functions are also explored.

Social reality. This section gives the group the opportunity to recognize the social problems of their community, how they are manifested and their consequences. Also, it makes clear the necessity of action geared to eliminating the causes. The concept of society is explored. Statistics, social realities and the relationship between the volunteer programs and the social reality are focused on.

Coordination. This section aims at the group comprehending the value of effecting change through a coordinated effort in reaching an objective. The concept of coordination as presented in Level One is reviewed. At this point exercises illustrating the results of tunnel vision, isolation of functions, poor organization, and immaturity and competition are introduced. Emphasis is made on the amount of time needed for action to give results. The need for coordinating the various kinds of resources is studied.

LEVEL THREE: HUMAN RELATIONS

This level is at the heart of all the levels of training.

Development of the self concept. This section explores in depth the influence the development of the self concept has on the behavior of the individual. The subject of emotional security which is based on childhood experiences and how it relates to maturity is also discussed. Examples of positive human relations experiences are set forth and analyzed.

Human relations. This section aims at making the participants aware of their own behavior and that of others based on the principle of the dignity of the individual. Differences of all kinds and respect for these differences is emphasized. Acceptance, courtesy and equality are all key words which are defined in detail.

LEVEL FOUR: ADMINISTRATION AND ORGANIZATION

Setting objectives. This section defines what an objective is, its importance and relation to programming, and the need for it to be measurable in terms of concrete results. The various steps of studying the needs and interests of the community and studying the resources available in both the organization and the community are necessary in determining objectives. The obstacles to reaching objectives are analyzed and the importance of applying the Human Relations level to this section is reviewed.

Program planning. This section is devoted to developing the necessary steps for effective planning. The possible sources for program alternatives (church, government, private organizations) are studied and the need to establish priorities is clear. The factors which determine acceptability are evaluated (time, cost, urgency and capability). The specific objective is analyzed and the ten steps to program planning are undertaken.

Functions. Analysis is made of the four factors which determine functions: potential to serve, opportunity, well-defined functions, and the ability to exercise them. The functions undertaken by the board of directors, committee members, supervisors and consultants in an organization are carefully analyzed.

The relationship and functions of professional and non-professionals is out-

lined in detail and is seen closely related to the content of the Human Relations level.

Evaluation. This section explores the concept of evaluation, its basic principles and the factors involved of purpose and design.

LEVEL FIVE: THE EFFECTIVE VOLUNTEER

This level examines the process of effective volunteer development, from the point where an initial interest in voluntary work is stimulated through orientation, commitment, committee membership and leadership. The level goes through all the stages of progressive responsibility ending in an analysis of the role of the ex-President.

(This level is in the process of being designed.)

Translation

FOV, Costa Rica

BUDGET PROPOSAL

Submitted by Jesús Acuña García

Feasibility study of supply and demand of female labor in the San José area

General Objectives:

Establish a quantitative framework with respect to employment possibilities for women in the San José metropolitan area.

Geographical and numerical scope of the area under study:

Approximately 5 institutions, such as the Labor Ministry, the INA (government vocational training institution) ^{etc} have information related to our goals. In addition, it is important to include a representative number of work centers in the suburban areas such as Goicoechea, Pavas, Curridabat, etc. due to their increasing significance in industrial activity.

Therefore, we must count on at least 25-30 interviews in order to be able to set up the directional parameters for the work project.

General hypothesis: It is supposed that the problems of women in low-income brackets and marginal environments is related to her lack of training and general skills which prevents her from becoming part of a productive world.

On the other hand, the market is flooded with certain skills and the supply and demand do not have communication channels open to them which would provide some type of equilibrium.

Sketch of the Work Plan: In order to establish an adequate labor program directed toward achieving an adjustment of unemployed and under-employed groups of women workers to a better standard of living, we consider it necessary to:

- a) Set up an adequate work plan through feasible projects.
- b) Produce investigatory tools such as pamphlets, questionnaires etc.
- c) Give a training course to participants in the survey.
- d) Direct and supervise the gathering of data and reports .
- e) Select and process the data.
- f) Prepare the final report and conclusions and make recommendations as to projects that would be adequate, given the results obtained.

Variables to be researched:

Data will be gathered concerning the following:

- 1) Demand and type of labor
- 2) Supply of labor available.
- 3) Periods:
 - of greater supply-----
 - of lesser supply-----
- 4) Demand at periods of greater and lesser demand.
- 5) Reasons for lay-off, retirement and problems with laborers.
- 6) Difficulty to obtain workers.
- 7) Job qualifications.

In addition, any other point considered to be of importance to our objectives.

FOV Budget 2

Budget for the study: taking into consideration the different phases of this project, the expenses could be broken down as follows:

a) Training course for the work team	¢	300
b) Total interviews		575
c) Selection and processing of data		690
d) Living and transportation expenses		500
e) Technical aid and consultation		300
f) Secretarial help, etc.		700
g) Paper, supplies and other work tools		<u>435</u>
	<u>Overall Budget</u>	Total ¢ 3.500
		(=412 dollars)

AR/...
12/5/77

TRANSLATION

Department of Economic Research
Magdalena University
Air Mail Box 731, Santa Marta

Syllabus for Introduction to the Analysis of the Social Reality of Santa Marta

Ref: Studies of Regional and
Local Development (No. 17)
by Francisco Avella E.

Requested by Patricia de Dávila

Background:

A group of women volunteers in Santa Marta who are engaged in projects for social promotion have felt the need to focus on a series of specific problems in order to have a greater impact.

Objective:

The objective of the course is to provide technical and methodological tools so that volunteers may better understand their social reality.

Content:

The course will deal with the following subjects:

- 1) What the social reality is
 - a. Its socio-economic determinants
 - b. Its cultural determinants
 - c. Its historic determinants
- 2) The demographic picture
 - a. Age distribution profile
 - b. Work and areas of economic activity
 - c. Analysis of growth (ghettos, slums)
- 3) The economic situation
 - a. Income
 - b. Consumption and standard of living
 - c. Lack of economic opportunity
- 4) The social situation
 - a. The family
 - i. its structure
 - ii. its dynamic
 - b. Education
 - c. Health
 - d. Work

- 5) The research
 - a. its logical basis
 - b. its requirements
- 6) Demographic Analysis
 - a. The techniques of registers and uses of the neighborhood census
 - b. The categories of needs based on the size of the population
- 7) Economic Analysis
 - a. Patterns of consumption
(Techniques for the gathering of data on nutrition, clothing, etc.)
 - b. Techniques for the gathering of information on income and expenditures (home interviews)
- 8) Social Analysis
 - a. Types and kinds of families
 - b. Techniques of social analysis
 - i. Interviews (structured and non-structured)
 - ii. Observation (direct, indirect, participant)
 - iii. Thematic research
- 9) Review and emphasis on the more important aspects pointed out by the participants

Budget:

There is a proposed budget of \$5000.00 for the preparation of the course and consulting services of the Department of Economic Research. The mimeographing expenses, audio-visual equipment, projections and discussion of field work is estimated at \$500.00 per participant.

Duration:

The course will last approximately 8 weeks with 4 hours of theory and 2 of field work every week.

F.3. OF has written to Santa Marta suggesting that each subject listed focus especially on women as well as on the community at large.

CI/mc
2/18/75

SEMINARIO CUARENTENO (Attachment 5)
 PRESIDENTAS Y SECRETARIAS GENERALES
 FEDERACIONES Y FILIALES DE CONIF
 AUSPICIOS DE OEF

SUGERENCIAS

GRUPO I

COBIJA
 GUAYARAMERIN
 RIBERALTA

SANTA CRUZ
 TRINIDAD
 VALLEGRANDE

Marina

- 1.- Que CONIF tenga participación en las Corporaciones de Desarrollo de sus respectivos Distritos.
- 2.- Que se organicen oficinas de la mujer.
- 3.- Que se organicen Consejos de Mujer en los Distritos donde no existen.
- 4.- Efectuar cursos de capacitación dando preferencia a los lugares donde no se han realizado, así como otorgar becas de estudio.
- 5.- Que las Federaciones y Filiales de CONIF, contribuyan en la elección de las becarias.
- 6.- Que las Presidentas de CONIF no asuman otras responsabilidades similares.
- 7.- Que se haga presente la Comisión Nacional de lucha contra el cáncer donde comprometerán su existencia.
- 8.- Solicitar al Supremo Gobierno se dicte una Resolución a través de los Organismos Competentes, para que sean declaradas en comisión aquellas personas que han de participar en cursos de capacitación.
- 9.- Que se aumente el número de personas que reciben admisión para dar cursos de capacitación de Voluntarias.
- 10.- Que todas las Federaciones y Filiales envíen en el plazo de 20 días de su posesión al Plan de Trabajo Anual.
- 11.- Que las Federaciones y Filiales se ocupen al día en sus obligaciones económicas con la Confederación.
- 12.- Considerar al estudio de la realidad latinoamericana Nacional, Departamental y Local para obtener nuestro cuadro de acuerdo a estas realidades.
- 13.- Evaluar periódicamente el trabajo voluntario en forma cualitativa y cuantitativa.
- 14.- Que se cumpla uno de los objetivos de CONIF, lo cual es la integración con todas las organizaciones femeninas, sin distinción de clases sociales.
- 15.- Que CONIF, cree la existencia de unos Comités Técnicos regionales que coordinen y supervisen los trabajos del voluntariado, previo acuerdo de su financiación ante.

GRUPO 2

GUAYARAMERIN
 COBLENZA
 EL ALTO

GRUPO
 LA PAZ

Orala

- 1.- Reforma de Estatutos
- 2.- Elección de representantes a nivel de Federaciones y Filiales
- 3.- Necesidad de planificación y coordinación de trabajo a todos los niveles.
 - a) Nacional
 - b) Departamental
 - c) Regionales
 - d) Planes, Programas, calendarios, Comités de trabajo

copy # 2

Boletín de Conif

NOV 18 1974 (Attachment 6)

HOJA No. 1 Route: _____ Date Fwd. _____

Circulation L.A. Staff.

Dirección: Casilla 4471 - La Paz
Fecha: OCTUBRE, 25 de 1974
Año 1.º No. 7 - 1974

Received cc to _____
Made cc to _____
File Original **EGE**
RESPONSABLES:
Dra. Marina Córdoba M.
Elsa Dorado de Revilla

SEGUNDO ENCUENTRO DE PRESIDENTAS Y SECRETARIAS DE CONIF, organizado por el Consejo Ejecutivo Nacional, que se llevará a cabo del día jueves 31 de octubre al domingo 3 de noviembre del presente año.
Local Casa de cursillos de las Hermanas Misioneras Cruzadas de la Iglesia, Avenida Armentia # 428.

HOMENAJE DE "CONIF" A LAS MUJERES DISTINGUIDAS DE BOLIVIA
El Domingo 13 de octubre tuvo lugar en la sede de la Institución un homenaje a la "Mujer Bolivia" y las señoras Distinguidas de los diferentes Departamentos, donde se manifestó la satisfacción por estas distinciones. Algunas recayeron en lementos formados por "CONIF".

NUEVA MESA DIRECTIVA DE CONIF VALLEGRANDE

Presidenta	Sra. Elena C. de Dorado
1ra. Vice Pdta.	" Olga R. de Cabrera
2da. Vice Pdta.	" Norah J. de Valverde
Stria. General	Srta. Estofenia Calzadilla
Stria. de Actas	Sra. Isabel Lino L.
Tesorera	Srta. Carmen Aguilar P.
Vocales	" Dina Sossa
"	Sra. Daisy de Guzmán
"	" Delicia de Figueroa
"	" Victoria de Calderón
"	" Martha de Paz
"	" Lola de Rueda
"	" Aurora de Barrientos

Felicitemos a la nueva mesa Directiva augurando éxito en el desarrollo de su trabajo.

PROMOCION DE LA MUJER

Un hecho muy promisorio que enorgullece a la mujer, es el ingreso de la Sra. Teresa Grubert de Deheza a la "Academia de la Historia" por lo cual CONIF le hace llegar sus congratulaciones.

BINGO, para lograr la realización del programa a faccionarse el año 1975 "Año Internacional de la Mujer".

Comisiones:

- Control de Fondos y puerta
- Venta de Tickets
- Arréglos, regalos, donaciones
- Prensa y Propaganda
- Sillas y tablonés
- Refrescos Preparación y Entrega

Fecha 16 de Noviembre, a horas 1:30 Local Club de "La Paz"

COMENTARIO CULTURAL

"CONIF", Institución femenina que trabaja con tesón por el desarrollo intelectual de la mujer boliviana, vé con gran satisfacción todo progreso que el respecto se efectúa.

Hace poco días que se llevo a cabo en la flamante "Casa de la Cultura" de esta ciudad, una exposición de pintura contemporánea realizado por unas 20 pintoras bolivianas. No es la primera vez que se efectúa una exposición femenina; constantemente se vé exposiciones de esta índole. Lo que se quiere destacar en este momento es el conjunto y la calidad que van adquiriendo nuestros artistas. Si bien no había originalidad

CURSO HACIA LA SUPERACION DEL VOLUNTARIADO

O.E.F. - C.O.N.I.F.

Del 14 al 18 de octubre

Participantes:

- Betty Gómez de Flor
- Olaga Humbert de Pacheco
- Laura U. de Zamora
- Corina de Urioste
- Oliva R. de Dávalos
- Graciela Lara de Peñaranda
- Elena Suarez de Campero
- Margot Barriga de Lafez
- Aida Barriga de Tondó

Personal de Curso:

- Pepa Martínez de López
- Betty Machicado Salmón

Con verdadera satisfacción "CONIF" ve la persecución de los cursos de Capacitación felicitando una vez mas el empeño voluntario de las competentes profesoras y se complace en anunciar que se viene preparando los cursos de II nivel a un corto plazo.

en la composición, se notaba adelanto en la técnica, precisión en el pincel, en algunas sobriedad en el color sin dejar de haber expresión. Los "collag" con material nacional de gusto muy refinado. En resumen una

(Continúa en hoja 2)

CONFEDERACION NACIONAL
DE INSTITUCIONES FEMENINAS

OVERSEAS EDUCATION FUND

ACTIVIDADES DE LOS EQUIPOS DE CAPACITACION

Equipo de Capacitación Federacion de

CURSO PRIMER NIVEL

Fechas	Nº Part.	Nº Sesions	Nº Horas	Entr. Equipo

CURSO SEGUNDO NIVEL

Fechas	Nº Part.	Nº Sesions	Nº Horas	Entr. Equipo

UNION DE CIUDADANAS DE COLOMBIA

La U. C. C. trabaja por despertar el verdadero sentido de la responsabilidad ciudadana.
BOLETIN NACIONAL No. 28 – DICIEMBRE 1.974

SECCIONAL MEDELLIN

VOLUMEN DE EDICION
1.500 EJEMPLARES

MEDELLIN, EDIFICIO LA CEIBA, OFICINA 310

TELEFONO: 45-08-21



HABLA EL MINISTRO DE JUSTICIA DURANTE LA INAUGURACION DE LA XI CONVENCION NACIONAL DE LA U. C. C., EN MEDELLIN.

DE UD. DEPENDE QUE LID SEA UNA REALIDAD EN COLOMBIA.

COLOMBIAN WOMEN CITIZEN'S UNION (UCO)

NATIONAL PROGRAM 1974-1976

STUDY AND EVALUATION OF THE SOCIO-ECONOMIC CONDITION OF WOMEN IN COLOMBIA

- I Background
 - II The Problem
 - III Objectives of the Investigation
 - IV Conceptual Framework
 1. Concept of the socio-economic condition
 2. Levels of program development
 3. Working hypothesis
 - V Investigation Design and Working Methodology
 1. Type of investigation
 2. Population: Female vs. male population
 3. Sample survey
 4. Tools
questionnaire
 - VI Report on the Investigation
 1. Questionnaire application
 2. Codification task
 3. Postcodification task
 4. Process and analysis of data
 - VII Publications
 - VIII Investigation Organization
 - IX Financing
- Annex (Questionnaire)

I. Background

This investigation of the socio-economic condition of Colombian women is the result of a study on discrimination against women carried out by the U.C.C. during past working periods. The study encompassed historical, religious, philosophical, sociological and judicial aspects from ancient and middle ages to modern, contemporary times to analyze present structures, laws, and customs in which the Colombian woman finds herself at a disadvantage vis-à-vis the male, as far as her rights and her obligations are concerned. After the establishment at the national level of a committee of delegates from 10 chapters of the U.C.C., a consensus was reached that Colombian women are discriminated against, particularly in the Civil Code of the Judiciary. The following are some of the grounds:

1. conditions for getting married
2. responsibilities and rights of the spouses
3. responsibilities and rights of parents and siblings
4. effects of the marriage
5. grounds for divorce
6. effects of spouses' separation

This discrimination became apparent throughout the study, due perhaps to cultural patterns and outdated laws that thwarted positive attitudes in women and prevented them from assuming completely a shared responsibility in the family and in society. It was then decided not to halt our efforts on this study at the investigative and critical levels, but to urge the Government and the Honorable Congress of the Republic to pass a bill granting equal rights and responsibilities to females and males thus doing justice to both the Colombian women and society.

We project this program to begin in October 1974, when the new National Board of Directors approves it as such and puts it into action. Due to raising concern about the condition and working situation of Colombian women as a production factor, problems will be analyzed quantitatively and qualitatively in regard to the legislative system in Colombia. In view of this problem, the U.C.C. decided from the beginning to commit itself to search for alternatives to be implemented into law: the "Study and Evaluation of the Socio-Economic Condition of Women in Colombia" was one of them.

In order to present this program, the U.C.C. must refer briefly to problems of ancestral nature, such as the actual need to demonstrate that our formal system of legislation does not satisfy the needs of our times.

From a qualitative point of view, we can formulate various forms of criticism within the legislative system, for example:

--In general, plans for legislation have been centralized; they're rather inflexible and remarkably rigid. They have been formulated with little or no participation from the part of the user, in this case the People.

--We consider the contents of the laws incompatible with, obsolete, and detached from reality. The method of making known new laws has not changed at all and only those responsible for formulating them are privileged or interested in having laws passed in an X,Y, or Z manner, without taking into consideration citizens' differences or their problems.

--The teaching of the law is not restricted to lawyers or to law-

--The evaluation of legislative performance is based on selective concepts. The relationship Government-People is, in general, an Authority-Dependency one.

--From a quantitative point of view, the law-making system presents some problems also, one of which is the fact that most citizens have no access to proposing amendments or to seeing new laws passed which would correct or solve some specific problems.

--What is the socio-economic condition of Colombian women? --certainly not satisfactory. The system has no capacity to solve problems suffered by the marginal class and the larger the population the more difficult it is for the government to solve problems of an urgent nature.

--The income of an individual is conditioned to socio-economic factors. The income of our middle-class women compared to that of women from the lowest strata would not touch in its minimal expression women of our position since we have had the advantage of education vis-à-vis the male. University quotas for women are scarce, giving preference to the men. This problem must be dealt with from an educational point of view as a cornerstone for our less favored women.

II. The Problem

Regarding the socio-economic condition of Colombian women, we have very limited knowledge, consequently many questions are going to be asked for which we have no satisfactory replies.

Now, what is happening with regard to the Labor Law? What has been the source for its projects? What are its objectives? Which aspects are more deeply dealt with? When were they drawn? How do we know they are effective? Have the laws been evaluated? Does a relationship exist between the actual need and the type of law described? What level of acceptance or refusal exists towards innovation in the laws? Before these and many other questions the U.C.C. will raise the need to carry out a systematic investigation which should offer answers to certain problems taking into consideration that in Colombia the basic information on the forementioned questions does not exist.

III. Objectives of the Investigation

The following project objectives of the investigation were drawn:

1. To draw up in the 10 sections through their respective program committees a partial inventory of projects of existing laws.
2. To analyze the characteristics of documents, investigations and consulted material by sections on the socio-economic condition of women.
3. To study project characteristics (specifically aspects on which changes are proposed)--maternity, working hours, salaries, professions, etc.

women (number of working women, how many professionals, tasks, or skills they are carrying out).

5. Establish possible partial or total entry of women as production factors in the labor force in the socio-economic development in each section or department.
6. Study in depth aspects where women express most desire to professionalize and produce through a questionnaire survey.
7. Develop a conceptual framework on the socio-economic condition of women in Colombia.
8. Develop a model of investigation applicable to other countries.
9. To determine, based on data and results from the investigation, program lines of action most apt to realize favorable laws to Colombian women.
10. Dissemination of the results of the investigation and through this reinforce consciousness among Colombians regardless of sex (pamphlets, radio, newsmedia, T.V., etc.)

IV. Conceptual Framework

It is necessary that the U.C.C. refer to three important points in this conceptual framework:

1. The concept of what the socio-economic condition is
2. The identification of the stages of development of the program
3. Previous identification of some working hypotheses

1. Concept of the socio-economic condition: this is basically the fundamental relationship between the income and the social status of a person, the income influencing whether or not a person can better his social position. Rank, political prestige, social and professional as well as other external influences are all factors which if they are in favor of the person will let him advance socially and economically. We shall see that it is not a sharp dichotomy but rather a direct or indirect relationship.

2. Levels of program development: The U.C.C. considers that a project to investigate the socio-economic condition of women should not be done as an abstraction, but rather concretely and closely related to the reality from which it originates and that not only should it be related to the reality from which it originates but also should modify it. The project should essentially be a dynamic one, directed towards change, towards the introduction of innovations that show the existence of a mentality that constantly questions not only the situation but that also seeks positive solutions without falling into routine and lack of imagination.

- a. the socio-economic condition is related to the degree of socio-economic development of each Department or Municipality
- b. education as a means of liberation influences the socio-economic condition of Colombian women
- c. legislating corrections for already existing laws or proposing new ones will make the socio-economic condition of women at least the most acceptable possible
- d. the Colombian woman has her consciousness educated or not educated, as the case may be, by the existing system--this applies to professionals, para-professionals, those in domestic labors or other jobs not protected by laws

V. Investigation Design and Working Methodology

1. Type of investigation:-

The following investigation in its efforts to approach the problem of the socio-economic conditions of women is one done by deduction by inference. It is a basic study which should give way for posterior studies; it should also serve as a stepping stone to arrive at a diagnostic study of the socio-economic conditions of women in Colombia in such a way that future studies or activities can be based on an objective knowledge of the situation.

2. Population: female vs. male-

Knowing before hand that there already exist several studies done on the socio-economic conditions of women at all levels of society, it was decided to direct this study towards the women least favored, taking as reference the statistics and the census done on all women in Colombia and comparing it with the masculine population in regard to professional activity, what works are carried out, if those works, even if they be professional, secretarial, commercial, artistic, or domestic are carried on independently, how they are paid according to the educational level, and the number of women unemployed. In short, it was decided to investigate those sectors of the most marginal women in the context of the whole population of Colombia.

3. Sample survey-

The ideal would be to attend the study throughout the whole of our national territory but we had to select 10 areas and limit ourselves to them: Bogotá, Medellín, Cali, Cartagena, Armenia, Cúcuta, Santa Marta, Montería, Ciénaga, and Barranquilla.

In the 10 areas selected there are some cities representative of the well-to-do and others where the incomes are relatively low all of which should give us a good sampling for our purposes.

4. Tools-

As a basic methodology to gather information the survey was done by a questionnaire composed of three parts:

- a. personal data
- b. data about the woman's training in any field of activity
- c. data about her actual occupation

VI. Report on the Investigation

1. Questionnaire application-
At the end of November 1974 the survey by the application of the questionnaire should be completed (annex).
2. Codification task-
In April 1975 the work of codifying after selecting which questionnaires will serve according to the population of each section.
3. Postcodification task-
In September 1975 the work of post-codification will be done. Given that the questionnaire will have open questions it will be necessary to codify them. For that it will do to take a sample of 250-150 questions respectively from the greater to the lesser population of the cities following these three steps:
 - a. recording of the responses
 - b. classification of the responses
 - c. comparison with preceding stages
4. → process and analysis of data, a stage which should be completed by December 1975 with the help of the Departments of Investigation or resource persons.

After the interpretation of the results, the writing of the final report on the study with an analysis and the data of major importance will be done.

VII. Publications

The U.C.C. should disseminate the results of the study by various methods:

- a. publications in the form of small books (pamphlets) with an annex and corresponding tables
- b. book or pamphlet concerning the theory of the socio-economic condition of Colombian women undertaken in the study
- c. articles in magazines, for radio, the press, and T.V., etc.

VIII. Investigation Organization

At the national level, the National Directory, together with associates who compose the Committees of Sectional Programs, would be the basic group and the study group would be composed of the Secretariat, researchers of the U.C.C., associated helpers and others. The basic group as well as the group conducting the study are of vital importance because through them contact with the community that is going to receive the results of the study will be maintained.

ANNEX-QUESTIONNAIRE

QUESTIONNAIRE FOR THE STUDY AND EVALUATION

OF THE SOCIO-ECONOMIC CONDITION OF WOMEN IN COLOMBIA

Industry: Private Government Particular Civil status: Married Single Widow Separated Common law union Other

Profession: yes no Name of industry or place of work:

Job description

Unemployed

Salary: From \$100 to \$500 501 to 600 601 to 700 701 to 800 801 to 900 901 to 1000 1001 to 2000 2001 to 3000 3001 to 4000 4001 or more

Number of children girls boys

Total number of women who work in the same industry Total number of men who work in the same industry Work done by the men (describe):

Educational level: Primary 1 2 3 4 5 Secondary 1 2 3 4 5 6 High School 1 2 3 4 5 6 Commercial 1 2 3 4 5 6 Normal school 1 2 3 4 5 6 University 1 2 3 4 5 6

Professional title Name of career Commercial activity Worker Salary Hours Domestic Work Other occupation Volunteer service

Do you know the existing laws in Colombia which deal with worker protection?

Observations:

Secretariado General de Servicio Voluntario

SEGESVOL

Quito, Diciembre 17 de 1.974

Señora
Louise Montgomery
Ciudad.

De mis consideraciones:

A nombre de la Institución y en el mfo propio, reciba Ud. un cariñoso saludo y el deseo ferviente de unas felices pascuas y un próspero año nuevo.

Con el fin de buscar que nuestros deseos sean realidad en los años venideros, nos permitimos poner a su consideración los puntos generales sobre los cuáles nos aadaría establecer un contacto con la Organización que Ud. tan dignamente la integra (O.S.S.) y que consiste en lo siguiente:

A la presente fecha Segesvol cuenta con la información de 16 Instituciones y aspiramos cumplir en los años de 1.975-1.976, como lo demuestro en el siguiente cuadro:

	Junio 1.975	Junio 1.976
Número de Instituciones	7 más	7 más
Número de Instituciones con programas dirigida con Auto-Ayuda	4 más	5 más
Número de Cursos de Capacitación	6 más	7 más
Número de Evaluaciones de Cursos	2 más	3 más
Número de Equipos de Capacitación	2 más	3 más
Proyecto de Investigación	Segesvol	Quito en General.
Reforma de Estatutos.		

Agradeceríamos a Ud. se digne hacernos conocer su valioso criterio sobre la presente comunicación.

De Ud. muy atentamente,

Norha de Salgado
Norha de Salgado
Presidenta

Mercedes A. de Avila
Mercedes A. de Avila
Secretaria.

2/10

Secretariado General de Servicio Voluntario

SEGESVOL

Quito, 18 de Julio de 1974

Sra. Sña.
Louise Montgomery
Directora de Programas Latinoamericanos
Washington D. C.

Administración
21 de Julio 1974
EJG

Distinguida amiga:

En carta anterior te anunciamos el envío de nuestra comunicación especificando el programa que Elsa de Tardá cumplirá desde Julio como Asesoramiento a SEGESVOL.

En reunión de Junta Directiva se delimitó la Asesoría en la siguiente forma:

Persona Recurso a nivel Asesoría

- a) A la Junta Directiva
- b) A los Comités: Finanzas, Relaciones Públicas, Capacitación, Motivación, e Investigación.
- c) A campos de acción: Salud, Educación, Rehabilitación, Desarrollo de la Comunidad, Cívico Cultural y Voluntarias de SEGESVOL.
- d) A Instituciones afiliadas a SEGESVOL cuando la soliciten, en términos de coordinación y organización de voluntarios de acuerdo con las prioridades estudiadas con la Junta Directiva.
- e) Asesoramiento especial al Comité de Investigación por encontrarse en formación y laborando en forma activa.

Esperamos que éste programa llene nuestras necesidades y cumpla el objetivo trazado por SEGESVOL.

El tiempo que Elsa entregará según compromiso con nosotras está delimitado a 2 años, cumpliendo un horario de medio tiempo en nuestra oficina.

Esperando que al recibo de ésta gocés de completo bienestar en unión de los tuyos te enviamos un afectuoso saludo.

Atentamente,

Norah de Salgado
Norah de Salgado
Presidenta

Nota: Hasta el momento no hemos recibido ninguna información específica sobre el viaje de Elsa que ya estaba aceptado, comunicamos encarecidamente comunicarnos algo al respecto.

English Translation of the Article on ACCORD in the Gueyaguá Newspaper

Gueyaguá, Ecuador
Sunday Dec. 15, 1974

Unquestionably one of the most important phenomena of our times is the phenomenon of change. All the indications of the future and most especially those who share the misery of the "Third World" assure to fundamental changes in the socio-economic and cultural aspects of living. Moreover, we can say without fear of being incorrect that the immense problems that are found in contemporary society have caused sociologists and economists to declare openly the necessity of trying about fundamental modifications in the balance of groups, societies, and systems for the social well-being of all men.

Those who are alienated and deprived of the benefits that society owes them will express their discontent and lack of conformity with their state of affairs by guerrilla warfare, uprisings, disturbances, etc.

We do not pretend to make a paragrafic of this manifestation of rebellion but we find that it is the way in which men can manifest their rejection of a system that violates their dignity in daily living.

Faced with this possibility, which only gives rise to internal strife, setbacks and delays for progress, it falls to the more privileged individuals to undertake tasks and action which will help in the long run to bring about equality and understanding among human groups.

Gueyaguá is a human conglomerate which has all the typical social problems and need for solution. Abandoned children, general ignorance lack of adequate nutrition, ignorance, poor hygiene and health conditions all constitute an all too visible reality. One must not shut his eyes before such a distressing panorama.

Petroleum produces millions, yet the people of Ecuador are generally poor, under-nourished, and uneducated. This is the harsh reality. In light of these facts, the action for social change is urgent. Hundreds of thousands of persons are needed to do it. The road is clear, even though long and seemingly winding. Volunteerism is the answer.

Volunteerism

Volunteers are not born but made. It is necessary to learn how to be a volunteer. It's common knowledge that a social action done only with good intentions can sometimes result in something highly negative. One obvious example is paternalism.

To pretend to solve a social problem with occasional good deeds is absurd. It is vital to diagnose the problem and apply the corresponding corrective actions.

The list of groups doing volunteer work in our community is long. But a

question should be raised--Has there ever been an evaluation of these programs? Is this not an urgent necessity?

To be most effective, a complete study of the activity of each group and what the groups do jointly should be the point of departure. This hopefully will move us to more serious reflections.

Seminar Offered

We found the Seminar which took place last week at the Howard-Jar-North American Center to be extremely interesting. About 30 women who do volunteer work in numerous organizations in Guayaquil took part in a technical course on volunteer work, entitled "Techniques and Philosophy of Voluntary Work". They came together to study, familiarize themselves with and prepare for volunteer service from a rational and technical point of view.

Hortense Dicker and Amparo Girardo of the OIP of the League of Women Voters of the United States gave a series of most interesting conferences and organized group discussions in order to substantially prepare the participants in the technical methods and philosophy of voluntary action.

We believe that it would be interesting for our readers to become familiar with some of the topics discussed in the aforementioned Seminar.

Philosophical Basis for Voluntary Action

In the first place, the person who makes the free decision to enter into volunteer service, should be firmly decided to commit time and energy to the task. The basic motivation is that of helping people to become better human beings. Dignity is of the essence of the human being and the volunteer must value this in the persons who receive his services. The volunteer must be concerned that each individual have the opportunity to reach fulfillment as a person. The goal is to help others become free, conscious of their dignity and responsible persons.

Social Diagnosis

The members of a group doing volunteer work ought to have the capacity to detect the obstacles to the attainment of the promotion of man towards the goals of self-help and self-realization. To more effectively to cover up the symptoms of social problems are needed they must be attacked at their roots.

Work System

The members of a group doing volunteer work (personal help or independent work is not to be recommended) have to be aware and acquire the skills and to put into practice their knowledge for the achievement of the social goal. In other words, all efforts should be made to acquire

knowledge about principles of organization that will permit volunteers to act jointly in an effective group effort. Isolated acts are not effective.

Knowledge of the Environment

Every volunteer association has to recognize clearly the social problems of its community, the manifestations of these problems, and their consequences and then untiringly direct its action toward the elimination of these problems at their source. This is the ideal.

Coordination of Social Services

Just as the members of one volunteer group must be organized themselves, so must those groups who do similar work be able to work in a coordinated fashion so that each one can choose its field of action and avoid duplication or wasted efforts. They must learn to pool efforts and not divide them.

Unity of action, accurate identification of objectives and coordinated work are the necessary steps to arrive at a practical and efficient end.

This has been a very brief summary of the main topics which were developed in the Seminar.

ACORVOL

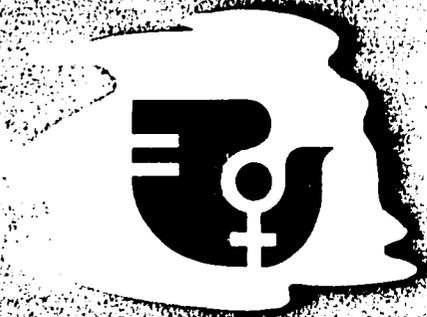
With full knowledge that volunteer activity should be coordinated so that it can be effective, there has been organized in Guayaquil the Agency for the Coordination of Voluntarism (ACORVOL). We believe that it is a very positive step. The diverse entities participating in volunteer service direct themselves to the agency in order to integrate and plan jointly the work to be done.

ACORVOL has this mission and the effective steps carried out by the persons involved in this noble project will make it possible to obtain a clear view of the direction which the action for social improvement is taking in our community.

It's high time that such projects should be taking place in Guayaquil where it is sad to admit that the children of the poor are only remembered at Christmas time, for example. A joint effort among all the voluntary groups would result in an effective change and thereby a permanent one, for these children who wander in their misery and ignorance through the streets of our city.

We must carry out many works of social service--not as an "unloading of pity" on Christmas Eve, but as an organized effort by legions of people who hear the Christian call for justice, equality, and love.

Dimensiones de la Acción Coordinada



diciembre 1974

Año 11 Núm. 6

La Acción Voluntaria Coordinada

En este número de INTERCAMBIO ofrecemos a nuestros lectores las impresiones y reflexiones de las 18 mujeres que participaron en el XV Seminario Multinacional para Líderes Latinoamericanas sobre "Coordinación de Recursos para la Acción Comunal", patrocinado por la Oficina de Educación y Asuntos Culturales del Departamento de Estado de los Estados Unidos y el Overseas Education Fund.

Metas y Objetivos del Seminario

Como parte integral del programa del Overseas Education Fund en Latinoamérica, el Seminario Multinacional anual tiene como meta reforzar el trabajo en esa área, fortalecer y promover el desarrollo de sistemas voluntarios viables que contribuyan al desarrollo nacional, a fin de asegurar un nivel de vida mejor para todos.

Los objetivos del XV Seminario fueron: 1) Estimular el intercambio de ideas, experiencias y puntos de vista de las participantes. 2) Explorar el rol, presente y futuro, del voluntariado en la sociedad. 3) Identificar nuevas áreas de acción. 4) Fortalecer las destrezas de las adiestradoras en los equipos de capacitación. 5) Ofrecer una oportunidad para conocer programas cívico-políticos y de bienestar social en los Estados Unidos. La visión panorámica de este certamen fue muy amplia. A continuación ofrecemos una síntesis de los puntos que nos parecieron centrales.

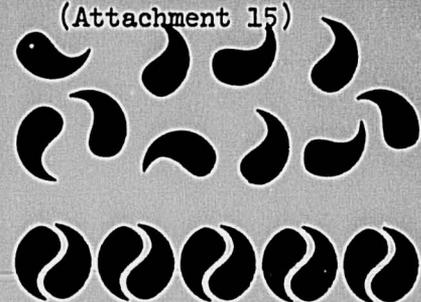
Profundizando en el significado de los conceptos a través del diálogo, llegamos a precisar una idea más amplia del voluntariado como movimiento, que consciente del potencial de su contribución y de la fuerza que da la unión y la coordinación de sus esfuerzos, puede ayudar a crear condiciones dentro de la sociedad que garanticen justicia social para todos, basada en una creencia más profunda de la dignidad humana y en sus capacidades de superarse. Esto implica el estudio y la evaluación del voluntariado como un recurso de la comunidad. Analizamos el aporte del movimiento voluntario,

a través de la superación del individuo y de su capacitación progresiva, del conocimiento de la realidad social de su comunidad, de su crecimiento personal, de su respeto a la dignidad humana y de la creación de conciencia de participación. Estudiamos la necesidad de la integración de grupos, su ética, su actitud de receptividad al cambio, su dimensión social, y la identificación de su compromiso. Discutimos las cualidades necesarias para ser un agente de cambio consciente de su libertad de acción, con fe en sí mismo y conocimiento de los varios tipos de ayuda, a fin de poder orientar a nuestras instituciones a realizar programas de promoción y auto-ayuda.

Finalmente, llegamos a la definición de un nuevo concepto de lo que es el voluntario: es la persona que, consciente de la necesidad de la comunidad y del valor de su participación en el desarrollo integral de la misma, ofrece con responsabilidad sus recursos a través de una institución organizada de bienestar social.

(Sigue en la pág. 3)

*Dimensiones
del
Cambio Planificado*



Octubre 1974

Año 11 Núm. 5

*Elementos Para Una Teoría
Del Cambio Planificado*

Dr. Jorge Agreda

Entre los fenómenos sociales más fundamentales de nuestro tiempo está el fenómeno del cambio. Su noción sugiere una variación con relación a un estado o modo de existencia anterior. Los cambios sociales traducen modificaciones del equilibrio entre grupos, sociedades globales y sistemas.

La característica mayor del cambio social es su asincronismo. Existen diferentes tipos de cambio y sus fuentes u orígenes pueden también ser diversos; los más importantes son la invención y la difusión.

Los procesos de cambio son el marco que condiciona nuestra situación actual de subdesarrollo, estancamiento económico y dependencia. Esto significa que si deseamos obtener un bienestar generalizado para nuestros semejantes, manteniendo una relación creativa con el mundo que nos rodea, debemos esforzarnos no sólo por lograr cambios en nosotros mismos, en nuestro medio social, material y espiritual, sino también orientar los procesos de cambio y controlar su ritmo.

LA NOCION DE CAMBIO PLANIFICADO

La necesidad de comprender los procesos de cambio, de controlarlos y orientarlos, originó la demanda de servicios profesionales que, hoy en día, permiten que dispongamos de ayuda apropiada y de asesoramiento en nuestros intentos de resolver los problemas que emergen del cambio social y personal.

En este artículo nos ocuparemos específica y exclusivamente del cambio planificado que se origina en la decisión de esforzarnos deliberadamente por mejorar un sistema—que llamaremos "sistema cliente"—obteniendo la ayuda de un agente exterior o "agente de cambio" a fin de realizar un determinado progreso o mejora.

El cambio planificado deriva de una decisión voluntaria para introducir mejoras en un sistema social o de personalidad, buscando alcanzar estos objetivos con ayuda y orientación profesionales.

Todo sistema social manifiesta en su organización y funcionamiento un alto grado de estabilidad, de constancia e incluso de rigidez, que es causa de que el organismo sea, a veces, incapaz de alterar por sí mismo pautas estructurales y funcionales estabilizadas que se revelan inapropiadas, haciendo necesaria la intervención, en forma de ayuda externa, de un agente de cambio.

(Sigue en la pág. 4)

INTERNATIONAL JOURNAL OF
SOCIOLOGY

OVERSEAS EDUCATION FUND of the League of Women Voters
1730 M Street, N.W., Washington, D.C. 20036

INTERCAMBIO

December 1974

English Translation

THE COORDINATION OF VOLUNTEER ACTIVITY

In this issue of INTERCAMBIO our readers will find the impressions and reflections of the 18 women who participated in the XV Multinational Seminar for Latin American Women Leaders on "Coordination of Resources for Community Action", sponsored by the Overseas Education Fund in cooperation with the Bureau of Education and Cultural Affairs of the Department of State.

Goals and Objectives of the Seminar

As an integral part of the Overseas Education Fund program in Latin America, the Multinational Seminar's goal is to reinforce OEF field work by strengthening and promoting the development of viable voluntary systems which contribute to national development and a better standard of life for all.

The objectives of the XV Seminar were: 1) to stimulate the exchange of ideas, experiences and points of view among the participants; 2) to explore present and future roles of volunteerism in society; 3) to identify new areas of action of the coordinating agencies; 4) to strengthen the training skills of members of training teams of the coordinating agencies; 5) to offer an opportunity to learn about civic/political and social welfare programs in the United States. The over-all scope of this meeting was very broad. What follows is a summary of the highlights.

Through group discussions we analyzed key concepts and arrived at a more comprehensive definition of volunteerism as a movement. We became more aware of its potential contribution to society and of the strength obtained through union and coordination of efforts, a strength which can be channeled to help create the conditions in society that provide social justice for all, based on a deep belief in human dignity and man's ability to better himself. This implies the study and evaluation of volunteerism as a community resource. We analyzed the voluntary movement's contributions to the betterment of individuals through progressive training, increasing knowledge of the social reality of the community, personal growth of the individual volunteer, respect for human dignity and the development of a group awareness of the need to participate in the life of the community. We studied the need for integration of various community sectors, the ethical constraints, their degree of openness to social change, their social dimension and their social commitment. We studied the qualities desirable in a change agent, conscious of his freedom of action, sure of himself and knowledgeable about different kinds of methods to effect change in order to orient our voluntary institutions to carry out self-help and developmental programs. The insights gathered throughout the discussions led us to formulate a new definition of the concept of volunteerism, i.e.: volunteers are those persons who, conscious of the community needs and of the value of their participation in its overall development, offer their resources in a responsible way, through an organized institution of social welfare.

Coordination

A close look at this process indicates that problems are not solved in isolation but rather that they should be dealt with in a cooperative way. When investigating to identify the various problems which affect the total community, we became aware of the need for working in well-planned groups to obtain the results we wanted. Because oftentimes institutions have a partial or tunnel vision of community needs, focusing their attention and concentrating their energy only on one aspect of a problem, they become removed and ignore the reality of the problem and the resources which other institutions offer. It is in this context that we see the benefits of a coordinated approach. The awareness of the multiple facets of problems makes it necessary for us to work together; coordination of services is imperative in order to obtain the goals to which we have committed ourselves.

Every institution faces the alternatives to remain unchanged, to achieve maturity, or to die. In view of this fact, it is necessary to examine periodically the growth stages an organization goes through in order to achieve stability, obtain a good reputation and develop as a unique and adaptable contributor to society. Therefore, the coordinating agency as a change agent, in order to maintain itself up to date, must enter into a process of creative self-analysis. It must carry on a continuing evaluation of its own needs and those of the community. It must have well-defined goals and must know how to profit from organizational development as a process to find its place in an ever-changing society in order to improve and fulfill its objectives.

The role a coordinating agency can play in maximizing the utilization of community resources and achieving necessary changes demands that it carry out various functions: promotion of volunteerism, provision for continuous and progressive training at all levels; offer of consultative services to other institutions in order to improve the services they render; uniting the strength of the member agencies to defend just causes in order to have an impact on the decision-making processes of the community on behalf of the general welfare.

Coordination in Action

The OEF, the League of Women Voters, Washington, New York, Pittsburgh, Lexington and eighteen women of the Americas have been for thirty-seven days the ingredients of a human equation whose results are unforeseeable. During this Seminar the concerns and feelings of our peoples have converged in one single thought or purpose: to achieve social justice for all.

During the first two weeks of sharing, we analyzed the content of the various basic concepts of volunteerism through an exchange of ideas, experiences, discussions, lectures, films, etc. to the point that we believed we had exhausted all methods of learning. But it was not so. During the third week our group was divided into two: one group travelled to the city of Lexington and the other to Pittsburgh.

From the moment we arrived in these cities, the meaning of coordination became apparent. During the ten days we experienced a coordinated effort among OEF, the League of Women Voters and the local institutions visited.

Our contact with the League made us aware of the strength that a group can achieve when it obtains authentic prestige in the community and maintains it through the joint efforts and responsibilities of each and all of its members.

The choice of Lexington and Pittsburgh as models of coordination of voluntary services was a happy one. Geographically and in their administrative structure these cities resemble some regions in Latin America, and are comparable in their level of development as well. It was a wise decision to divide the participants in two groups and send each group to a different area, because later on we had the opportunity to share the information and experiences gathered in the two cities by explaining--through our personal as well as the groups' observations--how these communities deal with their problems. The miracle of human communication enabled us all to visit both cities.

When dealing with the organizations we were already becoming aware of the structure of a vital process: man immersed in his reality, living with his resources--actual and potential. The problem is a means to reach the individual, the family and the community. This is a reversible process because when the solution is arrived at the community reaches out to the individual and the family. This dynamic interaction results in change. No one can escape it. But change is to be carried out consciously. The human being begins to succeed in the struggle for change when he learns to think and act on his own.

We have seen the strength of organized groups that investigate, study, plan, decide and, ultimately, join together to force those in command to respond, thus using their power to defend a just cause. We have seen volunteerism as a determining force which moves in all areas and at all levels. We have seen women fighting for true equality of opportunity. We have seen them excelling, using all their potential and being trained to obtain positions in the governmental structures and in private enterprise.

We have observed many ways to promote interest in volunteerism and the recruitment of volunteers, using all available resources, involving intellectuals, the handicapped, young, old, housewives, university students, the blind, blacks, whites, the poor, and it is this attitude which makes it possible for the services to touch everyone and benefit from everyone in a truly human promotion. One of the most valuable perceptions gained from the interrelation of the Seminar's content with the fields of action was to recognize the systematic approach with which organizations view the human being and his problems, encouraging him to detect their source. We have observed programs that encourage individuals to determine the cause of their problems, alter the circumstances and find their own solutions.

We are convinced that this is the way. It is our wish to be good agents of change. This is why we reflect upon the applicability in our countries of what we have seen and learned.

Implementation--A Great Challenge

We realize that the application of the new concepts and techniques is the most important and the most difficult part to carry out. Applying the new concept of volunteerism we see its importance as a movement strong enough to bring about changes aimed at achieving a more balanced distribution of opportunities for all. One of the examples of coordination which made the strongest impression on us was the

coalition, which has great potential, especially in the formation of pressure groups. For example, we would envision its use in an area where only six out of forty districts have sewers. We believe it necessary that women be members of neighborhood councils and organize groups able to advocate such projects. We feel that the greatest community resource--human beings--is not being used to full capacity, and we consider volunteerism an apt instrument to achieve this goal. We understand that the volunteer movement must reach to and accept the collaboration of all those who feel called to participate in the development of their community, since we all have much to offer and much to learn. We were interested in discovering that in some volunteer programs in the United States, college students who participate receive academic credit for their community action. The service they render constitutes one more step towards the desired goal: that all the members of the community perform some volunteer work. Another program that we thought particularly valuable was "Call for Action" which we observed and evaluated. The insights we gained from the various programs we observed contributed to give us a new vision of coordinating agencies as organizations open towards the community.

The coordinating agencies must not only be receptive to ideas from affiliated institutions, but they must also struggle to expand their services to different fields of action in the community, aware that the solutions to social problems are not in our hands, alone and a strong voluntary movement can bring about change knowing well what it is doing and why. We are trying to attack the causes of social inequality through coordinated action, bearing in mind that many different interests, needs and resources exist.

We believe that an analysis of the community has priority in terms of activities to be carried out by the coordinating agencies, since this investigation will provide an overview of the social problems it faces. Another activity which we consider very useful and of great importance to the coordinating agencies and the community is the establishment of a system of communication and distribution in order to promote citizens' collaboration in social welfare activities and the participation and commitment of our communities to the voluntary movement. Some efforts already in progress include the "Open Letter to the Women of Manizales" and the news items which often appear in local papers.

We are very conscious of the need to make better use of the work of volunteers in order to extend the services offered. It is imperative that we analyze the ways in which an organization functions, and that we offer more theoretical and well-planned courses. We have been very impressed by the strength of the volunteer movement in the United States, and return to Latin America anxious to open the doors to technical assistance and to become better qualified in order that the coordinating agencies may be groups whose opinion society respects. The more united we are, the more strength we will be able to muster in our struggle for the welfare of the community.

In order to make it easier for the affiliates to grow, it is imperative that the coordinating agencies provide trained personnel to meet the technical assistance requirements that arise. Therefore, we feel that the training of consultants must be one of the first priorities of the agencies since by this means those who benefit from the consultation are enabled to face similar problems in the future using their own resources. In view of the great importance which the training has in the process of change of mentalities and types of action, from tra-

ditional to self-help, this is one of the programs which we must continue to support and update constantly. By means of organization development and the training of volunteers who work in social welfare organizations, we will achieve the changes we would like to see take place in the social systems themselves.

THE COORDINATING AGENCIES REPRESENTED IN THE XV MULTINATIONAL SEMINAR

The 18 participants represented the following countries: Bolivia, Colombia, Costa Rica, Ecuador, the United States, Guatemala and Peru. In each case the opportunity to receive a scholarship was offered to members of the training teams or the Boards of Directors of the nine coordinating agencies which work in the above-mentioned countries. The agencies coordinate the work of from 9 to 69 voluntary social welfare institutions which by coordinating their efforts are better able to offer training to their members, improve and professionalize their services and avoid duplication of the same. These agencies have been in existence for as short a time as six months and as long as eleven years.

Bogotá is the home office of ACOVOL, the first coordinating agency for volunteer work in Colombia. It was established in 1963 with the purpose of coordinating the work of the affiliated institutions and training and giving technical assistance which would allow the member organizations to contribute effectively to the solution of social problems. At present it is made up of 69 social welfare organizations, divided into six groups by areas of service such as Child Welfare, Civic-Cultural Affairs, Education, Family Counselling and Community Development, Comprehensive Rehabilitation and Health. ACOVOL was instrumental in the establishment and development of ten other autonomous coordinating agencies in Colombia, each of which now has a training team whose function is to promote and perfect volunteer services. Of the ten, COVOLMAG from Santa Marta and CODEVOL from Manizales were represented in the Seminar.

In Bolivia, the National Confederation of Women's Organizations (CONIF), established in 1956, has a membership of 17 federations throughout the country. CONIF's first priority is to promote educational programs for women and children and to define and implement women's rights. CONIF is developing a volunteer training program and cooperates with each of its member federations in the formation of local training teams.

The General Secretariat for Volunteer Services (SEGESVOL), was established in Quito, Ecuador, in 1969 with technical assistance from the OEF and ACOVOL. It currently has 18 affiliates and is attempting to attract new organizations to the coordination. SEGESVOL has a training team whose role it is to offer step-level or progressive training to volunteers. The organization is starting an analysis to ascertain the needs and resources to be found in Quito. In 1973 the Coordinating Agency for the Guayas Volunteers (ACORVOL) was founded in Guayaquil with a membership of more than 24 organizations.

Eighty social welfare institutions including voluntary organizations, non-governmental and governmental agencies make up the Social Welfare Council of Guatemala, founded in 1956. The Council, whose objectives include the furthering of social welfare, as well as community awareness regarding social welfare problems

and the study of grassroots initiatives, is currently expanding its program and intends to establish affiliates outside the capital city.

The National Secretariat of Private Social Welfare Institutions (SNIPBS), established in Lima, Peru, in 1967, is made up of 54 member organizations. SNIPBS sponsors seminars and lectures and has a training team which offers courses for volunteers of its member organizations.

The Federation of Voluntary Organizations (FOV) was founded in Costa Rica in 1971 to coordinate volunteer efforts in San José in order to channel them towards the integral development of the citizenry by means of greater professionalism and humanization of its services, by means of promotion, training and coordination of the services of its volunteers. It is currently in the process of organizing a training team which will offer step-level or progressive training for volunteers and is sponsoring a research project to define the areas of employment in which women would have more work opportunities.

COMMUNITY ANALYSIS

This is the last of a series of summaries INTERCAMBIO has published this year based on the Coordination pamphlets recently published by OEF.

Metaphorically speaking, the analysis of a community could be likened to the view one would enjoy from outer space which would provide a complete picture of the political, socio-economic, educational, psychological and cultural affairs and problems of the community.

This kind of analysis almost immediately casts light on realistic and concrete needs, and it does it through the most relevant and correct means. The analysis of a community, properly done, does not search for ways to manipulate, since it does not try to help an organization to reach its goals when these may be detrimental to other interests of the community. Rather, it seeks to identify accurately and in detail the various elements that make up a society and what the different interests of all these elements are, so as to make it possible for an organization to function intelligently and sensitively while being careful to respect the legitimate interests of all aspects of the community. If such a community analysis is understood and used skillfully, it can democratize the organization's activities by helping it to understand and assess the interests of others and in this way create a community spirit.

For most of us the more specific, detailed analysis is pertinent, because we are involved with organizations that have existed for some time and whose attitude, directions and habits are already defined. An individual organization wishing to undertake a detailed community analysis would have to select some key questions such as: What is the nature and function of this organization? To whom does this organization cater to and whom does it directly benefit? Where does the organization find its employees and its financial backers?

Leaving behind the more limited area of detailed community analysis, we will consider the general analysis of the community. In its optimum form, the general analysis would cover such areas as: Historical background, Economic Situation, Government, Education, Recreation, Religion, Health, Mass communication, Associations, Housing, Community development, etc.

Where and when is information to be sought for a general or specific community analysis? Once the kind of study to be made has been determined, libraries are especially helpful to identify sources of information. The compilation of data, although systematic, should not be assigned to only one person; rather, different staff members and volunteers should be involved and the procedure should include a short oral report at a joint meeting of all researchers. The value of this collective investigation effort is that each person will contribute a piece to the puzzle which is being put together by the group. In this way, many members of the organization will benefit from the analysis at the earliest possible time.

Aside from printed information, which by its nature is static, fixed, and always outdated from the time it is converted into a book, there are people to be interviewed and inquiries to be made which reflect the actuality of the situation. In view of the fact that people and institutions change, it is necessary to be in contact with the people directly involved, in order to keep up to date with the daily happenings. A good interview requires a series of penetrating questions which are distributed and collected efficiently and a certain preparation of those people to be interviewed.

In preparing the questionnaire, it is necessary to:

- determine precisely what one is searching for and avoid the temptation of covering too much ground
- make the questions simple and understandable
- explain any categories or terms that may confuse the person being interviewed
- include questions that can be answered by "yes" or "no"
- prepare brief questionnaires, so as not to frighten people away
- test the efficiency of the questionnaire with a small group of people, make the necessary changes and then distribute it
- provide sufficient blank space for those questions that require a more detailed answer, including viewpoints, opinions or additional pertinent information

The analysis of the community, be it general or specific, does not pretend to produce "definitive" surveys. It is an undertaking guiding towards action, which, when all the information is gathered together, will give a better idea of the needs and tendencies of a community, help avoid duplication of efforts, discover networks of resources not yet tapped and allow planners to specify more realistic and definite objectives. Such an exercise leads towards cooperation and coordination, but, above all, it establishes a real feeling of community. With the existence of better information about people, institutions, programs and conditions, it will be easier to tighten the bonds among all the interested groups.

GEF NEWS: On November 14th in the Hall of Mirrors of the city government, the mayor, General Armando Escobar Uría, bestowed a gold medal with the Coat of Arms of the City of La Paz on Una Cross, OEF representative, in recognition of her work of training volunteer members of women's organizations. Mrs. Cross has worked in Bolivia for the past eleven years.

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ELEMENTS FOR A THEORY OF PLANNED CHANGE

By Dr. Jorge Agreda

This article is included in the conclusions of a meeting held at Sorata Espada and published by CODEX, La Paz, Bolivia.

The Concept of Social Change

Change is among the most fundamental of social phenomena in our time. This concept suggests a variation with respect to a previous state or mode of existence. Social changes reflect modifications in the equilibrium among groups, the total society and among systems.

The main characteristic of social change is its non-synchronization. There are different types of change and the sources or reasons for these changes can also be very diverse, the most important being innovation and extension.

The processes of change are vital to our actual situation of underdevelopment, economic stagnation and dependence. This means that if we want to achieve generalized welfare for our fellow human beings and maintain a creative relationship with the world that surrounds us, we must make efforts, not only to achieve changes within ourselves, within our own social, material and spiritual milieu, but we must also guide the processes of change, and control the rhythm of their progression.

The Concept of Planned Change

The need to understand as well as to be able to control and guide processes of change, has created a demand for professional services that enable us to take advantage of appropriate aid and consultation in order to resolve problems stemming from social and personal change.

In this discussion we will deal specifically and exclusively with planned change which can be traced to a decision to deliberately try to better a system--which we shall call the "client system" -- by obtaining help from an outside source or "change agent" in order to effectuate specific progressive changes or improvements.

Planned change originates in voluntary decision to try to better a social system or personality, trying to achieve these goals with professional help and guidance.

Every social system, in its organization and performance, shows a high degree of stability, constancy and even rigidity, which at times render the social organism incapable of altering structural guidelines and established practices which have proved inappropriate. This necessitates the intervention of outside help -- the change agent.

The decision to introduce social change can come from the system itself which has decided it is desirable and necessary to solve certain problems in order to progress, or from an external agent who, given the problems that the client system is faced with, decides to set up an assistance-type relationship with the latter.

Levels of Assistance in Planned Change

The difficulties that arise in a system due to the conflicts created by the confrontation of aspirations toward social and personal change, which we can call "emerging change forces", with the "forces of resistance" which oppose them, must be resolved at different levels of operation by searching for the most efficient and adequate solutions.

From an overall point of view, we can delineate six types of dynamic systems: the individual, the group, the organization, the community, the national and the international community. Each of these systems presents its own particular problems and also requires specialized sources of professional aid.

In the processes of planned change, we must distinguish between those change agents who intend to improve the relationship between the system and what surrounds it, and those who devote themselves to changing the internal processes of the system. In reality, this distinction implies only a question of emphasis, since it is rarely possible for the change agent's work to remain limited to either internal or external considerations.

In this article, we shall present the overall diagnostic orientations to be taken by change agents in their effort to assist.

Diagnosing Problems of Change

We shall call diagnostic approaches the external agent's way of focusing on situations and problems created by change.

The most important diagnostic approaches are:

1. The internal distribution of power.

This diagnostic approach is based on the existence of a defective power structure within the system. The change agent, consequently, tries to reorganize power as a way to make problem-solving easier.

There are two possible ways to operate: a) create a new locus of power and b) change the functional bases of existing power concentrations. Both of these approaches seek to create a larger base for the

power structure and to allow for the development of new forms of leadership or the injection of new force into the system.

2. Internal mobilization of energy

This means avoiding the waste of energy in non-productive frustrations and destructive conflicts. There are many ways in which energy is wastefully expended: allowing the persistence of internal conflicts, displacing energy towards outside activities or turning energy inward to create behavior that only results in negative or destructive effects on the client system or adjacent systems.

The task of the change agent is to prevent energy from being wasted, in order to then set up new and more productive models for the use of this energy within the client system.

3. Internal communication

Communication among the system's parts or among individual members within the system is basic to its operation. Change agents must either correct deficient means of communicating or use communications as a means of pressuring the system to induce change.

4. Relationship between internal and external realities

A problem frequently encountered is the discrepancy that can exist between the surrounding reality such as it is and such as it is perceived by the system or its members. A few terms that can help us describe this discrepancy are: projection, autism and inadequate frame of reference. All of these difficulties create communication problems, and the first task of the change agent is to make the system aware of just what the reality is before initiating an efficient means of communication that will allow the client system to learn and practice new ways of relating.

5. Action goals and values

Changing one's attitudes is related to changing a system's goals and values. Any attempt to change goals and values should, first of all, furnish new information to the client system in order to encourage the latter to acquire new types of behavior that will, in turn, significantly influence the adoption of new values.

6. Resources and strategies for action

Every system is faced with an uninterrupted series of challenges and opportunities. Not having available the resources necessary to efficiently deal with these challenges and opportunities may also create certain difficulties for the system.

Aid in this field usually takes the form of the change agent's providing the system with certain skills and resources, making sure that the client learns through action; in other words, the agent must try to instill a sense of creative independence that will lead to success.

A NEW EDUCATIONAL GOAL:

Learning to Be

By Jorge M. Perez Ponce
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The International Commission on the Development of Education, established by the United Nations Educational, Scientific and Cultural Organization (UNESCO), published its report entitled, Learning to Be, in 1973. It calls upon educators to formulate objectives consonant with the reality of our time, encouraging them to promote not the acquisition of definitive or absolute knowledge but the concepts of a permanent education which emphasizes knowledge in constant evolution. In other words, the goal is to teach one how to "learn to be". In endorsing the foregoing commentary, we can only regard with optimism the first encouraging steps taken by Latin America towards an active methodology that incorporates the educational philosophy promulgated by the above cited Commission.

Although effects of the world-wide economic imbalance are multifarious according to the region one studies, few are those who lack personal access to new means of communication (represented in the simplest form by transistor radios) which could unleash a whole series of events whose educational potential can scarcely be measured. The availability of these means points to the real possibility that traditional education will soon be considered obsolete. The first educational efforts worthy of praise because of the interest they have awakened in the international community can already be observed. Educational reforms in Peru, Colombia, Mexico and Venezuela shed light on a trend leading toward improvements in the standard of living and the search for a social equilibrium made more accessible through the formulation of new educational philosophies. These are beginning efforts, leading to alternatives of higher education, which encompass the priorities of development and national welfare and which compete successfully with systems that, due to their excessive traditionalism, place obstacles in the path of the accelerated progress of the people, at a time when their survival depends on this progress.

The recognition of alternatives within the systems of higher education reinforces the process of individual self-development. They enable one to acquire knowledge that saves one from becoming a victim of technological changes which one should master. The new systems incorporate options of permanent education and offer an alluring promise of eventually being able to expand the limits of a society concerned with day to day problems. They guarantee participation in the awesome advances of today's technology, and also, because of their implications for general education, participation in the responsibilities relative to the decisions that a growing society includes within its national character. They likewise reduce the class distinctions by

standardizing the quality of the instruction received, its content, and the form of presenting both to a student body that is increasingly conscious of its civic responsibilities and the nature of its expectations for social progress.

Another cause for optimism is the success foreseen to emerge in the aforementioned countries, from the conscious, intentional and controlled union of science and technology with the fundamental elements of the educational efforts at all levels. The new citizen is thus better equipped to "control not only the forces of production but also social forces, and in this way be better able to determine one's own future...and one's behavior."

Lastly, one recognizes that the new educational reforms are based on the commendable principle that the education of today and of the future can no longer be permitted to consider itself a simple transmitter of values and knowledge from one generation to another. The constant metamorphosis of present and future technology marks the end of an era of complete credibility between generations. Current education and that of tomorrow must be grounded on the constant confrontation of one with the reality that surrounds one, whose social, scientific and technological ramifications have scarcely begun to be discovered. Education that looks exclusively to the past to find answers to present problems faces only the promise of resounding failure. New efforts are channeled toward a true promise that is based on present and future potentialities without losing sight of the past; such an education observes and utilizes all the resources and potential of the community it serves, formulating its program in accordance with the possibilities of that community. These new educational programs whose goal is regional and national community development on a technological and humanistic level, are deserving of transnational support. They are the global manifestation of the fact that countries on the road to development have already become aware of themselves and of their own destinies.

WHAT IS MOTIVATION?

Adapted from
"Material De Lectura Para Adiestramiento"
Centro Regional de Ayuda Tecnica, Mexico

All of us have probably often heard questions or statements like the following:

"How can I motivate that person to do something about solving his/her problem?"

"What can be done to motivate students to take greater interest in their school work?"

"The principal quality of a good leader is knowing how to motivate his/her followers to work."

These remarks point to two important implications about the concept of motivation:

1. Motivation impels, energizes, makes people act to achieve certain goals.
2. A person can give, transfer, inject, suggest motivation to another.

We agree with the first of these two implications, but not with the second. The potential energy to act in an effort to reach a variety of objectives is in all of us. When it appears that a person is not "motivated", we ought to ask ourselves what is impeding the manifestation of this mobilizing impulse.

The functions of a leader, teacher, administrator, supervisor, etc., do not include "to motivate". He/she should rather help to create conditions that liberate, or that do not obstruct, the flow or expression of this potentially creative energy that all human beings possess.

Motivating forces.

If such motivation (impulses to act to achieve objectives) exists in every human being, let us see where it originates.

Human beings have certain needs that must be satisfied. Some demand frequent satisfaction and their requirements are highly specific; others seem to demand little attention and their requirements may be varied, indirect, and at times, obscure. Between these two extremes there are other unfulfilled needs.

Scientists who study human behavior agree on the existence of needs and on which are the most vital. The disagreement arises as to the

number of these, the names they should be given, the order of importance of the less vital ones, and other details.

Hierarchy of Needs

Abraham Maslow, a U.S. psychologist, has developed a theory. He grouped, categorized, named and ordered a number of human needs: physiological, security, social, personal, and self-realization.

Physiological needs include things necessary to sustain life, such as rest, food, temperature within a certain range, etc.

Security needs project the physiological needs in time. They include concepts such as the assurance of adequate health care.

Social needs refer to the need to feel accepted by others, to feel that one has qualities or the capability to achieve certain things that one values (self-confidence).

Self-realization needs urge us to try to develop and utilize our capabilities to the maximum; they move us to invent, create or discover; to reach farther than our grasp.

The concept of "hierarchy of needs" suggests that in order for some of the needs to be potent motivating forces, those in the lowest hierarchical levels must be adequately satisfied.

WHAT IS THE PROBLEM?

This is the fifth in a series of summaries of the Coordination pamphlets which OEF has just published.

Two children playing with a toy car were not having a good time because they both wished to drive it at the same time. One of them finally told the other: "Look, we could have a lot of fun if you would let me drive."

Often an organization which belongs to a coordinating agency of volunteer groups, tries to solve what is essentially a shared problem as if it were an internal problem which should be solved by one member alone. However, a satisfactory solution to this kind of problem can only be found with the help of the other volunteer groups and other groups in the community.

In this series of pamphlets we propose a systems view which decidedly favors relying on a coordinated process of identification, definition and analysis of the problem. This is the process which will help a group understand the difference which exists between a merely internal problem and another whose solution would depend upon a collaborative effort.

Stages of the Process**First Step: Recognize the Symptoms.**

No matter how difficult a problem is, the probabilities of solving it are always greater if it is nipped in the bud. It is extremely important to be able to recognize the first symptoms of a problem and diagnose it in its initial stages. If the person who directs an organization can discover and diagnose exactly what the problem is when it starts, chances are she will be better able to find an adequate solution before the problem affects the efficiency of the organization.

What constitutes a problem? Any obstacle that stands in the way of the achievement of a goal is a problem and it exists when there is a difference between what is available and what one wishes to accomplish. When the results do not match the goals, when the group activities do not satisfy the expectations of the organization, when the behavior of the whole organization does not conform to the established policies, the organization faces problems.

Second Step: List the elements which appear to provoke or perpetuate the problem.

Symptoms tend to be deceiving--the same symptoms can be produced by different causes or factors. Moreover, human beings have a special predisposition for treating the symptoms and acting as if they had identified the cause. What is required is to determine the causes through the identification of the negative factors.

Third Step: Select from among the factors identified in the previous step, the one which seems to be most important.**Fourth Step: Determine a clear objective which, if accomplished, would balance the element identified as crucial in Step Three.**

When determining the objective which tends to rectify the critical factor, special attention should be paid not to create more problems. For example, a volunteer group might yield to the temptation of recruiting new members from among individuals who already participate actively in the work of other volunteer organizations.

Fifth Step: Identify those factors which will facilitate or stand in the way of reaching the objective.

Force field analysis is one of the most helpful procedures to identify both the forces which help and those which hinder the attainment of a given objective.

Sixth Step: Identify the most critical positive and negative forces, establishing a set of priorities among them.

The process of strengthening the positive forces is usually productive and

therefore, more time and attention is frequently dedicated to it. Less frequently are time and effort devoted to diminishing the negative forces, although this strategy can also be very effective since when they diminish, the positive forces will find less resistance and will lead us more easily towards the desired objective.

Seventh Step: Identify the nature of the impelling forces.

It is important to note at this time in the process, that it is possible to begin perceiving whether the problem which is being analyzed is only internal, whether it is shared with other volunteer organizations within the coordinating agency or whether it goes beyond the scope of the coordinating agency and includes other groups and systems in the community.

Towards a Coordinated Solution

This analytic process reveals that some problems which were thought to be susceptible to solution by means of an isolated group require shared attention; many problems are not exclusive to a particular organization but rather affect several and a collaborative effort is required to solve them.

The coordinated solution of problems requires trust and mutual respect which are not born of a series of isolated activities shared among individuals or organizations. Even should official ties exist, if the relationship is characterized by coldness, distance and wariness, the organizations will not be able to participate successfully in the solution of a common problem. The representatives of groups which adopt a coordinated focus should start from the position that they do not individually have all the necessary resources to arrive at a happy solution of the problem. Therefore, more attention should be paid to obtaining information from other groups before proposing partial and premature solutions. The erroneous attitude of the "know-it-all" leader of a paternalistic organization is the surest formula for nullifying all creative and innovative ideas related to solutions to a given problem.

Besides sharing information and suggestions, every idea which seems promising should be used and developed, coordinating the different suggestions and synthesizing the contributions arising from the different members who collaborate.

The solution of a problem by means of a coordinated focus presupposes a certain degree of honesty and sincerity which it is not always easy to find, especially when there are those who imagine that to collaborate implies to always share the same viewpoint. The most valuable contribution that a leader can offer is to insist that several alternatives be offered since, in general, there is always more than one way to solve a problem.

NEWS FROM OEF

Clemencia Stella Moreno, a social worker from Colombia, has been named Field Representative of the OEF in Colombia. Ms. Moreno, who has participated in various community development programs in Bogota, has also taught in the School of Social Work of the National University.

Amparo Giraldo has been named Supervisor of Field Programs and Consultant for Latin American Programs. Ms. Giraldo has completed four years as Representative of the OEF in Colombia. Her new position will permit her to work in all the countries in which the OEF maintains programs in cooperation with national volunteer organizations.

Ligia M. Jaen Resigns

The OEF regrets to announce the resignation of its Field Representative Ligia Mercedes Jaen. Ms. Jaen came to OEF in May of 1969 and carried out various assignments in Latin America and in the United States, related to the promotion of women leadership. Most recently, she cooperated in programs of organizational coordination in Bolivia and Costa Rica. Our best wishes to you, Ligia.

October 23, 1974