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A REPORT ON  
PEACE CORPS-AID COLLABORATION

by

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**AID/PEACE CORPS**

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## I. INTRODUCTION

Many factors contribute to the success or failure of development projects: available infrastructure, replicability, locally available material, cultural acceptability, adequate financial resources, local level implementation capability, and so on. These various needs increase the justification for intensified Peace Corps/AID collaboration. Professional, well-planned, timely joint efforts can greatly enhance the development capabilities of both agencies.

This paper seeks to clarify general trends of the past and make suggestions for future programs. Based on interviews in the field and in Washington, research in both agencies' files of early 1979 and my own prejudices, this paper outlines possible approaches to identified problems. Appendices have been included that list the total number of collaborative projects and a comparison of budgetary programming cycles within each agency as of mid-1979.

This paper is a partial and beginning effort. It is the personal opinion of the author, written in the hope that our programs designed to help the poor of the world might be strengthened.

John Earhart

## II. SUMMARY FINDINGS

The Peace Corps and the Agency for International Development are moving quickly to increase their collaboration.

In mid-1979 there are 123 projects in 38 countries in the implementation or planning stage. Sixty percent of all present and planned projects were in Africa whereas prior to 1977 concentration was greater in the Near East and Latin America and Caribbean regions. While the major sector of concentration in the pre-1977 period had been education (43 percent of all past projects), 54 percent of planned and current projects emphasize food production and health/nutrition. Interagency communication is being enhanced as evidenced by a greater exchange of documents and attendance at formal planning and program review meetings in Washington.

In assessing the positive and negative factors of the collaborative effort, the benefits, not only to Peace Corps Volunteers and AID projects, but to the people they serve, appear to outweigh possible disadvantages.

A great deal more can be done to enhance collaboration. Thus, while advances have been numerous, this summary and the entire report will concentrate on weaknesses and what may be done to strengthen programs in the future.

### COMMUNICATION

1. There is a strong need for the establishment of better written and verbal field communication.
2. Peace Corps and AID should collaborate more closely in project planning.
3. Both Peace Corps and AID should make better use of experience and expertise of Peace Corps Volunteers for the planning of new projects.
4. AID should better utilize local information PCVs have to offer.
5. PCVs should make better use of AID background and expertise.

### PROJECT TIMING

6. PCVs should probably not be scheduled to arrive in country until a full six months after the AID project funding is scheduled to begin.

7. When possible, plans should be made to include a fail-safe date to delay arrival of trainees or to cancel the project in order to prevent excessive frustration among volunteers.

8. AID Special Development Activity funds, when available, should be used to begin project funding if problems develop in the normal funding process.

9. Where contract services are to be used, the Request for Proposal can sometimes be used as a guideline to begin the Peace Corps placement cycle.

#### PROJECT PLANNING

10. Peace Corps programmers should design projects so that if funds are delayed the volunteers can carry out their work on their own with a viable project.

11. The role of PCVs in collaborative projects should be clearly defined and included in volunteer assignment descriptions.

12. Collaborative projects should be selective and of high priority to AID/PC staff and, of course, to the host country.

13. Peace Corps staff should exhibit greater patience in requesting volunteers and should familiarize themselves with AID's programming cycles.

14. Priority should be given to further use of "quick-money" projects--i.e., special development activity, accelerated impact program, operational program grants, etc.

15. In order to circumvent the problems of PCV attrition, trainees should be better selected and receive better training and support.

16. Peace Corps should take advantage of AID funds for the training of PCVs in collaborative projects.

17. Certain questions should be addressed in all projects--e.g. numbers, type, skills of volunteers, etc.

18. Greater authority should be delegated to the country mission for funding smaller projects within a large umbrella project.

#### IN ADDITION

19. Senior Staff should take a stronger interest in further collaboration.

20. Volunteers should retain their relationship with the host country but receive support from AID technicians.

21. Where appropriate, liaison officers should be appointed in each country to coordinate all Peace Corps/AID interactions.

WASHINGTON BASED GUIDELINES

22. Greater exchange of documents as they arrive from the field.

23. Closer communication between offices, regional directors and desk officers.

24. Use of the Peace Corps/AID liaison committee must be encouraged.

25. Desk officers and office directors must continue to participate in the CMP and CDSS reviews and have more input in them.

### III. PROGRESS OF PEACE CORPS/AID COLLABORATION TO DATE

Although some are concerned that Peace Corps/AID collaboration may be detrimental to development, many others believe that such interaction and cooperation is a healthy expression of the flexibility of both agencies and can be a responsible mechanism in meeting serious development needs of the people around the world.

In the early days, Peace Corps personnel tried to avoid contact with any official U.S. overseas mission. There was a general fear of being linked to U.S. political and security interests instead of being perceived as an agency involved in grassroots development and promotion of friendship throughout the world. Some AID staff also took this posture, viewing the volunteers as amateurish. Nevertheless, Peace Corps Volunteers (PCVs) were incorporated into a small number of AID funded projects with varying degrees of success. Recently, due to legislative and other changes, greater impetus has been given to further collaboration in an effort to make the impact of both organizations more effective. This trend was marked by a joint letter by the Peace Corps Director and the AID Administrator on April 3, 1978 which stated, "We also believe that there is a great deal more that Peace Corps and AID can do together to foster our mutual goals."

After legislation established AID's "New Directions" policy in 1973, AID began to work more extensively in areas Peace Corps had been working in for years and collaboration seemed natural. "We share a common interest and concern in responding to the basic human needs in such areas as rural development, health and education."<sup>1/</sup> The Gilligan/Payton letter generated such responses as these: from the Ambassador to Upper Volta, "I am happy to tell you that the Peace Corps and AID are already collaborating very closely in their programming efforts..."; from the Peace Corps Director in Liberia, "We are extremely pleased with what is happening here with regards to joint programming with USAID..."; from the Charge D'Affairs in Gambia, "The Peace Corps Director has met with the AID Director on several occasions to discuss these projects (projects listed) and other areas of collaboration..." Several cables received from field offices stated that communication was occurring or was being planned. The Sahel is a natural site for collaboration and indeed cooperation has been underway for a few years.

Whether or not the collaboration has been as extensive as had been anticipated is yet to be seen. Only 17 countries sent cables responding to the letter. A recent GAO report found the collaboration in the Sahel to be insufficient. "Our review indicated that if the AID/Peace Corps relationship is to be improved a definite need exists for changes in each

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<sup>1/</sup> John Gilligan/Carolyn Payton Peace Corps-AID collaboration letter.

agency's approach to development and the management of the U.S. assistance program to the Sahel. 2/

It is helpful to review the progress to date. There are still many problems that need to be solved, but ways have been found by some to circumvent trouble areas and suggestions emerge which might lead other posts to establish collaborative projects.

This paper does not advocate the union of Peace Corps and AID. The Peace Corps and AID are separate agencies and must retain their autonomy and identity. However, the need for further cooperation in certain sectors is evident and can enhance the programs of both agencies.

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2/ U.S. Development Assistance to the Sahel: A GAO Report, May, 1979, p. 44.

#### IV. THE NATURE AND STATUS OF COLLABORATIVE EFFORTS

Obtaining accurate information in reference to the individual projects has been difficult. As one country director put it "... there are projects going on in the field that even we don't know about." But the information gathered for this study does show progress, changes and trends in the field.

##### A. Types of Collaborative Programs

The first, ad hoc, has been most frequent. This is when the PCV is working in an area where AID is carrying out some type of project, perhaps in the same sector as the volunteer. The PCV talks with the project manager and suggests that he participate in the implementation or that certain materials be allotted to him to carry out his project. This method has been very effective in the past. Usually it is initiated by the innovative volunteer who is in need of some form of support. This form of collaboration is useful but limited in impact. It can be facilitated through greater degrees of communication between the two staffs and can be vital to the success of some projects.

A second type is the straight loan or grant that is given to the host government agency. Here the volunteer works for the host agency that is receiving the funding and his participation has been planned from the beginning of the project. This is perhaps the most difficult project type to implement due to differences in programming and delivery processes in AID and PC. These projects are usually in health, food production and conservation. The PCV acts as a field representative or extension agent and is ultimately working for the host country and not for AID. Peace Corps has sometimes had trouble getting trained volunteers to the site by the designated date and AID funding or the host country may be delayed. The planning of these projects is of utmost importance and some sort of failsafe system should be written into the project design to insure that volunteers are not idle for months at a time waiting for needed support.

Another form of project collaboration is the Operational Program Grant. These are projects funded by AID and are administered by Private and Voluntary Organizations (PVOs). The projects vary by sector. Volunteers work with the support of the PVO staff and under supervision of host country officials. Grant size varies greatly and can be potentially useful to Peace Corps developmental efforts. Obtaining project approval from Washington may cause delays and therefore demands good planning and communication between the agencies.

The Accelerated Impact Program (AIP) grants are monies made available to missions in Africa and parts of Asia for projects that are generally of small size or missions control these monies but the Project Identification Document (PID) must be approved by Washington. After the PID has been

approved, it is sent to Congress for notification. The total planning cycle might take up to 15 months but is intended to take much less. Generally speaking the smaller the funding level the faster the planning and approval process becomes. This may perhaps be the most plausible type of dual programming. Most projects involving PCVs would need no more than this ceiling amount and would have the advantage of local control, where the communication is the closest, and some degree of swiftness. In the Asia region, most specifically the Pacific Islands, there has been a start up amount of \$100,000. "I have personally guided, through the GOWS's aid coordinating committee, four volunteer and community initiated projects to be funded by the AIP at a cost of \$7,000. Waiting in the wings for AID/Ambassadorial endorsement are three others..."<sup>3/</sup> The volunteer initiates the project through a local organized group which provides the labor and some part of the costs.

The final collaborative project type is the Special Development Activity fund (SDA). These are monies in Africa and LAC and available to the AID mission director, for use in small projects, such as with community organizations where the PCV acting as initiator, organizer and overseer, but the community group is accountable for fiscal control. The funding level is \$50,000 for each country and the normal maximum per project is 3-5 thousand dollars, thus allowing for approximately 15 projects per year. Some countries, through extensive use of this program, have received more than this ceiling, as in the case of Costa Rica. Here again the community must share the expenses and provide labor in an organized group situation. The PCV is generally working with a formal group in his/her site and becomes involved in the planning and presentation of the proposal that must be presented to the USAID staff. In some instances PCVs have also provided the evaluative follow up.

#### B. Review of the Data

There have been 144 identified Peace Corps/AID collaborative projects in 38 countries since 1974. (See App. 3) In the review of these projects they were divided in three categories: Past - or projects that were started between 1974 and 1976 and have now terminated; Current - or projects that were begun approximately in 1977 and 1978 and are in the implementation stage; and Planned - or projects that are planned for funding to begin in 1979-81. Of the total projects 14 percent were prior to 1976 or past projects, 46 percent of projects are current and 40 percent of projects are still in planning stages. This would indicate that several projects were being planned prior to the Gilligan-Payton letter of 1978 due to the normal length of the program cycle. As can be interpreted this is a positive trend toward further collaboration.

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<sup>3/</sup> Peace Corps memo from Carolyn Gullatt, PCD/Western Samoa to Regional Director, 4/26/79.

There has been a major switch in regional focus during recent years. Whereas the past projects had their largest concentration in the Latin America and Caribbean region and the Near East region (58 percent of all past projects were in these two areas), the current and planned projects are now occurring heavily in the Africa region and to a lesser degree in Latin America and the Caribbean. (African projects make up a total of 60 percent of all current and planned projects, with 57 percent of the current projects and 64 percent of the planned projects.) Asia and Near East regions make up only 15 percent of the total planned and current projects whereas they were 50 percent of the past project total.

In addition to geographic changes, there also have been sectoral changes in recent projects. The projects were divided into various sectors to determine trend changes in the sector type programming. The categories are:

(a) Food Production: crop protection, range management and livestock, crop production, ag. extension, food storage, fisheries production and development, seed multiplication and irrigation.

(b) Energy and Conservation: forestry, soil conservation, wildlife management, alternate energy sources and appropriate technology.

(c) Health/Nutrition: population, family planning, diet, medical services and health delivery systems, health training, nursing, etc.

(d) Water and Infrastructure: wells, water systems, water sanitation, roads, bridges, school construction.

(e) Education and Skills: direct teacher training, teaching, vocational education and training, educational systems, and guidance counselling.

(f) Rural and Urban Development: community organization, integrated development.

(g) Economic Development: savings and credit co-ops, cooperative farming and organization, business and banking training, credit unions.

(h) Special Development Activity: small projects in most sectors with community involvement.

(i) Women in Development: projects directly involving the training and education of women so as to facilitate their role in the development process.

Whereas education previously made up a majority of past projects at 43 percent, education today makes up 9 percent of current projects and only 5 percent of planned projects.

Of past projects only 5 percent were in the area of food production. This now constitutes the largest area of emphasis making up 27.5 percent of the current projects and 31 percent of the planned projects.

Surprisingly, in the area of health and nutrition the percent total of planned and current projects has gone down. Whereas they made up 28 percent of past projects, they now make up only 17 percent of current projects and 21 percent of future projects. This may be that the projects have become more diversified thus lowering the percentage, but as indicated by the percentage of planned projects it may be that this will continue to increase. As mentioned, both agencies give high priority to both these sectors.

Of sectors selected, there are four categories not represented in the past projects. These are energy and conservation, economic development, special development activities, and Women in Development projects. These projects now make up 24 percent of the total planned and ongoing projects.

Several generalizations may be made from this information. There seems to be a strong shift towards collaborative projects in the "New Directions" area, which is, of course, a positive step. This is seen to be a plus in favor of partnership projects which will be discussed later.

Secondly, of the total 144 projects identified by the study, 46 percent are in the area of food production and health services. This indicates that food and health may be the most appropriate sectors for collaborative programs, not only perhaps for ease of implementation but for agreement with the new programming emphasis of the two agencies.

Finally, there has been a change of geographic emphasis, whereas past projects were located in the Latin America, Caribbean and Near East regions, now the majority are in the Africa Region.

It is important to reiterate that the agencies are indeed separate and a total collaborative effort would be unrealistic. But from the data received, although there are many problems being encountered in the collaborative effort, there has been a great deal of progress by the two agencies working more closely together. Field staffs are beginning to appreciate the talents and resources of each other's agency and are realizing the futility of trying to remain incommunicado and totally separated.

In addition to progress in the field there are also some examples of better communication between the Washington staffs.

A Peace Corps/AID liaison committee has been established with office representatives from the respective agencies. They have met several times on a formal basis and occasionally less formally.

Peace Corps desk officers and area directors participated to a limited degree in the AID Country Development Strategy Statement(CDSS) reviews. In the same vein, AID desk officers and office directors were invited to the Peace Corps Country Management Plan and Project reviews. Guidance for AID's 1980 CDSSs include many references to the desirability of joint projects with the Peace Corps.

During 1979-80 AID's Bureau for Program and Policy Coordination will receive the services of three Peace Corps Fellows, recently returned PCVs in training as Peace Corps staff. They will be learning the AID program process and funding systems and enhancing communication between agencies. It is hoped that upon their arrival in the field they will have the necessary skills to work with the local AID mission and be better able to take advantage of available resources.

## V. Problems and Possible Solutions in Collaborative Efforts

There are several basic problems encountered when trying to work with collaborative projects. These problems are varied and numerous, but in most cases are not insurmountable to the creative programmer. Some solutions have been found to these problems that may be useful to future programmers and directors.

The following is a brief summary of some problems expressed by those who have had experience in trying to work with both agencies:

- A. Timing and programming cycles differences
- B. Personality and philosophical differences
- C. Lack of support by AID technicians to PCV in collaborative projects
- D. Lack of communication
- E. AID attitude toward skill trained volunteers
- F. Volunteer attrition
- G. Poor relationship between contract team and Peace Corps volunteers

### A. Timing and Programming Cycles Differences

"If you think the Peace Corps programming process is a long and cumbersome one then you have obviously never taken a look at the AID equivalent. The Peace Corps guidelines to writing up a project are about thirty pages, the AID guidelines take up three volumes, yes, I said three volumes. And without going any further we have touched upon the essential problem in working with AID-- the timing...." A Peace Corps Director in Africa.

This statement may not be completely accurate but it certainly isn't too far off base and represents the attitude of most Peace Corps people. AID project planning tends to be lengthy, complicated and cumbersome. Because of the large expenditures given to the average project, there is a great deal more planning and scrutiny than in the normal Peace Corps project. Whether this is the most appropriate method is not the issue,

but it is the reality and must be recognized if collaboration is to be enhanced. Peace Corps projects are generally less complicated, more decentralized and obviously more quickly developed. Occasionally, it may take longer than three years for an AID project cycle. This makes it difficult to work with Peace Corps given the normal length of individual program, the two-year volunteer assignment. Attempts to collaborate can be frustrating and lead to a great deal of volunteer dissatisfaction. Unfortunate experiences have been numerous. Volunteers have been stranded for up to a year with nothing to do. "As a result of these kinds of experiences, Peace Corps country directors are reluctant to commit resources to AID projects before AID has everything in place."<sup>4/</sup> There are a few key methods that may be employed to possibly overcome the timing difference problem.

First, it may be that collaborative efforts should be concentrated in the "quick money" type programs (SDA, AIP). The SDA has proven to be a very effective method for collaboration and the AIP, where it is in effect, may become even more valuable with time. The AIP cycle may be as short as nine months and still have a great deal of financial potential. This would seem to make arrival of monies and volunteers at the same time more feasible. Most Peace Corps projects would not require more financial input than is permitted by the AIP. Having the convenience of local control (i.e., AID Mission Director) implementation would be much closer at hand and problems in the approval phase could be identified more quickly, thus making it possible to contact the Peace Corps placement office to delay any arrivals and avert problems.

It must be repeated that no matter which project type is chosen, some form of a fail-safe system must be written into the project plan so volunteers don't arrive in a country with nothing to do. This cannot be overemphasized; one of the quickest ways to have a Peace Corps Volunteer terminate early is to have the PCV idle for a few months. Perhaps the best way to avoid this is to design the project so that the PCV is able to begin some aspect of the project with little or no support at all, anticipating the arrival of the funds. The method currently being used by the Peace Corps Director in Mauritania is to design the Peace Corps side of the project so that if the AID money never arrives the project will carry on. This is the type of innovation that

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<sup>4/</sup> U.S. Development Assistance to the Sahel - GAO Report  
May, 1979, p. 46.

is needed. If the money or other resources arrive before the volunteer, they can wait; better to have a rake, motorcycle or jeep sitting around than the PCV. This is when the ingenuity of the Peace Corps programmer is vital.

A majority of the identified projects were of the loan or OPG type thus indicating that in spite of the complicated AID cycle and problems with timing, they are being overcome. Several suggestions were given by the former Peace Corps Director in the Eastern Caribbean. He has had good success in working with the AID mission and cited one particular project, although not yet implemented, that may be a good example of how to get around some of the timing problems. He suggested that dual planning must begin very early in the project. In the early stages the most important component is extensive communication between both offices. He said that most of their productive work was carried out in a very informal manner, usually at the house of staff members. The project manager and the Peace Corps Director should exchange all documents throughout the life of the project and each counterpart must sign off all of the appropriate documents so that there are no questions as to who is responsible for what. The Ambassador made it a policy that the Peace Corps Director must sign off all AID documents that go to Washington, thus allowing for a greater exchange of information.

Finally, he said, and this is perhaps the most important, no volunteers should arrive on the project site for at least six months after the proposed date of funding. He felt that the initial months of the project did not require the participation of volunteers and was better to have the selection of sites, purchasing of materials and selection of the counterparts go on without the volunteers if necessary. It was better to use the data from the project plan for this early implementation instead of risking a chance of volunteers arriving earlier and not having money at hand.

It should also be remembered that in many countries the training of volunteers takes up to four months, thus perhaps adding needed lag time for money to arrive and the project to begin.

In addition to communication between the Peace Corps Director and the AID Mission Director, it is necessary that the Peace Corps Director, Peace Corps Regional Staff and Office of Placement be in close contact in case there are problems filling some of the volunteer requests. Because of the technical expertise that some of the collaborative projects require, Peace Corps placement office may have trouble filling some of the positions, thus perhaps delaying arrival of the volunteers, but what is more likely is that they will have to lower the skill requirements and use perhaps a generalist volunteer.

"The sector design teams have come down to begin the PID for the project with the inclusion of the PCVs in the PID. . . the project was listed in the Peace Corps CMP and has the proposed arrival date of the trainees set to be six months after the initial funding date."

PCD/Eastern Caribbean

A similar suggestion was made by PCD/CAE in a letter to all country directors, "Can This Marriage be Saved?":

"The PCVs should not begin training until the Project Agreement has been signed for their respective project by both countries, the waivers have been obtained as needed, materials and equipment are in place, and AID technicians are in place or a firm ETA established...."

"The local Peace Corps must be involved with every step along the way of the planning and make sure that the role of the volunteer is firmly understood by all parties. Peace Corps should sign any project that mentions Peace Corps participation...."

#### B. Personality and Philosophical Differences

"This general skepticism was also shared widely among members of what might be called the 'Overseas Establishment' - the State Department, Agency for International Development, foundation officials, missionaries, and other such specialists. For implicit in the whole concept of the Peace Corps was the upsetting notion that somehow the volunteers--mere amateurs, for the most part--were expected to do a better job of 'overseasanship' than they themselves had been doing."

Robert B. Textor - Cultural Frontiers and the Peace Corps

In this statement lies what may well be the leading cause of the lack of effort put into the collaborative effort by both staffs.

There are many AID staff members who still think PCVs are a group of young college kids out to have a good time in a foreign country. As one AID person put it recently after it was mentioned to him that Peace Corps may be going into Bangladesh, "...it will be fun for the 'kids' but a mess for Bangladesh." And there are those on the Peace Corps side that picture the AID establishment as a cold, political monolith, with

little personality, highly paid employees, and only interested in the political and economic concerns of the United States. Both of these generalizations are, of course, exaggerated but because of these differences between the two agencies there are personal problems and philosophical differences that hinder any collaborative effort.

It may be that the solution lies in initiating a simple exchange of ideas. The ex-PCD of Nepal stated that most of the donor agencies in that country attend regularly scheduled informal meetings that deal with programs of each agency and discusses work being done by each of the development groups. He recommended that AID people go out as often as possible to the field, as is being done in Nepal, and see some of the work that is being done by the PCVs. "...AID staffers totally respect the PCVs because they have seen the work that has been done by the volunteers with limited resources and dealing with the rugged living conditions and health problems..." In Mauritania the AID people make it a habit of notifying the Peace Corps office before making field trips to bring out mail, supplies or other materials. The volunteers greatly appreciate this favor especially given the rough living conditions in Mauritania. The directors expressed the need to have AID design teams go and talk with volunteers in the field to see what they are doing and what their thoughts are. There are few who know the field and its problems like Peace Corps Volunteers, and so AID staff will wish to rely increasingly on PCVs in the development of BHN projects.

The ex-Peace Corps Director in Nepal also said it is helpful to have AID people invite volunteers into their homes on certain occasions and discuss what is happening in the field and how AID might be helpful to the volunteers and also get to know them as people and as Americans.

There is no doubt that there are major differences between the AID ideas and programs and Peace Corps philosophy, but through closer communication and exchange of ideas, intermediate thought can be achieved. It is time the Peace Corps attitude of "holier than thou" be reevaluated so as to see AID as able to provide valuable support to the volunteers that in many cases neither they nor the host country can provide. It is worth mentioning that a large number of ex-PCVs now work for AID, which should facilitate further collaboration.

### C. Lack of Support

A former PCV who had worked with an AID/PC collaborative project felt the biggest problem with AID collaboration was not that of timing or

personalities but just the general lack of interest and support given to the project and the volunteers by the AID technician. "...it seemed as though he just did not care that much about the project. He would not go to bat for us or even come to see how things were going with the project." Because of this lack of support on the part of both the AID engineer and host country officials, one of the two volunteers left the country early in frustration. We would like to think of collaboration as a bonus to the volunteers, but as is seen here, there must be follow-up work after the project has been initiated.

Here the problem may be difficult to resolve. It may be that the AID mission director must stress the need for attention and supervision in collaborative projects. Or perhaps, if PCVs are to be placed in large projects that require more input, they should be placed only in projects of high priority. This would provide assurance of the needed attention by the contractor or program manager. Placing the volunteers in high priority projects may also assure that the funding arrival will not be delayed by Congressional cuts.

The volunteer also felt that his input and ideas for making the project run more efficiently and productively fell on the deaf ears of the AID project manager who being new to the country knew virtually nothing about field problems or local cultures. When supplies were needed or the PCV had technical questions to continue with the work, there was insufficient communication to allow for procurement of materials at appropriate times or for suggestions as to overcoming technical problems.

#### D. Lack of Communication

The culmination of these problems may lie in the general lack of both verbal and written communication that appears to be typical throughout the two agencies. It may be a combination of the personality, attitudes and professional differences between the staffs, but whatever the cause, it is unproductive for increased collaboration.

Projects have been delayed and volunteers stranded, events which could have been averted if communication between counterparts within the agencies had been better.

Field staffs should establish committees to review programs and strategies. The Peace Corps/AID liaison committee in Washington should continue to function and meet occasionally to discuss on-going activities, coordinate meeting schedules, or check the status of collaborative projects. The desk officers and office counterparts in headquarters should be in closer contact and become more interested in the activities of the other agency.

A final aspect of communication desired by an AID project manager in Mauritania was the need for volunteers to disseminate their field observations to AID staffs. As mentioned before, the PCV has access to information at the village level that very few outsiders have. It should be stressed that volunteers not only discuss their observations with AID missions, but record and present them to their host country agency and AID so as to make their experience more productive. They must also feel free to use technical and cultural information available through AID missions.

#### E. AID Attitude Toward Skill Trained Volunteers

There are many pros and cons to the discussion of the use of skill trained volunteers in projects that require specific types of technical expertise. There appear to be attitudes on the part of some AID field people that only highly credentialed volunteers should be recruited for any collaborative projects. Because several AID projects require extensive technical skills, Peace Corps Placement sometimes has difficulty in getting the applicants. What usually happens is that the project either does not use the services of Peace Corps or there are delays in the recruitment process. In this case, the only alternative may be to use skill trained volunteers, perhaps causing difficulties on the part of AID or the host government in accepting these PCVs. This problem also may reflect inadequate assessment by AID, Peace Corps and host country as to the real level of tasks to be performed. Overskilled volunteers can also be an inappropriate solution.

From observations made in both Mali and Mauritania, the highly skilled volunteers had higher attrition rates; as one PCV commented, the country really was not ready yet for that degree of qualification. Another example was a forestry group working with a Title II Food for Peace project; 5 of the 12 foresters in the project terminated early and only 2 of the 9 trained generalists left early. It may appear from these two examples that the volunteer who is trained by the Peace Corps to meet specific project needs can do as well as the credentialed expert. The AID mission should take a strong hand in the training process of all PCVs that will be working in partnership projects, again opening channels to further communication.

#### F. Volunteer Attrition

Another problem not so easily solved is that of volunteer attrition or early termination. It is difficult to ask AID programmers to do the extra tasks that are required to plan collaborative projects only to

have half of the volunteers leave. Peace Corps Volunteers are not under contract to stay for the two-year period and therefore the danger of early termination exists.

In order that the project not have major problems if some of the PCVs do leave early, volunteer work efforts and resources must not be the total thrust of the project. The project must be able to stand on its own. But it may very well be that through additional resources that AID is providing to PCVs, satisfaction levels will be up and the attrition rate may diminish.

#### G. Poor Relationships Between Contract Team and Peace Corps Volunteers

A problem was encountered in one African nation which may not be common but is worthy of review. Implementation of AID projects is normally provided by contractors. They work with the host country agencies and must follow the project design as approved by AID and the host country.

In this particular case, PCVs were written into the project plan with a defined role. They arrived according to schedule but the contract team arrived nearly nine months late due to funding delays. The PCVs were working under the guidance of the AID project manager and although lacking the needed support, they were able to make a great deal of progress. The contract team, upon arrival, refused to put much importance on the role of the PCVs, citing that they were underqualified, uncommitted, took advantage of the Peace Corps vacation policy and did not practice good preventive health care--i.e., they were often sick reducing their effectiveness. Because of this attitude by the contract team, the volunteers were stymied as to what they were to do.

The AID contract team was frustrated by the Peace Corps' failure to take their advice on volunteer skill requirements and refusal to get what the contractor considered more qualified volunteers. The contract team was also frustrated by a lack of interest on the part of the Peace Corps in the contract team's participation in training and recruitment of volunteers and a lack of discipline and professionalism. The contract team leader felt that current volunteers had been given false expectations as to their role in the project and for this reason they were dissatisfied.

On the other hand, the AID project manager and Peace Corps Director felt that the volunteers had worked hard in the project and were very dedicated. Both staffs were pleased with their performance. They felt the contract team had not clearly understood the role of the volunteers in the project. The Peace Corps Director and the AID Project Manager were in good communication and had made the decision as to the type of volunteers to be recruited.

Although relations between Peace Corps and AID may be favorable, this condition should somehow carry over to the contract team. By having the volunteer's assignment clearly defined in the project plan and using this to recruit volunteers, the confusion as to who does what will be ended. Contract teams should read these documents. When possible, the groups should meet ahead of the implementation of the project to discuss what is the responsibility of each component of the project.

## VI. Recommendations for Improved Collaboration

There are many difficulties encountered by both staffs during the planning and implementation of Peace Corps/AID collaborative projects. Many of these problems and past unfortunate experiences have left a sour taste in the mouths of programmers and field directors of AID and PC alike.

It is, however, possible to overcome these problems by using some suggested guidelines. There is a need for a change in attitudes on the part of both staff--i.e., a desire to work with each other even if a little extra effort is required. From the information gathered it appears to be in the best interest of both agencies to continue all efforts to work out these problems. Peace Corps/AID collaboration is occurring with some success in several countries but has not yet been pursued to the extent that it possibly can. A willingness to forget past experiences and put aside personal beliefs and prejudices is vital to assure that the collaboration continues with priority and the joint effort is seen as a tool to help the world's poor.

The following list of recommendations and guidelines has been suggested by various field representatives.

### A. Communication

- (1) Establishment of field committees and informal groups to discuss the efforts of all donor groups in the particular country and facilitate early planning and communication for potential combined projects.
- (2) The exchange of all ideas and documents that will be used in the planning process of the project. These include Project Identification Document, Project Summary Sheet, Trainee Assignment Criteria, interviews with PCVs in the field by design team, and Project Plan and Paper. A system may be established by the ambassador as in the case of the Eastern Caribbean to have all documents signed off by the counterpart agency before they are sent to Washington.
- (3) Current in-country PCVs must be interviewed and contacted during the planning process of all projects.
- (4) AID technicians should realize volunteers are a valuable source of project information, especially as some of the work being done by PCVs is so innovative that it has not been recorded.

- (5) In the same vein, AID has many years experience working in various development fields and Peace Corps can ill afford not to take advantage of this experience and expertise.

B. Project Timing

- (6) The PCV group arrival in country should not be any earlier than six months after the planned initial funding date of the project. It may be even safer to begin the volunteer training only after the Project Agreement has been signed by all interested parties. (See App. 1)
- (7) All projects should include a fail-safe date in the plan so the PCD or the office in Washington can be notified to delay or cancel the project, thus alleviating the problem of volunteer frustration. This may be three months prior to the start of the program; if the project arrangements aren't together by then it would be better not to invite the PCVs. (See App. 1)
- (8) If there are timing problems with funding and the volunteers have arrived with certain financial needs it may be possible to use Special Development Activities money to begin implementation of the project.
- (9) It was suggested during the Mali visit that perhaps a useful timing guide might be the date when the Request for Proposal is submitted. In this particular case, the time period between the submission and the arrival of funds had historically been 9-12 months.

C. Project Planning

- (10) Peace Corps should design projects so that if funds are late or don't arrive at all the project will continue to function. As in the case of Mauritania, it would also be helpful to have AID assign a technician to provide support in addition to the PC volunteer leader or associate director.
- (11) For any project where volunteers participate as integral components of the implementation, their role must be clearly defined and specified. This would avert problems of dissatisfaction and everyone would better understand what aspect of the project volunteers represent. Peace Corps, as much as possible, should use this same description to request applicants for the projects.

- (12) Local Peace Corps Staff must maintain a patient posture, anticipating the lengthy AID cycle. There is little need to be concerned with getting applicants on board too soon.
- (13) The collaborative projects must be carefully selected and contain a degree of high priority to alleviate problems of fund cutting. Not every project is appropriate for collaboration.
- (14) Further use of the SDA and AIP type projects is encouraged. PCVs in the field should be made aware of these monies and the process for their acquisition.
- (15) Given the high rate of PCV attrition, better selection and training of volunteers should be carried out by the Peace Corps. The volunteers must be well informed as to what they will be doing in their project before arriving in the country.
- (16) Funds from AID should be provided for the training of the PCVs in collaborative projects when:
  - a) special skills are required to carry out the project that the normal PCV would not have. Because of differences between PCV experiences and education and the fact that AID projects in general require some additional technical expertise, volunteers would need a comprehensive training program. Peace Corps does not have, in all cases, adequate facilities to provide such extensive training programs. There are three instances in which this has happened: the Nepal Integrated Cereals Project, the new Energy PASA, and the Mali Renewable Energy Project. (The latter two will be implemented this year.)
  - b) Generalist volunteers are being used for the project and may not have the background to carry out the job.
- (17) Certain questions must be answered during the project planning process:
  - a) What kinds of volunteers are needed? (Pre-training skills)
  - b) How many volunteers are going to be needed? (Post-training skills based on task analysis)
  - c) Where will they be placed?
  - d) How much support will the host country agency provide?
  - e) What will be the division of labor?
  - f) Specific description of the AID support to be provided.

- (18) Within any given large project, the local AID mission should have the authority to fund small projects within the overall project. This would, of course, nullify the possibility of funding delays since the project has actually begun.

D. In Addition

- (19) Senior staff should take a stronger interest in further collaboration. They should instill the need to continue this effort with their staff and communicate any pertinent information to Washington.
- (20) The volunteers must retain their relationship with the host country agency but must receive pertinent amounts of support from AID technicians.
- (21) If time permits, it may be helpful to have one individual act as liaison or go between for all AID/PC interaction and question. As was suggested, it could be a volunteer leader or a spouse. They could also serve the function as information gatherer and disseminator.

E. Washington Based Guidelines

- (22) Greater exchange of documents as they arrive from the field.
- (23) Closer communication between offices, regional directors and desk officers. With better communication the problems that do arise can be dealt with more expediently and perhaps the situation can be worked out. The experience that the AID people have can alert the Peace Corps programmers and desk officers so as to flag any problems that may be coming. Most can look at a project and see whether or not it may be affected by cuts or delays.
- (24) Use of the Peace Corps/AID Liaison committee must be encouraged.
- (25) Desk officers and office directors must continue to participate in the CMP and CDSS reviews and have more input in them. It should be standard policy that their comments and ideas be an integral part of the process.

Acronyms

ABS - Annual Budget Submission

CDSS - AID Country Development Strategy Statement

CMP - Peace Corps - Country Management Plan

CP - Congressional Presentation

OMB - Office of Management and Budget

OYB - Operational Year Budget

PID - Project Identification Document

PSS - Project Summary Sheet (Peace Corps new Project Submission)

TAC - Trainee Assignment Criteria

TRP - Trainee Request Projection

ZBB - Zero Base Budgeting

EXAMPLE PEACE CORPS/AID COLLABORATIVE PROJECT

PLANNING CYCLE

AID  
CYCLE

Mission develops outline of proposed new project, including possible PC participation. Approved country strategy is starting point for development of projects. Project proposals are usually submitted in the PID format along with the Annual Budget Submission. <sup>1/</sup>

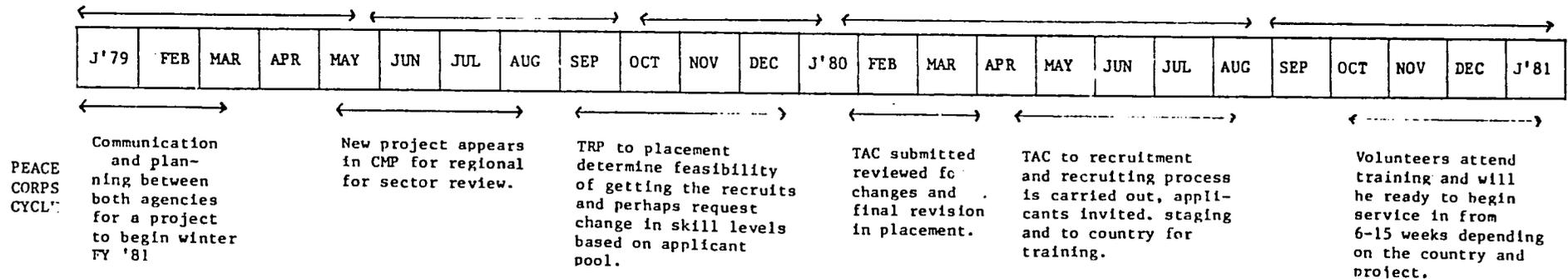
Project proposals are reviewed and approved by AID's regional bureau. Tentative funding levels established. As part of OMB submission, projects are ranked by priority. This ranking provides an early indication of the relative importance AID attaches to the project and its potential for funding.

OMB reviews AID's proposed budget. President determines budget levels for the Agency based on program priorities. Funding levels for the Congressional Presentation are established.

Congress reviews AID's proposals and appropriates funds. If major cuts are made and the project is of low priority, AID would notify the Peace Corps of possible delay or cancellation of the project.

After Congress appropriates funds an Operational Year Budget is established and country levels are determined. Projects included in the budget are prepared for obligation of funds, and AID enters into contracts for goods and services. If Peace Corps volunteers are to participate in the project, they can begin work as soon as funds are obligated.

Once the basic idea for the project is approved, the design team begins drafting the Project Paper which varies in length and development time according to the complexity of the proposal.



<sup>1/</sup> This schematic portrays the development of a typical project. But AID's project development and budgeting systems are flexible enough to permit the review, approval and funding of promising new activities at any time during the budget cycle.

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PEACE CORPS/AID ANNUAL BUDGET DOCUMENT CYCLE

APPENDIX II

Long-range Country Development Strategies are developed, reviewed and approved. Peace Corps field personnel participate in development of strategies with AID field missions. Peace Corps personnel participate in reviews in Washington. Approval of strategies, including budget planning levels, determines the broad outline of the AID country programs and the potential for Peace Corps collaboration with AID.

AID CYCLE	Annual Budget Submission guidance sent to the field asking for identification of Peace Corps/AID projects together with proposed funding levels for FY 1981.	ABS is submitted to Washington containing funding proposals for FY '81 projects, including those involving possible PC collaboration. AID/W reviews proposals and submits recommendations for FY '81 funding to OMB.	FY '81 CP is prepared based on the President's decisions on AID budget levels.
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Congressional Presentation document sent to Congress for review of FY '80 proposals. Documents contain budget proposals for ongoing and new projects. Congress conducts hearings on AID's program proposals and appropriates funds. AID/PC collaborative projects included in the FY '80 CP have priority funding within budget levels approved by the President. FY '80 projects not included in the CP have lower priority and AID would notify Peace Corps that any such collaborative projects would be delayed or dropped.	FY '80 Operational Year Budget sets program funding levels. Projects included in the OYB are prepared for obligation and implementation. PC would be notified if collaborative projects were included in the OYB.
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JAN '79	FEBRUARY	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	JAN '80
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Congressional presentations for program FY '80. Continuing and new projects are reviewed.	ZBB process begins and reviews country by country funds. Will go to OMB.
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PEACE CORPS CYCLE	CMP guidance to field and document prepared by field staff, would include list of all collaborative projects and donor groups.	CMP due from field, regional and sector reviews with participation of appropriate AID personnel. Guidelines for '80, '81, '82 funding levels	OMB reviews budget levels and prepares levels for CP FY '81.  Receives operation budget for FY '80.
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AFRICA REGION

PAST AFRICA REGIONAL PEACE CORPS/AID COLLABORATIVE PROJECTS

COUNTRY	PROJECT NAME AND NUMBER	PCV	OTHER GRPS	RELA.	FUNDING	COMMENTS
Kenya	Ag. Sector Loan #615-017			Inf.	75-79	
Sierra Leone	CARE/Penetration Roads #636-0126		CUSO, USO CARE	Formal	75-77	
Zaire	Maternal Child Health/Family Planning #660-0049	2	UN	Formal	72-77	
African Regional	Chad Road Maintenance #625-0805			Formal	72-73	Diesel Mechanic Unsatisfactory evaluation performance by Peace Corps.
	Onchocerciasis Control #625-0908				74-77	

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## CURRENT AFRICA REGION PEACE CORPS/AID COLLABORATIVE PROJECTS

COUNTRY	PROJECT NAME AND NUMBER	PCV	OTHER GRPS	RELA.	FUNDING	COMMENTS
Cameroon	Practical Training in Health	8	UNICEF, WHO	Form.	77-80	Started w/5 PCU, second group at 8.
Central African Empire	Ouham Province Rural Health 676-0002	10	WHO, CAEG	Form.	77-80	
Chad	Crop Production 677-0014		EDF, FAO, WB	Inf.	78-82	Sahel Region
	Rural Sanitary Water 677-0022	9	GOC	Form.	78-82	PC Project. Started '69 PC Contract.
Lesotho	Jhaba Bosui Rural Development 632-0031	3			78	Peace Corps Data (PCD)
	Conservation	3	WB		78	PCD
	Co-op	1			78	PCD
	Instructional Mat. Resource Center 632-0061		UK, UNDP, UNESCO		77-79	
Liberia	Health Man. Plan 669-0126	10	MOH	Form.	76-81	Trainers, data gathering
	Hand Dug Wells 669-0157	7	GOL	Form.	78-81	
	Improved Efficiency of Learning 669-0130		WB, MOE	Inf.	78-82	Considering involve- ment
	Preventative Med. Services	25	Pathfinder	Form.	78	
	Vocational Training 669-0131	8	BWI, GOL	Form.	78-82	Vocational Teachers May go to 50 PCU
	Ag. Co-op Development 669-0127				77-81	
	Ag. Analysis and Planning 669-0137				77-81	

COUNTRY	PROJECT NAME AND NUMBER	PCV	OTHER GRPS	RELA.	FUNDING	COMMENTS
Mali	Renewable Energy 688-0217	4	GRM	Form.	78-81	Solar, Stoves
	<i>Operation M/s</i>					
	Women In Development	1			78	PCD
	Rural Health - expansion					
	Fisheries	2			78	PCD
	<i>Rural works</i>					
Mauritania	Vegetable Production 682-0204	9		Form.	78	
	Maternal/Child Health	10	MOH	Form.	77	AIP
Niger	Range and Livestock 683-0202		GON	Form.	76	
Senegal	Range and Livestock 685-0202			Form.	77	
	Rural Health Services 685-0210			Inf.	77	
Sierra Leone	CARE Rural Roads 636-0111		CARE, WB	Form.	78-80	Old continuing project
	Rice Production		GOSL, UK			
Swaziland	Rural Development and Irrigation	2			78	PCD
	Conservation Officers - Millwane Game Reserve	3			78	PCD
Togo	Animal Traction	6			9/78	PCD
	Farmer Training	3	OIC		9/78	OPG, PCD
	Special Development Account Fund	12			Continuous	

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COUNTRY	PROJECT NAME AND NUMBER	PCV	OTHER GRPS	RELA.	FUNDING	COMMENTS
Upper Volta	East. O.R.D. Integrated Rural Health 686-0200		GOUV, UN	Form.	78-81	
	Village Livestock Development 686-0203	3		Form.	76	
Zaire	Fish Culture Expansion 660-0080	20		Form.	78	
	Project Nord Shaba	1			78	Provides advisers, supplies, equipment. PCD
Africa Regional	Sahel Crop Protection 625-0916			Form.	78	
	Village Training for Rural Development 698-0387		UNDP	Form.	76-79	CAE

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PLANNED AFRICA REGION PEACE CORPS/AID COLLABORATIVE PROJECTS

COUNTRY	PROJECT NAME AND NUMBER	PCV	OTHER CRPS	RELA.	FUNDING	COMMENTS
Botswana	Environmental Sanitation 633-0084	24	MOH & BTC	Form.	79-80	Field data, training.
	4-H Club Organizers	4			80-	Planned Peace Corps Data (PCD)
	Road Construction	8			81-	Planned PCD
	Science Educator	20			80	Planned PCD
	Ag. Science	3			79	Planned PCD
Cameroon	Small Farm Fish Production 631-0022	29	GOC & FAO	Form.	80-83	Started by PC 1969 with 8 PCU.
Chad	Maternal and Child Nutrition 677-0037	12	CARE	Form.	80-81	10 PCU trained for data collection
	Seed Multiplication	2		Form.	79	PCD - started by PC '77
	CARE Forestry	4	CARE	Form.	79	PCD - started 1976
	Ag. Education for Women	5			79	PCD
	Ag. Education	5	FCD, UNDP	Form.	80	PCD
	Plant Protection	5			80	PCD
	Education Reform	5		Form.	80	PCD
Lesotho	Rural Water and Sanitation 632-0088	5	GOL, EDF	Form.	79-83	
Liberia	Rural Health Development Service 669-0134		GOL	Form.	79-83	Implementation involvement.

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PLANNED PC/AID COLLABORATIVE PROJECTS

COUNTRY	PROJECT NAME AND NUMBER	PCV	OTHER GRPS	RELA.	FUNDING	COMMENTS
Mali	Mali Rural Works 688-0204	10	GRM	Form.	79-81	Wells, dams, dikes, irrigation
	Rural Health Delivery Services 688-0208	7	GRM	Form.	79-81	
	Haute Vallée 688-0210	4	GRM	Form.	80	Planned PCD
	Community Development					PCD
	Mali Pit Silos	2			79	PCD
Mauritania	Rural Medical Assistant 682-0202	6	GRM, UNICEF	Form.	79-82	Data Collect. and train.
Gabon	Basic Health	10	UNDP		79	PCD
	Fisheries Introduction	8			79	PCD
	Timberland Forestry	4			79	PCD
The Gambia	Crop and Livestock Intensification and Integration	13			9/79	PCD
	Mixed Farming and Resource Management 635-0203	48	WB, GOG	Form.	79-84	PCD
Niger	Forestry and Land Use Planning 683-0230		GON, WB	Inf.	79-80	
Rwanda	Fish Culture 696-0112	1	IDRC	Form.	80-82	Project designed by PCU group from Zaire.

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COUNTRY	PROJECT NAME AND NUMBER	PCV	OTHER GRPS	RELA.	FUNDING	COMMENTS
Seychelles	Food Crop Resource 662-0001		GOS	Inf.	79-82	
Swaziland	Improved Rural Tech.	5-8	GOS	Form.	79	PCD
Upper Volta	Eastern O.R.D. Women in Development	1	Sahel Reg.		80	PCD
	Hand Dug Wells	10	AFRICARE		79	PCD
	Appropriate Technology	5	VITA		79	PCD
Togo	Maternal Child Health	7			79	PCD
	Small Bore Wells				80	PCD
Zaire	Immunization 660-0058	4	WHO		80	PCD
	Basic Family Health	15	UNICEF, Brussels, Presb. Church		7/79	
Africa Regional	Sahel Inland Fisheries 625-0009			Form.	80-82	

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ASIA REGION

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PAST ASIAN PEACE CORPS/AID COLLABORATIVE PROJECTS

COUNTRY	PROJECT NAME AND NUMBER	PCV	OTHER GR'S	RELA. FUNDING	COMMENT:
Korea	Health and Family Planning #489-0649			66-78	
Nepal	Teacher and Technical Education #367-0060			66-75	
Philippines	Provincial Development - School Construction - #492-0236		GOP, US, Corps of E.	68-77	
Thailand	Protein Food Development		UNDP, FAO, UNICEF	70-76	

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CURRENT AND PLANNED PEACE CORPS/AID COLLABORATION  
ASIA

COUNTRY	PROJECT NAME AND NUMBER	PCV	OTHER GRPS	RELA.	FUNDING	COMMENTS
PAL	Trail Suspension Bridge #367-0119	12	Swiss/GON	Form.	79-80	
	Biogas Research	1		Form.	78	Research Grant
	Integrated Cereal #367-0114	4		Form.	77-80	Research and Ext. Agents
	Seed Production and Storage #367-0118			Form.	78-79	
	Resource Conservation #367-0132		GON, UNDP, Can. Swiss, W.B.	Inf.	80-81	
HILIPPINES	Nutrition Education			Form.		Assigned to AID tech.
	Fisheries Development #492-0322					Team Leaders
PACIFIC	Extensive use of the Accelerated Impact Project funds in a variety of projects					

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NEAR EAST REGION

PAST PEACE CORPS/AID NEAR EAST COLLABORATIVE PROJECTS

COUNTRY	PROJECT NAME AND NUMBER	PCV	OTHER GRPS	RELA. FUNDING	COMMENTS
Afghanistan	Kabul Univ. Admin. Improvement #306-0013		WHO	66-75	Teaching English
	Agricultural Education #306-0092	2	ASIA Fdn.	70-77	
	Technical Education #306-0093				
	Population and Family Planning #306-0110				
Tunisia	Bizarte Public Health #664-0286		CARE	75-76	Sanitary Edu. Team
	Silana Water Improvement #664-0299		CARE	76-78	

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CURRENT AND PLANNED NEAR EAST PEACE CORPS/AID COLLABORATIVE PROJECTS

COUNTRY	PROJECT NAME AND NUMBER	PCV	OTHER GRPS	RELA.	FUNDING	COMMENTS
Morocco	Rural Potable Water #608-0150	10		Form.	79-80	
	Rural Sanitation	10	MOH	Form.	79	Combined planning effort from beginning.
Tunisia	1) CARE/MEDICO-OPG-CTRD	12	CRPS	Inf.	79	Training and health education not direct funding.
	1) Kasserine					
	2) Siliana					
	2) Well Restoration		GOT, CARE	Form.	78	Super. and training
	3) I.EKEF Well Rehabilitation #664-0288				79	Training
Yemen	Appropriate Rural Technology #279-0046		VITA, MOE		79-82	PC assists in train. and extension.
	Local Resources for Development #279-0045	12		Form.	79-83	
	Small Rural Water Project #279-0044	15	NPW	Form.	79	Current problems with contract, volunteers in country, will be stranded.
	IBB Ag. Training Center #279-0059		MOA	Form.	80	Sub-proj. of 279-0052:
	Tihana Primary Health #279-0065		CRS, WHO	Form.	80-84	Training, immunization
	Seed Multiplication - #279-0060		MOA	Form.	80	Collaborative assistance effort. Training demonstration, liaison between MOA and Farmers.

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LATIN AMERICA AND CARIBBEAN REGION

COUNTRY	PROJECT NAME AND NUMBER	PCV	OTHER GRPS	RELA.	FUNDING	COMMENTS
Guatemala	Conservation and Forestry	30	INAFOR/CARE	Inf.	73-	Title II Food for World
	Agricultural Development	6	GOG, ICTA	Form.	75-	PCV assigned to agency funded by AID
Honduras	Integrated Rural Health Serv. #522-0130	2	GOH	Inf.	76-80	PC nurse and graphic artist.
	Rural Recovery and Primary Schools #522-0131		MOE		76-80	
Chile	Rural Health and Nutrition	2		Inf.	78	Machupe Indians
Paraguay	Farm Management Services #518-0105	3		Form.	75-78	Ag. extension
Latin American Regional	Appropriate Technology	1	NTIS/CNCT Costa Rica	Form.		Regional Tech. Agent.
	COLAC - Coop Federation		Affiliated Co-op	Form.		PC works with coops in member countries

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PLANNED LATIN AMERICAN AND CARIBBEAN PEACE CORPS/AID COLLABORATIVE PROJECTS

COUNTRY	PROJECT NAME AND NUMBER	PCV	OTHER GRPS	RELA.	FUNDING	COMMENTS
Eastern Caribbean	Improved Ag. Extension #538-0017	4	CDB, CARDI	Form.	80-84	Exten. Coordination
	Caribbean Epidemiology #538-0027		Various	Inf.	79-83	Lab Tech and Equipt.
Dominican Republic	Health Delivery Systems			Inf.		
	Dominican Development Foundation #517-0124		DDF	Inf.	80-	Small Farmer Credit
	Non-Formal Home Study #517-0134		DIIE	Inf.	79-82	Education
Jamaica	Fish Production System #532-0059			Form.	79-82	Loan/Grant
El Salvador	National Resource Con. #519-0217	8	MOA, UNDP UK	Form.	79-80	Conser. and Small Farm Terrace
Paraguay	S.D.A. #526-0601		COMM	Inf.	79-	Ag. Extension and Appropriate Tech.
Centrally Funded	Energy Education and Volunteer Activity #936-5717				80-	
	DS-PASA with Peace Corps to study alternative energy tech. for rural development. PCV will be trained to conduct studies.					

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PAST LATIN AMERICA AND CARIBBEAN PEACE CORPS/AID COLLABORATIVE PROJECTS

COUNTRY	PROJECT NAME AND NUMBER	PCV	OTHER GRPS	RELA.	FUNDING	COMMENTS
Costa Rica	Civil and Social Research and Development #515-0116			Form.	70-76	
Dominican Republic	Video Based Nonformal Education #517-0109	1	MOE	Form.	75-76	Construction Asst. Design of School Buildings.
Ecuador	Educational Development - Primary Edu. #518-0075	4			66-69	Good PC evaluation.
	Institutional Training - #518-0096 (Also Sub-project involvement)				67-77	Credit Unions
Honduras	Municipal Development #522-0039		BANMA		65-76	Tech. Asst. to Bank.
	Educational Development #522-0054	37			65-75	Teacher training.

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## CURRENT LATIN AMERICA AND CARIBBEAN PEACE CORPS/AID PROJECTS

COUNTRY	PROJECT NAME AND NUMBER	PCV	OTHER GRPS	RELA.	FUNDING	COMMENTS
Eastern Caribbean	Small Farm Multiple Cropping #538-0015		EDF, CARDI	Form.	78-81	Data gathering and extension. 25 farms.
	Sheep - Small Farm Production	2	CARI-GOB	Form.		Black Belly Sheep
	Special Development Account. #538-005	25	COMM	Inf.	72-85	25 projects on all 6 islands.
Dominican Republic	S.D.A. #517-0050	Var.	COMM	Inf.	62-	
Jamaica	Guidance Counseling	6		Form.	77	Grant
	Inland Fisheries #532-0038			Form.	73-80	
	Integrated Rural Development #532-0046		MOA, IDB, FAO	Form.	77-80	Training and exten. conservation
Costa Rica	S.D.A. #515-0133	Sev.	COMM	Inf.	77-	Up to \$75,000.00
	Rural Development #515-0120	15	INFOCOOP	Form.	75-	Coop Development
El Salvador	Rural Health Aide #519-0217	8	MDS, UNDP, UK	Form.	79-80	Water San. Disease
	Development Planning #519-0166		IDB		75-79	Economist
	S.D.A. #519-0094	2	COMM	Inf.	70-83	16 total projects w/2 PCV working in the Management Office.
Ecuador	S.D.A. #518-0004	Sev.	COMM	Inf.		Peace Corps will be doing the evaluation of these projects to determine impact.

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