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REPORT TO AID

INTERNATIONAL VOLUNTARY SERVICES, INC.

MATCHING GRANT
AID/PDC-0206-GSS-5069 - 650

Report Period: July 1, 1985 - June 30, 1986

May 1986

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I. IVS PROGRAM OVERVIEW

A. IVS Program Purpose

The IVS program assists local indigenous groups and institutions to develop and strengthen their capacity to identify and resolve problems inhibiting their ability to attain social and economic equity. IVS technical assistance helps these groups and institutions analyze problems; plan and design projects which address those problems; implement activities to change the conditions causing those problems; monitor, evaluate and adjust activities for maximum impact; and attain the requisite resources, skills and training both to implement projects and achieve a level of skill sufficient to carry on after IVS departure.

B. IVS Program Implementation

1. To achieve our purpose, IVS provides human technical assistance to projects with objectives which:
 - a) promote developmental change -- improve the quality of life for people with minimal access to resources through a process which gives control of that change to the beneficiaries;
 - b) promote local institution building -- improve the capability and provide the experience for local groups and institutions to learn and practice the skills necessary to implement developmental change and to be accountable and responsive to their constituency;
 - c) promote viable and self-sustaining efforts -- by improving the ability of groups and individuals to broaden and make more effective their developmental changes and institution building activities once IVS involvement has ended.
2. The focus of IVS activities is to:
 - a) use international resources -- volunteers, staff and funds from many different countries including the developing world;
 - b) work with groups that directly serve the needs of rural poor;

- c) work through projects which have been analyzed as feasible and viable;
- d) work in country programs which have a potential impact that is broader than its individual activities;
- e) effectively and efficiently use human, material and financial resources, primarily that which is available locally.

3. The approaches IVS uses are:

- a) project analysis, planning and design.
- b) development and strengthening of networks and linkages within the local context and through IVS world-wide contacts.
- c) transfer of skills.

C. Review of the Reporting Period: July 1, 1985 - June 30, 1986

1. Program: During this reporting period, IVS initiated activities in two new countries. In **Ethiopia**, IVS collaborated with Africare to place medical teams at the Makale relief center for displaced persons. This project brought professional health care for both adults and children affected by severe malnutrition and the resultant vulnerability to infectious diseases and other major health complications. The project resulted from a request by the Relief and Rehabilitation Commission of Ethiopia. The medical teams consisted of a physician, nurses and a nutritionist.

In **Zaire**, IVS undertook a project in collaboration with the United Methodist Committee on Southern Zaire to rehabilitate and staff a medical facility in Shaba Province. IVS is providing construction and health technical assistance to Project ISROS (Infrastructure de la Sante Rural dans l'Ouest du Shaba) an ecumenical program which operates hospitals, dispensaries, schools and other social services in Shaba Province. Although both of these activities are important for IVS' overall growth, they are currently outside Matching Grant activities. This collaborative programming is, however, the way IVS plans to grow in the future.

In the **Eastern Caribbean**, the IVS program provides technical assistance on a comprehensive regional basis rather than at a strictly national or local level. The IVS team of volunteers, all West Indians, is working with a

wide variety of Caribbean organizations to tackle specific economic problems, through the development of micro-enterprises, small-scale marketing and better agriculture production, processing and marketing.

Some initial lessons IVS is learning about this type of approach to development:

- it is more expensive; higher, travel costs, more coordinating time and meetings, more administrative support.
 - it is more time demanding on the IVS field staff; it requires more time setting up secondary and tertiary assignments, more support time to the team of volunteers, more frequent contact with host government and host agency officials.
 - it requires a changing role for the IVS field staff; the heavy involvement of the field director in recruitment (normally an IVS/W function) and the demands of working with five or six host governments with all their intricacies demand skills beyond what IVS normally recruits for in a Field Director.
 - the use of skilled West Indian volunteers in their own region creates both access and legitimacy for IVS activities; this approach should be replicated by IVS in other regional programs.
2. Project: During the 12 months of this report period, IVS continued work in 31 projects in agriculture, health, small-enterprise development and energy/environment. Fourteen new projects were begun and four projects completed on schedule. Four projects terminated early. Some of the reasons are:
- two volunteers were incompatible with host agency personnel and were therefore ineffective in carrying out their responsibilities; once the volunteers didn't work out, it was mutually decided not to continue with the projects.
 - two host organizations were unable to meet their commitments for appropriate project support with the funds, materials and supervisory support required for the volunteers to carry out their responsibilities and IVS decided not to continue.

From our work in these projects over this period, two important lessons stand out:

- IVS continues to recognize the importance of host organizational analysis to identify and plan for project risks; to plan interventions which will strengthen organizational weaknesses; and to be able to monitor and evaluate organizational growth.
 - IVS will continue to improve our recruitment, screening, selection and orientation processes to ensure better matches between the needs and problems of a host organization and the strengths and weaknesses of potential volunteers.
3. Future Program Growth: During this reporting period IVS has continued serious exploration with other PVOs, aimed at program growth through collaborative undertakings. We anticipate that within the next grant period, we will begin joint programs in several new countries. Initial program exploration has taken place in Mali. We expect that final program development will take place in July 1986 and that implementation will take place in late 1986 or early 1987. Other opportunities in varying stages of discussion involve the Sudan, in conjunction with the USAID mission, and Somalia.
4. USAID Missions: During this reporting period, IVS Washington staff, while traveling overseas, visited with appropriate officials from the following USAID missions:
- Sudan
 - Zimbabwe
 - Barbados/Grenada
 - Botswana

As part of the program exploration in Mali, IVS was represented in meetings with the Mali mission and project personnel are working closely with AID officials from the Kinshasa mission. IVS continues to maintain good working relations between its field staff and mission staff at a country level and as we develop new program opportunities are mindful of USAID country strategies and priorities.

5. Size and Impact: During the 12 months of this reporting cycle, the IVS program had the following characteristics.

Number of Countries	13
Number of Projects	45
Total IVS Personnel Overseas	
During the Period	69
Total Months of Volunteer Service	490
Host Organizations Assisted	62
Counterparts and Community	
Participants Directly Trained	2,675
Beneficiaries Served Through IVS	
Assisted Host Organizations	24,500

D. Review of the IVS Work Plan for This Grant

In the grant proposal, IVS set out a work plan for the period of the grant. In this section, we would like to report on accomplishments against that work plan during the current reporting period.

1. Increased Impact: IVS has broadened its outreach by increasing the months of service provided to local organizations. In the previous 18 months, IVS provided 484 months of technical assistance through 59 people. For this 12 month period, we have provided 490 months of assistance through 69 people. Working with 62 host organizations (38 in the previous period), IVS personnel have trained 2,675 counterparts and community participants and IVS assisted host organizations have served approximately 24,500 beneficiaries. This report will detail specific host and project activities in the country narrative section.

Part of the training provided to counterparts and community participants is how to work more closely with the beneficiary community to do needs assessments and to involve the beneficiary communities in the design and implementation of projects to meet their needs. Training is also provided which allows the beneficiary community to continue or expand activities once the IVS technical assistance has been completed.

2. Broadened Effectiveness: In order to improve our ability to recognize and plan for points of effective intervention, IVS has instituted a formal learning process. We have identified three long-term projects designed to provide baseline data on types and kinds of host organizations, common organizational and management problems, organizational dynamics within local and intermediary agencies, and the kinds of services which can be effectively provided by beneficiaries through local and intermediary agencies. Through analysis of this

information, we will be better able to understand the processes by which change occurs and build those processes into our program approach.

3. **Increased Efficiency:** IVS has increased the number of volunteer months of service while lowering the administrative costs of supporting the volunteers. We have decentralized project decision making while retaining quality control and monitoring functions. We have reduced the project support staff from 15 to 11.
4. **Applied Learning:** Based on some of the lessons in the DAI/AID Review of the IVS program, we structured our staff conference around building the skills to collect base information on host organizations, to understand organizational dynamics and to plan projects in which the local institute itself is the beneficiary. IVS is continuing to look for more opportunities not only to transfer the technical skills but also to strengthen the capacity of the host organization to continue with or expand these activities in a more self-sustained way.

As a part of the applied learning, we have instituted a system to capture the information across project and country lines and to be able to examine general development phenomenon and draw lessons to be applied to our programming policy.

5. **Strengthened Networks:** As mentioned earlier, IVS has undertaken to establish programs collaboratively with other U.S. PVOs. We have developed a regional program management approach for our programs in Ecuador and Bolivia to use our staff more effectively and to begin facilitating regional interchange between local groups in these two countries.
6. **Improved Long Range Planning:** Within our Board and staff, we have initiated a process to examine IVS' mandate and approach to providing technical assistance. Through this process, we hope to keep IVS' development assistance relevant to changing world needs. In Bangladesh, IVS has a pilot project, Village Volunteers, which uses locally available skills to supplement host organizations in a way that allows the local organization to solve a particular problem and those skills which were lacking. We see this as an opportunity for local talent to be used to solve local problems.
7. **Improved Fundraising:** IVS has a three year fundraising plan which focuses on raising more private unrestricted money in support of IVS as an agency or in support of country programs.

During this grant period, we have worked at developing longer-term relations with funders, particularly with the corporate and corporate-foundation sector. In the foundation sector, we have generated some new funding in support of our Zimbabwe program. We continue to work for program, rather than project, funding, particularly in support of the Caribbean program.

Also during this grant period, IVS raised private funds in excess of the amount of the AID match. IVS attracted support from more than a dozen new funders during the report year.

BANGLADESH

A. GENERAL INFORMATION

1. FIELD DIRECTOR: Harry Jayasingha
GPO 344
House 47 A
Road 15 A
Dhanmondi, Dhaka
BANGLADESH
2. Months of volunteer technical assistance: 74
3. Volunteer assignments:
 - Agronomist
 - Crafts Design Specialists
 - Health Trainer
 - Health Program Planning
 - Irrigation Specialist
 - Management Advisor
 - Short Term Technical Assistance
4. History of IVS Involvement in Bangladesh: IVS has worked in Bangladesh for fourteen years during which time forty-seven volunteers and eight field staff have worked with indigenous organizations in health, agriculture, cooperatives, education and appropriate technology.

B. PROGRAM RATIONALE

The rural development initiative of the government of Bangladesh focuses mainly on improving agricultural production of farmers holding more than an acre of land, in order to provide more food for consumption and to raise income levels. However, government programs rarely reach a rapidly increasing percent of the rural population: the landless and those owning less than one acre. IVS objectives have, therefore, been to extend training in health, agriculture and cottage industries to marginal farm families and landless persons by strengthening technical skills and managerial capabilities of Bangladeshi organizations with village-based programs.

The strategy for implementing the IVS program has focused on providing volunteer technical assistance primarily to village based organizations. Personnel are trained in technical and managerial skills allowing for the implementation of micro-enterprise projects. Targeted beneficiaries, which include marginal farm families and landless persons, are trained through local organizations to establish and run small scale cottage industries. Further, the training of local personnel enhances the establishment of linkages between national-level and village based organizations.

C. PROJECT ACCOMPLISHMENTS

BRAC requested two design specialists for the **Aarong Craft Production** project to improve the skills of rural craft producers. The specialists areas of design expertise are complimentary, and together they have been able to work with artisan craft producers in textiles, wood, leather, clay, brass, wax, silk and wool. With this technical assistance, BRAC, which serves over 1,000 disadvantaged and marginal rural producers, hopes to expand its services to another 2,000 crafts producers and to train and support over 2,000 apprentices. The apprentices will then be able to teach and pass on their new skills. With the assistance of the IVS volunteers, BRAC plans to accomplish this goal of providing services to over 8,000 craftsmen by the end of 1987. To-date the design cell has brought to market over 93 new craft items using traditional designs and motifs. The project has increased sales figures and has begun purchasing crafts for cash, rather than selling on consignment. This has greatly increased the level of producer incomes.

In the **Rural Development Training Program**, training in agronomy, horticulture and animal husbandry has been given to 320 men and women in seven two-month courses. Trainees included 111 officers and 194 field extensionists from the government-sponsored cooperative system. Training was also provided in 18 bi-monthly sessions with 6 field workers and community organizers from a neighboring non-government organization sponsored development program, FIVD, (Friends in Village Development). The **FIVD Agricultural Program** works with approximately 250 persons owning less than an acre of land. The IVS volunteer provides on-going training and advice to FIVD's three agricultural officers and three field extensionists in agronomy, nutrition and animal husbandry. The volunteer conducted 18 training sessions with FIVD staff and farmer beneficiaries during this report period. In addition the volunteer has assisted in setting up Soybean demonstration on the FIVD farm. The impact of this IVS training assistance has reached 3500 farm families throughout Bangladesh. The training courses combined theoretical instruction and field-based instruction in the three areas of agronomy, horticulture and animal husbandry. The training courses resulted in an average gain in competency of 65% by each trainee. This means that nearly all the trainees can apply 90% of the basic information presented to their jobs as cooperative planners, managers and extensionists.

Working with MAWTS (Mirpur Agricultural Workshop and Training School) in a **Small Scale Irrigation Project**, IVS is providing an irrigation specialist to assist with achieving the following goals: 1) to address the food needs of 2000 small farm families by assisting them to purchase, install, operate and maintain pumps, and 2) as a result, create 600 new seasonal jobs. To-date 600 of the targeted 1200 pumps have been installed. Documentation on each pump was assembled. The remaining 1400 pumps are scheduled to be installed within this calendar year. In addition

to assisting with the technical aspects of the rower pump instalation and performance, the IVS volunteer will also support the development of employment opportunities through a rural workshop program. This program is designed to provide for the repair and maintenance of the pumps and related agricultural equipment.

The placement of a health care trainer in the **Village Health Training Project** with VHSS (Voluntary Health Services Society) has significantly enhanced the organizational ability to train village health workers of smaller voluntary health organizations. The purpose of this project is to improve the abilities of the health workers of grassroots organizations to promote effective public health care and family planning practices. In addition another health care trainer will be placed with CCDB (Christian Commission for Development in Bangladesh) in staff development.

IVS initiated its' **Health Program** in February 1985, bringing together representatives from the central staffs of organizations involved in village-based community health care projects. The purpose was to bridge inter-and intra-organizational gaps by convening a health committee comprised of members from each of these organizations. To-date, a coherent workplan has emerged which is designed to provide information and linkages in four areas: 1) to assist the government with an immunization program, 2) to create training programs for "Dais" or traditional birth attendants, 3) to hold workshops providing training and management skills to senior management staff in public health programs, and 4) to encourage community participation in the implementation of planned health care.

In Bangladesh IVS has undertaken a unique pilot **Village Volunteer Project** designed to capitalize on the village-based development experience of small Bangladeshi agencies. There are hundreds of such village initiatives, many with considerable experience, particularly in health training and income creation for landless rural women. Most of these agencies are too small and under-funded to be able to make their hard-won experience available to others. By providing local transportation costs, a modest per diem and offsetting the costs of facilities and supplies required, IVS has enabled development practitioners to transfer their practical knowledge directly to their counterparts in other agencies and villages. The purpose underlying the program is to encourage and build local institutional development.

The placement of a volunteer with the Mohila Silpi Prothistan (MSP), or **Women's Cottage Industry** has greatly strengthened MSP's capacity to assist the rural women of the Rajshahi district in Bangladesh to improve their living conditions. MSP is a member-organization consisting primarily of illiterate, abandoned rural women. The volunteer has been instrumental in setting up systems of improved planning and management skills for the MSP staff. As a management advisor, the volunteer is responsible for improving staff skills thus allowing for the development of better product design, quality control and market access.

D. LESSONS LEARNED

1. Expanded IVS involvement in Bangladesh over the past two years has resulted in a growing awareness that the stability of the host organization is an important factor for the successful implementation of a project. There can exist within a host organization internal rivalry and management conflict which can have an impact upon a particular project. In consequence the beneficiaries suffer. Since an IVS volunteer occupies a technical advisory role which is strictly neutral, it is not advisable for them to get involved. Therefore, careful evaluation of a host organization's viability should also play a part in the decision taken for joint involvement.
2. The importance of placing a volunteer at the start of a project was pointed out when an IVS volunteer began working after the project had started. Once a project starts without a volunteer having been placed, the exigencies of initial project implementation may cause the host organization to alter the original job objectives. This can result in the volunteer, upon arrival, being asked to perform tasks outside of his technical expertise. The problem lies with being able to recruit specialists who are interested in working as volunteers.

E. LOCAL ORGANIZATIONS

1. **Friends in Village Development Bangladesh, (FIVDB)**, a private Bangladeshi integrated development agency in Kotwali Upazila, Sylhet district.
2. **Rural Development Training Institute, (RDPI)**, a BRDB (Bangladesh Rural Development Board) training institute for rural development workers, located in Sylhet district.
3. **Mohila Silpi Prothistan, (MSP)**, a small women's cottage industry organization located in Rajshahi district.
4. **Voluntary Health Services Society, (VHSS)**, a national health worker training institution, main office in located in Dhaka.
5. **Christian Commission for Development in Bangladesh (CCDB)**, the development organization of the National Council of Churches in Bangladesh.
6. **Mirpur Agricultural Workshop and Training School, (MAWTS)**, a private sector vocational training institute located in Mirpur.
7. **Bangladesh Rural Advancement Committee, (BRAC)**, a private sector national training and rural development organization.

8. **The Association of Development Agencies in Bangladesh, (ADAB)**, an umbrella organization for local and international agencies.
9. **Gono Shasthya Kendra**, a local primary health care organization.

BOLIVIA

A. GENERAL INFORMATION

1. Field Director: Germain Lafleur
Casilla 20190
La Paz
BOLIVIA

2. Months of volunteer technical assistance: 32

3. Volunteer Assignments:
 - Agronomist
 - Non-formal Education Specialist
 - Economist

4. History of IVS involvement in Bolivia: IVS has worked in Bolivia for ten years during which time fourteen volunteers and three field staff have worked with five Bolivian organizations representing fifty cooperatives, artisan and herder groups which serve approximately 12,000 Bolivians in cooperative development, production and marketing, and organizational development.

B. PROGRAM RATIONALE AND STRATEGY

Among a host of serious economic difficulties, Bolivia is experiencing two major development problems: inadequate food production and inadequate support to newly established farm communities in colonization areas. Regarding the latter, the government, while facilitating the acquisition of land, has not been able to provide the infrastructure--roads, water, health facilities, markets, credit and agricultural extension--needed to make these new communities economically viable.

IVS's experience in the colonization areas of Santa Cruz, organizing local cooperatives and a Central Cooperative to provide infrastructure and services the government has been unable to provide, has shown that long-term development requires strong community-based organizations linked together regionally and nationally to provide the needed infrastructure and services.

To this end, IVS attempts to strengthen the capabilities of cooperatives and women's organizations; to train organizational personnel and beneficiaries in technical and managerial skills; and to assist in the implementation of projects designed to increase agricultural production and provide health services.

Operating in the Departments of Santa Cruz and La Paz, IVS works with nascent community-based cooperatives and women's organizations in agriculture production and health projects that benefit the colonization farmers and their families. IVS also works with peri-urban groups in handicraft production and marketing and the development of new income-generating activities. Providing volunteer technical assistance, IVS trains local organization personnel in the technical and managerial skills necessary to initiate, manage, and sustain development projects. IVS also trains beneficiaries in agriculture and health skills and attempts to promote the establishment of networks among community-based organizations and linkages with national-level organizations.

C. PROJECT ACCOMPLISHMENTS

During this reporting period, IVS volunteers provided a total of 32 months of technical assistance to local organizations, integrating specific skills transfer in the areas of health, agriculture and income-generation with the development of institutional structures to make effective use of the skills transfer.

Two IVS volunteers--an agricultural cooperative development specialist and a health trainer--serve in the Santa Cruz Department, where IVS has been active for the past eight years. During this reporting period, the **Agricultural Cooperative Development Project** volunteer has been providing assistance and training in "new" technologies such as crop diversification, emphasizing skills appropriate for the jungle environment and encouraging self-management of cooperatives and agricultural credit programs. Having specifically addressed techniques in small-scale rice farming--one of the most important income- and employment-generating activities of Santa Cruz--the volunteer is offering support to local groups in the design, construction, and implementation of a rice mill. Also, various water pumps--to be used primarily for light irrigation--are scheduled to be installed in the area in the very near future.

Also working in Santa Cruz is a health trainer volunteer placed in March of 1986 for a three-year term in the **Village Health Project**. The volunteer recently has settled in the town of Villa Paraiso, from where she will base her operations. The volunteer will be promoting improved health conditions relative to the environment by working with local groups--local cooperatives and their members, mothers' clubs, health committees--and will be organizing and conducting training sessions on disease prevention and first-aid skills. She also will strive to improve the communities' access to health care by developing linkages with area health officials and health-related organizations. The volunteer has begun working with local organizations to conduct a baseline survey of existing health conditions, the results of which will be utilize to design and implement a program on

health awareness in which will be included a series of training courses. While organizing a collective structure--such as a health committee--to promote the health program, the volunteer will facilitate the creation of a basic infrastructure for health care delivery. Working to promote safe environmental conditions, the volunteer also will teach general sanitation and disease prevention, pre- and post-natal care, and first-aid and curative practices appropriate to the needs of the colonizers.

A national volunteer placement near Santa Cruz is held by a special IVS representative to 30 mothers' clubs representing approximately one thousand women and 6000 family members. The primary focus of this this **Rural Health and Income-Generating Project** is that of promoting the education and overall welfare of rural women. The representative provides technical assistance to organize better local women's groups--by evaluating those groups' needs assessment, planning, and management structure--so as to broaden and enhance the participatory role of individuals within the groups while promoting the efficiency and effectiveness of each group as a whole. Specifically, one important aspect of this program has been a recently launched literacy campaign which is expected to become operational in the near future. Technical assistance in planning, production, and marketing also will be provided to women's groups establishing income-generating projects such as bakeries, poultry raising, crafts production, and sewing cooperatives.

The end of January saw the completion of two volunteers' work with 500 participants in **La Paz Handicraft Association Project**. An education specialist and an economist worked with both the central office and the base groups of the organization to improve handicraft production and marketing skills, and to develop badly needed administrative, management, and communication skills. In an economic environment which made handicraft exports extremely difficult, the volunteers also sought to assist the groups in developing alternative income-generating activities with small loans from a revolving fund and appropriate technical advice.

It is anticipated that IVS will place an additional volunteer with management and administrative skills within the next several months to train a women's weaving cooperative.

D. LESSONS LEARNED

1. It continues to be important to involve host organization officials and beneficiary members in project planning and design. It is equally important to arrive at mutually recognized expectations of project accomplishments and approaches prior to beginning of a project. It also must be understood that project objectives and approaches might be modified according to ongoing assessment and evaluation of progress being realized.

2. While there is strong agreement that it is prejudicial to long-term development efforts to sustain a relationship of dependency on external resources, it is important to recognize the crucial role of such relationships already in place. In some cases, for example, external funding--or, for that matter, food dependency induced by handouts--has satisfied an immediate need while also providing certain long-term benefits in the areas of infrastructure and economic development. It is acknowledged, however, that such external resources must so be utilized with great care so as not to lead to a situation of dependency.
3. The use of revolving loan funds within a project at a time of hyper-inflation and economic disarray in the host country should be weighed with great care, particularly when it is going to be managed by base groups with little business or credit experience.
4. It also is risky to assume that groups of artisans, accustomed to individual labor and associated primarily for marketing purposes, can function collectively to perform new economic activities which demand new skills and shared responsibilities.

E. LOCAL ORGANIZATIONS

1. **Subcentral Agropecuaria Villa Paraiso (SUCAP)**, a cooperative group in the Santa Cruz area consisting of six colonies.
2. **Central Cooperative (CCAM)**, which consists of 14 cooperatives and 600 members near Mineros, Santa Cruz.
3. **Centro de Mujeres Rurales (CEMUR)**, a private, non-profit community development organization providing technical assistance and training in health care to one thousand women in 30 mothers' clubs.
4. **Q^antati**, a self-managed association of twelve groups of traditional artisans with a total membership of 500. Some of the groups are based in La Paz, while others work in their native surrounding countryside.

BOTSWANA

A. GENERAL INFORMATION

1. Field Program Administrator: Florence Leshona
PO Box 919
Gaborone, BOTSWANA
2. Volunteer Months of Technical Assistance: 81
3. Volunteer Assignments:
 - Biogas Development Technician
 - Business Manager Advisors (2)
 - Fisheries Extention
 - Forester
 - Handicraft Development Advisor
 - Horticulture Researcher
 - Horticultural Marketing Advisor
4. History of IVS involvement: IVS has worked ten years--29 volunteers--two field staff, with three brigades, six other local development organizations, the Ministries of Agriculture and Education.

B. PROGRAM RATIONALE AND STRATEGY

In Botswana development initiatives have been centrally planned and executed by the government with little or no participation by community-based groups. The people of rural Botswana look to the government for the development of infrastructure and provision of services. The focus of the GOB rural development has been cattle and dry-land crops for commercial use. This focus has by-passed subsistence farmers without cattle, rural households headed by women and inhabitants of remote areas.

Because of the centralized nature of development in Botswana, IVS provides direct services and training. Training was focused on secondary-level organizations which are implementing projects with subsistence farmers, women and in some cases with remote area dwellers.

The purpose of the IVS Botswana program is to enable second-level organizations to improve services in agricultural production and non-agricultrual employment opportunities to rural Botswana.

To do this IVS provides volunteer technical assistance to train managers, accountants, bookkeepers, extensionists and community participants. IVS works with government agencies and private and semi-private development organizations, that are implementing development projects in Kwening, Southern, Ngamiland and Kgateleng districts.

C. PROJECT ACCOMPLISHMENTS

IVS long-term assistance to the **Botswana Horticulture Research and Development Project** is nearing completion. The Market Research Advisor completed his assignment with the submission, to the government, of a proposal for a formal horticulture marketing program. This proposal was endorsed by a number of regional horticulture producers associations. The proposal, along with a comprehensive demands study and a national vegetable production schedule, spurred vegetable farmers to establish an independent Botswana National Horticulture Board to influence government agriculture policies in favor of a national horticultural production program.

The Horticulture Research Officer continues to work with Economic Production Units (EPU) to determine the profitability of vegetable production. These EPUs are located in Sebele, Kanye and Bobonong. A final report is being prepared for the work at Sebele, which includes a production budget and profits for the 0.8 hectare plot. Profits on this plot have ranged from US\$ 1,700 to US\$ 5,000 per year, with profits increasing as methods and species were tested and proved effective. By using the species and methods tested at Sebele a farmer can expect an income of between US\$ 4,000 and US\$ 5,000 per year from a 0.8 hectare plot, which represents the average amount of arable land available for vegetable production to a family.

At the **One-Stop Service Center for Agriculture (OSSCA)** the IVS Business Advisor is working with her Motswana counterpart on basic inventory and inventory controls, diversifying sources of supply and finetuning the bookkeeping system in preparation for turning the operation of this project over to him. After two successful years of operation OSSCA is providing agricultural implements and equipment, supplies and inputs and agricultural services to the small-scale farmers of the area at below market prices. Over the three month period October through December sales increased 350% over the previous period. Although primarily a result of the drought-ending rains, local needs for agricultural supplies brought sales totaling US\$ 21,600, a higher gross sales than the entire previous year by US\$ 3,500. OSSCA now needs to adjust stocking policies to keep pace with demands for plows, planters and seeds, as all of these items were sold out before year's end. Also, during this period the counterpart completed a market management course and has taken over management of OSSCA's operations. In April IVS completed its project objectives and completed our involvement in the project.

Developing a strong national reforestation program is the objective of the **Forestry Association of Botswana (FAB)** to which IVS has assigned a Forester as a Forestry Extension Program Manager. FAB's program has three main components: 1) to promote national awareness of the importance of tree cover to stop desertification and land degradation; 2) to institute a basic research program to determine the best tree species for the

various climatic zones in Botswana and to develop effective propagation and cultivation techniques to ensure tree survival and 3) to provide extension services to institutions, villages, groups and clubs who want to support reforestation efforts by planting trees. It is to this third component that IVS has assigned a volunteer.

In order to establish an extension program, six local organizations have requested assistance from FAB to survey their needs, recommend a viable tree planting program, organize and train a local labor force, obtain seedlings and oversee initial plantings. Some of these sub-projects are the Selebi-Phikwe Agro-Forestry Project, the Kgatleng District Nursery Project and the Kweneng Rural Development Association Plantation Re-establishment Project. During the up-coming year, FAB has plans to increase the number of local agencies participating by 10 to 15. Lutheran World Federation and the Ministry of Agriculture have put up US\$ 9,700 to do the initial planting of a 20 hectare woodlot.

The Biogas Project demonstration center has attracted significant attention during the past year through visits and national publicity. Thirty-five District Councillors from the Northwest District toured the facility as a part of a government study tour to expose local government officials to biogas as an alternative energy source. Biogas demonstrations were held at the Gaborone International Trade Fair and Radio Botswana aired interviews with the IVS Biogas Technician and the Motswana Biogas Extension Officer. University of Botswana and Botswana Agricultural College students have come for study tours, as have local primary and secondary students.

Biogas extension projects include 1) Diphawana where a biogas digester has been in continuous successful operations for three years, fueling a bore-hole pump for a cattle watering station. One spin-off is the use of biogas slurry as fertilizer for vegetable gardens; 2) Botswana Agricultural College has an operating digester which powers a laboratory and laundry. It also serves to introduce biogas technology to future agricultural extension agents; 3) at Goodhope the digester has been completed, an engine has been tested, storage tanks for cow dung are being constructed along with a cattle watering trough. This digester should be on line shortly supplying water for this cattle post; 4) the Central District's digester is nearing completion and 5) the Kang clinic project has progressed through the digging of the digester pit. Masonry work will begin soon.

Through this project four masons have been trained to do digester brickwork, eight welders have been trained to manufacture digester domes, three agricultural demonstrators have been trained in the use of slurry for growing vegetables, workers from two Brigades have been trained in general digester construction and four biogas plant managers have been trained to operate and maintain digesters, pumps and engines.

IVS initiated a **Fisheries Project** with the Ministry of Agriculture's Fisheries Unit, to develop appropriate marketing strategies for fish, to develop and promote improved fish processing methods, advise on better fishing methods, to gather baseline data on ecological issues and to train Botswana fish extensionists. Two climatic phenomena have had a major influence on the Fisheries Project. First, drought-ending rains have come to the northwest which encouraged the farmer/fishermen to abandon fishing and concentrate on farming. Indications are that with a reasonable crop assured there is movement back to fishing. Second, rains falling in Botswana have a negligible effect on standing lake water levels. The influx of river water originates in a catchment area in southern Angola, for which there is insufficient data on rainfall.

As the water level continues to drop, fish are concentrated in smaller and smaller areas making them easier to catch. As a result, yields are far higher than they should be. Fish extensionists are working with the fishermen to understand what is happening so that future catch estimates are not based on the current skewed yields. Also, when the lake refills and is restocked, the salt content will be too high, to allow many species to live. It will take considerable influx of fresh river water to correct the imbalance and encourage sustained growth. Part of the extensionists work is to get fishermen to understand the ecological impact, of lake level cycles and to assist them to modify fishing habits to be able to continue harvesting fish without disrupting the ecological balance.

Also in the northwest IVS continues its work in the **Handicraft Development Project** with a volunteer Crafts Development Advisor. Basket making is the primary craft skill in this area and many women supplement household incomes by producing and selling baskets, for both the local market and for export. To date, 185 producers have attended 13 courses designed to up-grade their skills. Of those attending the courses 75% have been able to improve their skills sufficiently to produce baskets that are at least a grade higher in quality and therefore more marketable. Sixteen new products have been designed and are in various stages of production by 192 producers. Of the 16 new products, 6 have already reached the marketing stage. As a result of this project 90% of the area's producers are now interested in forming a producers association and in affiliating with the National Handicraft Association.

The project has also experimented in cultivating the makola palm the primary raw material for basket weavers. Thirteen different trials have begun and data shows that sowing cracked seeds results in the best germination. From the trials two local 40m X 40m plots were put in and both had successful germination.

In the **Botswelole Center Pottery Production Project** sales have increased over the four month period September through December by 35%, to a total of US\$ 8,650. This was primarily due to expanded markets within Botswana (Bontleng, Francistown and the

Gaborone Mall) as well as greater promotion for the sales outlet at Botswelolo. The IVS Business Manager instituted production planning based on product demand and has trained the bookkeeper to run trial balances each month. A new electric kiln was purchased and installed improving production efficiency. Improvements to the workshop include the wet room where green pottery is allowed to dry before glazing and firing. Also, blowers were installed in the kiln room and a veranda was enclosed to provide additional work space.

D. LESSONS LEARNED

Viable income-generating and training centers can be developed and be self-sustaining with good training and phased take over by a local counterpart.

Financial and equipment constraints continue to stall progress on two project again demonstrating that an accurate assessment needs to be done prior to project implementation to ensure that needed supplies and materials will be on hand to complete project objectives.

E. LOCAL ORGANIZATION

1. **Forestry Association of Botswana**, a private membership organization based in Gaborone which promotes development of Botswana's forest resources.
2. **Department of Agriculture Research**, a department of Ministry of Agriculture in Sebele working on agriculture research and extension.
3. **Botswanacraft**, a parastatal corporation located in Gaborone, which markets handicrafts produced throughout Botswana.
4. **Rural Industrial Promotion**, (RIP), a government-chartered development organization based in Gaborone, which engages in a wide variety of rural development initiatives.
5. **Fisheries Unit of Ministry of Agriculture in Maun** providing extension services to small-scale fishermen in the Okavango Delta.
6. **Botswelolo Center**, a Catholic chartered organization in Thamaga providing handicraft development services as a source of income-generating for the village.
7. **Rural Industries Innovation Centre**, (RIIC) is an extension of Rural Industries promotion (above) and provides a link between rural communities served by RIIC and the appropriate technology hardware Center in Kanye.

CARIBBEAN

A. GENERAL INFORMATION

1. FIELD DIRECTOR: Jerry Hildebrand
P.O. 574
St. John's, Antigua
WEST INDIES

2. Months of Volunteer technical assistance: 49

3. Volunteer assignments:
 - Women's Income Generation Advisor
 - Financial Management and Planning Advisor
 - Post Harvest Technology and Marketing Specialist
 - Small Business Development and Credit Management Advisor
 - Youth Job Skills Trainer

4. History of Involvement in the Eastern Caribbean: IVS initiated its Caribbean program in October of 1983. The first two volunteers arrived and began work in December of 1984 with the second two volunteers beginning in April of 1985. During this reporting period, IVS has worked with four local organizations on four different island nations, and with the Premier's Office of Nevis, in addition to numerous Mobile Team Assignments on other islands.

B. PROGRAM RATIONALE AND STRATEGY

The IVS Caribbean program was instituted to improve the economic opportunities available to unemployed and underemployed, mainly rural people by strengthening the capabilities and skills of community based private development organizations and government agencies working directly with these groups. Targets for the IVS program are established by community-based economic development organizations working in non-agricultural income generation, food production and preservation, marketing and job skills training.

The island nations of the Caribbean share a number of economic development problems. Most nations are dependent on commercial crops and therefore rely on food imports to meet internal needs. Outside the agriculture and tourism sectors there are scarce employment opportunities and unemployment is high. Marketing facilities are minimal and food produced for local use often does not get to potential consumers, either within an island nation or between island.

The IVS approach is through a multi-disciplinary team of volunteer technical assistants made up of West Indians. Each has the requisite skills and experience to train counterpart personnel in a managerial and technical capacity necessary to develop, implement and sustain economic development projects. Further, the Advisors assist these organizations to train their beneficiary constituencies in the skills needed to implement and sustain small-scale income generating projects. Beyond providing their technical expertise to the host organization of assignment, a major part of this program is to also provide technical assistance, individually or in teams, to other similar organizations on a short-term basis.

C. PROJECT ACCOMPLISHMENTS:

The Women's Advisor for WAND commenced her year in the **Women's Small Enterprise Project** by completing a well-attended, highly regarded Management Training workshop for WAND Project Directors held in Antigua on July 13-15. This placement provided a link for women's program to the Caribbean team regional approach and contributed to women's development projects. The summer months were spent designing and conducting workshops that introduced topics such as "Women as Productive Leaders", "Women in Social Development", "Skills for Leaders" and "Effective Communication" to small women's groups within the WAND membership.

The nature and structure of the WAND assignment did not lend itself to the team approach as was originally intended. The volunteer took on the role of a Program Staff Officer, as opposed to an advisor. IVS was forced to reassess its involvement in this project and decided to postpone further volunteer assistance. The decision was made to reevaluate and redesign the project to incorporate it into the totality of the Caribbean program.

The **Financial Management and Planning Project** has been able to effect fundamental structural changes at NRDF through the IVS Management Advisor, specifically in the areas of organizational management and finance control. Visible improvements in the organization and management of the St. Lucia Association of Farmer's Cooperatives and to a lesser extent the Folk Research Centre, Castries were noted during this reporting period. Considerable effort has been lent to counterpart training. A full transformation of the accounting system has enabled the system to be maintained by the two counterpart Accounts Officers.

The Advisor continues to conduct on-going training program for Credit and Counseling field officers.

IVS' first regional assignment was discharged by the NRDF volunteer during September in the form of a diagnostic study of the St. Vincent and the Grenadines Development Foundation. Since then, four other short-term consultancies have been conducted, including work with the National Development Foundation in Antigua and participation at the well attended ORD Small Farmers Conference.

The Post Harvest Technology Marketing Project, through IVS technical assistance, has set into place the necessary systematic approaches to integrating production and marketing for the first successful shipment of produce to the United Kingdom, which took place in December 1985. The majority of the IVS Advisor's time during the summer and fall months concentrated on drafting and implementing an integrated post harvest/marketing strategy for ORD. A notable achievement was coordinating a regional caucus of seven island small farmer associations to look at common credit and marketing problems.

On-going activities consist of training the Program Co-ordinators and the 15 volunteer Field Corps covering 26 villages in post-harvest technology and marketing coordination. It is estimated that the volunteer makes up to 200 field visits per year, with the probable contact of 8 farmers per visit. To date there exist 6 demonstration plots that have been cultivated with the crops most successfully grown in each area given the use of improved techniques.

The **Small Business Development Project** began in July of 1985. Initially the IVS Business Advisor conducted project site visits, examined project profile documents and operational activities and ran organizational diagnostic exercises. The Advisor intensified the one-to-one on-the-job training with his counterpart and other promoters. He was able to establish an off shore investors' contact with Dominica Industrial Development Bank. The volunteer continues to work with the Hucksters Association, the Ornamental Cut-Flowers Coop, the Handicraft Association working directly with the government, and an import-substitution project in conjunction with IDC.

In conjunction with US/AID in a Small Enterprise Assistance Project, (SEAP), the Volunteer has been assisting in the coordination of a meeting with all of the NDF directors and other groups with similar objectives in forming a national coordinating counsel for small businesses and enterprises. In addition, a major emphasis during this past year has been his participation in inter-regional consultancies with other IVS advisors as part of his mobile team assignments.

The Small Business Advisor's long-term activities during this period have been the development and implementation of additional import substitution projects, training of project promoters in client servicing and project monitoring and working with the external organizations.

The **Youth Skills Job Training Project** completed its first year on Nevis in December 1985. The IVS Trainer's mandate had been the design and development of a comprehensive job skills training program for youth. Operating within the Premier's Ministry, he methodically put into place the foundation for a training program

that maximized local input from youth, government, private sector and other development agencies. He worked closely with his Nevisian counterpart in formulating and activating a solidly grounded plan.

The implementation process was up to the government. Previous budgetary commitments and other financial constraints, plus unanticipated local issues combined to inhibit training start-up. After two months' consideration, it was mutually concluded that IVS participation would be terminated and implementation of the program would be conducted under OAS auspices. The OAS was able to bring their own financial support to the program, however, the IVS volunteer's counterpart became the Nevisian head of this job training effort.

The IVS volunteer is continuing his job skills training effort within a new host organization, the NEWLO center in Grenada.

D. LESSONS LEARNED:

The multi-disciplinary team approach to development in the Caribbean is one of the keys to the program's success. As the WAND experience showed, volunteers should not become so absorbed in the host organization's structure that they lose the ability to work as part of the IVS regional team, accessible to other organizations. The identification of a volunteer as "staff", compromises the idea of a mobile resource team.

The placement of professional West Indians in organizations whose executive directors are less experienced in management sometimes causes tensions which need to be handled with patience and tact.

An integral part of each assignment, and always problematic to establish in advance, is the availability of reliable counterparts to ensure project continuity beyond the departure of the volunteer.

Although always seen as a cornerstone of the program, the IVS team's role in reinforcing links among development organizations and developing new ones among the smaller base groups, has proven to be an important strength. Continued efforts to strengthen this network is a program priority.

E. LOCAL ORGANIZATIONS:

1. **Women and Development (WAND)**, Antigua is the local branch of WAND/Barbados and supports and enhances programs which focus on development needs and issues affecting women in the West Indies.

2. **National Research and Development Foundation (NRDF)**, St. Lucia, is an organization which promotes the growth of economic activity through the provision of technical and administrative assistance to small entrepreneurs and groups.
3. **Organization for Rural Development (ORD)**, St. Vincent, is an organization which helps small-scale rural farmers increase their income through education, information and extension in cropping, marketing, small animal raising and small agro-business ventures.
4. **National Development Foundation (NDF)**, Dominica, is a development organization providing credit, technical assistance and training to small-scale local businesses.
5. **Premier's Office**, Nevis, operates a skills training program for unemployed youth between the ages of 17 and 25.
6. **New Life Organisation Limited (NEWLO)**, Grenada, is a vocational training center for youth. Established in 1983 to meet the needs of the primary and secondary school age drop-outs, courses are given in auto mechanics, agriculture, carpentry, masonry, electrical installation, and other technical skills.

ECUADOR

A. GENERAL INFORMATION

1. Field Director: Germain Lafleur
 Casilla 6087 C.C.I.
 Quito
 ECUADOR

2. Months of volunteer technical assistance: 66

3. Volunteer assignments:
 - Nutritionist
 - Carpenter/Mechanic
 - Health Trainer
 - Agricultural Extensionist
 - Veterinarian
 - Cooperative Development Specialist
 - Institutional Development Specialist

4. History of IVS involvement: IVS has worked in Ecuador for ten years during which time twenty four volunteers and four field staff have worked with twelve local organizations including the Ministries of Education and Agriculture.

B. PROGRAM RATIONALE AND STRATEGY

The conditions faced by Ecuador's small-scale and subsistence farmers include no access to water, degradation of the land, no access to credit or improved agricultural technology, limited access to agricultural in-puts, poor roads, markets, and transport and a lack of other basic community services such as education and health.

IVS's experience demonstrates that lasting change at a village level requires local organizations which are representative of and responsive to their members. These organizations need skilled personnel and appropriate systems with which to plan, implement and evaluate development projects which meet members needs. It is important that these local organizations develop networks with other local organizations to improve and broaden their impact.

IVS operates in the Canar, Chimborazo, and Oriente provinces. Focused on the agriculture and food production sectors, programs benefitting subsistence level farmers and their families are undertaken in cooperation with community based agriculture organizations. In providing volunteer technical assistance, IVS trains organization personnel in the technical and managerial skills necessary to initiate, manage, and sustain agricultural techniques and farming methods. In addition, it seeks to establish networks among similarly focused community organizations and linkages to national organizations which can provide support and resources.

Currently serving in IVS programs are six volunteers, three of whom--a veterinarian, an economist, and an institutional development specialist--were placed during this reporting period. One volunteer placement--that of an agricultural extensionist--recently has been vacated due to project difficulties and personality differences with the staff of the host organization.

Three new volunteer positions--those of an agricultural extensionist, an agricultural marketing specialist, and a cocoa production specialist--have been developed for placement in late 1986.

C. PROJECT ACCOMPLISHMENTS

During this period, a total of 66 person months of technical assistance were provided to host organizations in village agricultural research and extension, marketing and production systems, and vocational training and cooperative development. IVS's underlying objective in Ecuador is the development of strong and efficient local institutions.

Three IVS volunteers--a nutritionist, a carpentry/mechanics specialist, and a health educator--serve in the **Napo River Agriculture and Nutrition Project**, benefiting nine communities (1200 people) of the Napo region of Ecuador's Oriente Province. Since commencing her assignment in October of 1984, the IVS nutritionist has generated an impressive degree of community response to her educative programs. Instructing over 70 students in regular nutrition workshops, the Volunteer has been offering technical training in small-scale vegetable production while promoting the cultivation of "new" commodities--various vegetables, rice, beans--both for consumption and income generation. Income generation also is the objective of a banana production project--900 plants are being cultivated. Along with this project the volunteer is hoping to promote the establishment of a self-supporting financing program among the small-scale producers of the area. Consistent with this small-enterprise focus, the Volunteer has begun an effort to foster the resurrection of native artisanry and also has introduced new crafts--such as macrame and crochet--for which marketing

possibilities appear quite favorable. At the request of the Volunteer, the Ministries of Health and of Agriculture recently have offered instruction--in the areas of pre-natal care and maize cultivation, respectively--to Napo residents. Another tangible by-product of the Volunteer's activities has been the implementation by a local group of a program in which elementary and secondary students receive a cup of soup while in school.

Also serving Napo since October of 1984, IVS's carpentry/mechanics specialist teaches a total of 70 youths, 30 of whom are enrolled in a course for beginners and 28 of whom are considered quite advanced. This program also has emphasized the development of small-scale businesses and aims to generate that development through a self-financing program. Thus, while learning technical skills, the beneficiaries of this program also have been exposed to certain organizational and administrative systems appropriate to their respective micro-economies. It is anticipated that from among the best students several viable businesses will be created.

In January of 1986, an IVS health educator began working in seven communities of the Napo region, coordinating her efforts with four government agencies whom she will assist in disseminating health information and organizing the communities in the establishment of medical supply depositories. The volunteer is organizing local groups in the creation of a health training and promotion organization that will serve the various communities in the future.

Due to project difficulties and personality conflicts, it was deemed appropriate that an agricultural extensionist position be vacated in Napo. An reassessment of that placement currently is being undertaken.

IVS placed a veterinary specialist in the **Canar Livestock Production Project** in October of 1985. The Volunteer's mission is to train villagers in methods of increasing livestock production, such as through controlled breeding and clinical treatment of livestock. Since the Volunteer's arrival, the local host organization with which he is working has taken a fairly active and participatory role in the process of establishing a formal veterinary extension program. While the tendency might be for a very few local individuals to claim leadership of the program, the Volunteer is promoting the arrangement of a more egalitarian structure whereby each beneficiary can expect to find the program advantageous. The Volunteer has given more than 50 hours of course work in each of the 5 communities he has been serving, and recently added three more communities to his program. A central store selling veterinary supplies recently was opened to serve the beneficiaries. On the horizon is the

formal establishment of the extension agencies and continued training in such areas as artificial insemination. Seven communities of 447 families will continue to benefit from this type of training and technical assistance.

In November of 1985 an IVS cooperative development specialist began work in the **Cooperative Development Project** in the Chimborazo region. Offering guidance to small-scale businessmen in the area of business organization, administration, and marketing, the Volunteer works with local farmers' organizations, offering formal instruction in such areas as accounting while exposing the organizations to various other resources at their disposal, for example in the area of government-assisted financing.

Serving all three regions of IVS operation in Ecuador--Napó, Canar, and Chimborazo--is an October 1985 Volunteer appointee whose assignment entails fostering the development of local institutions integral to the economic and social development of the communities. A matter of motivating and animating community groups, this **Organizational Development Project** involves first evaluating and assessing the effectiveness and needs of local institutions as they now exist and then devising and implementing appropriate strategies to contribute to their organization and effectiveness. The institutional development specialist works with the other IVS volunteers in determining the particular needs in each community, and then, having gained the confidence of local groups, attempts to offer assistance integral to the development of an institution.

D. LESSONS LEARNED

1. Difficulties arising from personality conflicts between volunteers--and between volunteers and the Field Director--have created a less than optimal working environment at times. Part of this problem might stem from an initial lack of understanding on the part of the volunteers regarding IVS management structure and style in Ecuador. This will be addressed by stressing the better communications between IVS personnel in the future.
2. The importance of local institutional development that emphasizes the most fundamental, "grass roots" stages can not be underestimated. While in the past it may have seemed appropriate to implement a program--a health promotion agency, for example--"from the top", it has become increasingly apparent that for the development of successful, enduring institutions it is necessary for the organizational structure to have taken

root from the beginning within and among the communities themselves. To foster this type of development, the volunteers offer their services as a tool for the local community, when necessary acting as catalysts but always attempting to engender indigenous leadership and organizational development.

3. The leadership of local organizations with which volunteers work may be changed frequently--some groups elect officers on a yearly basis--and this holds potentially disruptive consequences for some IVS projects. Thus to ensure the smooth continuation of a particular project the volunteer should establish a rapport and working relations with many members of the organizations and not only with actually elected leadership. This may also promote a more productive egalitarian spirit within the organizations.

E. LOCAL ORGANIZATIONS

1. **Evangelist Indigenous Association of El Napo (AIEN)**, an organization of nine communities along the Napo River in Oriente Province.
2. **Comunidades "Molobog Grande"**, the leadership of five communities formally organized to implement development activities to benefit all the communities, located in Canar Province.
3. **Association of Independent Farmers' Organizations (JOCACH)** is a group of thirteen communities in the Chimborazo Province.

HONDURAS

A. GENERAL INFORMATION

1. FIELD DIRECTOR:

Chet Thomas
Apartado 1149
Tegucigalpa
HONDURAS

2. Months of Volunteer Technical Assistance: 54

3. Volunteer Assignments:

- Housing Reconstruction Advisor
- Agricultural Extension Advisor
- Small Business Advisor
- Financial Management Advisor
- Swine Production Specialist

4. History of Involvement: IVS has been involved in Honduras for the past 13 years. Since the program was initiated, 27 volunteers and 5 field staff have worked with 19 organizations and agencies providing technical assistance and extension in potable water, agricultural research and extension, home improvement and organizational development.

B. PROGRAM RATIONALE AND STRATEGY

In Honduras, as in many developing countries, the government is unable to provide the type of financial and technical assistance required by grass-roots organizations, small businesses and small-scale or subsistence farmers to implement development projects designed to improve production or increase income. To bridge this gap, a number of local private development institutions have been established. Although these private development institutions have been providing financial and technical assistance as intended, they are now encountering problems from too-rapid expansion, inefficient servicing of beneficiaries, and inadequate financial management and bookkeeping systems.

The IVS Honduras program focus is on strengthening the ability of local organizations to provide development services to rural beneficiary groups through the use of technically skilled and experienced volunteers. The objectives of each volunteer are to train national counterparts in specific skills, to develop village capability to respond to locally articulated development needs and to establish linkages between local needs and appropriate government and private organization programs.

The program provides technical assistance to rural communities which enable them to 1) improve agricultural production and marketing; 2) improve health conditions and nutritional levels of their members; 3) promote and support small scale enterprises through local private organizations.

The beneficiaries of our current projects are small businesses, and low income women and men committed to initiating small-scale businesses or micro-enterprises. The projects are located in Central Honduras.

C. PROJECT ACCOMPLISHMENTS

During this period, 54 volunteer months of technical assistance were provided to host organizations in animal husbandry, financial and credit management and integrated rural development in the areas of health, agriculture and leadership training.

The **Integrated Rural Reconstruction Program** of La Buena Fe began as a small village health clinic in the Lake Yojoa area. Since the last reporting period, the program has expanded and now involves literacy training, health, agricultural technical training, income generating activities and rural housing construction projects. The volunteer, along with a staff of 15 Hondurans, work in eighteen villages to target up to 4685 beneficiaries or 23% of the community population.

The summer of 1985 focused on the housing improvement part of the project, making long-term, no interest loans in housing materials to the peasant farmers by way of a \$100,000 loan agreement with the National Housing Institute. Considerable time was spent organizing the third practical masonry course which was carried out during a 10 month period. By August, 117 loans worth approximately \$30,000 had been given out and three practical masonry courses completed in the villages of San Jose de Comayagua, El Carreto, and Azacualpa.

The education, organization and economic improvement sectors of the Rural Reconstruction Project, with the objective of promoting better health, hygiene and personal economic independence, and introducing new agriculture techniques, achieved tangible results in the 1985-86 period through conducting courses in health, literacy training, and communication and leadership training and through organized community activities.

The **Yuri River Basin Development Project** was able to begin conducting training courses for small farmers and cooperatives in agricultural extension with the help of an IVS agricultural extensionist. In addition, they have held joint training programs with La Buena Fe in the training of village health workers and also literacy workers. Through these training sessions, the Basin Development Project has acquired sufficient skill with its extensionist to carry out local health work without the support of LBF.

In the **Small-Scale Credit and Marketing Project**, the IVS Financial Management Advisor has made an impact on El Instituto de Desarrollo Hondureño (IDH) as noted in the organizational changes during this past year. The completion of a computerized financial information system has radically improved the organization's ability to manage its resources and assist its rural clients. Field supervisors now have greater access to updated credit information and the IDH staff as a whole is better able to understand and use accounting data. Twelve courses and ten workshops were conducted for organizations involved in small and micro-enterprises, processing loan requests, financial control and management and computer usage.

By securing a grant from the Inter-American Foundation to begin a new rotating loan fund, and with the IVS volunteer's planning assistance, IDH was able to open three new regional offices, in addition to the central office in Tegucigalpa, with plans to open a fourth in the coming months. More localized administration has begun to improve service delivery to clients

Most recently, the IVS volunteer has been working on programming the new computer and on training the staff in computer and data base processing. By helping IDH become more efficient in managing its loans, and utilizing its computer to review its loan portfolio, IDH has begun to provide better loan supervision.

In the **Cooperative Credit Project**, el Instituto de Investigación y Formación Cooperativista (IFC) has benefited from the IVS volunteer in two stages. While the original intent of an IVS volunteer was to work with women's income producing projects, it was agreed that it was imperative that attention be given to IFC in reorganizing its financial-accounting systems first, as this was crucial to the continued existence of the institution. The summer was spent incorporating better financial controls and improving budget preparation and cash flow systems.

After these tasks were completed, financial and managerial assistance and training was extended to the cooperatives involved with IFC. The volunteer has been spending the majority of his time consulting for the various cooperatives to help design and develop marketing strategies and alternatives for small-scale industrial and agricultural products in the local markets. The volunteer successfully established a training program for IFC staff in project implementation, administration, evaluation and cooperative development.

The IVS Appropriate Technology Specialist, working in the **Swine Production Project**, began his assignment in August 1985 by analyzing the information made available by OEF/Honduras in pig-farming and making an inventory of the skills of the rural extensionists. The findings indicated the extensionists needed extensive training in basic pig farming, leadership skills and

animal husbandry skills related to health. The volunteer developed and conducted a complete training course for technical assistance and basic husbandry skills which has been used in 4 pig projects.

Most recently, the volunteer produced a technical guide which discusses animal health (sickness, treatments and management) and herd management and will be included in the second technical orientation of the groups. The manual uses simple language and illustrations so that it may be used by individuals with little or no formal education.

D. LESSONS LEARNED

Within the past year, we have witnessed a number of personality conflicts between the host organization staff and the volunteer, causing three early terminations from potentially productive and innovative workers. It is important for IVS to consider carefully the personalities within host organizations. How they interact and how they relate to outsiders influences project success.

Reorienting general administrative and managerial aspects of a Host Organization, with regards to issues like rapid growth and restructuring, have caused problems, although the overall end effect was good. Some project objectives based on Host Organization and IVS field staff analyses have proved to be unrealistic unless previously unidentified intermediary objectives were also met. For the volunteer, this meant that considerable time had to be devoted to unplanned but vital tasks before moving to activities outlined in the implementation plan.

To avoid this in the future, IVS field staff will evaluate more thoroughly a host organization's stage of development, and its needs, and base a volunteer assignment on a more realistic assessment.

E. LOCAL ORGANIZATIONS

1. **La Buena Fe Integrated Rural Reconstruction Program (LBF)** is a private agency working in integrated community development. The LBF program has a four-part structure: education, income-generation, health, and organization.
2. **Yuri River Basin Development Association** (in conjunction with Project Global Village, PGV) is a private, non-profit association concerned with training rural Hondurans and supporting their project activities to improve rural living conditions. The Basin Development Project blends the skills and resources of organizations dedicated to integrated development through participatory methodologies.

3. **Instituto de Desarrollo Hondureño, (IDH)**, is a private, non-profit organization providing low-interest loans to small farmers and entrepreneurs who would normally be ineligible for commercial loans. IDH also offers training and technical assistance in small business management to its borrowers.
4. **Instituto de Información y Formación Cooperativista (IFC)**, is a private development agency which provides technical assistance and training in administration and management to local cooperatives.
5. **OEF/Honduras** (associated with OEF International) is a local organization that provides technical assistance in designing, implementing and evaluating projects of benefit to women in Honduras. It responds to local needs by working in collaboration with community and voluntary groups using a participatory projects process.

ZIMBABWE

A. GENERAL INFORMATION

1. Field Director: Martin de Graaf
120 Union Avenue
Harare, ZIMBABWE
2. Volunteer Months of Technical Assistance: 81
3. Volunteer Assignments:
 - Agricultural Trainers (2)
 - Cooperative Farm Management Advisor (3)
 - Cooperative Management Advisors (2)
 - Cottage Industries Trainer
 - Marketing Advisor
 - Small Enterprise Development Advisor
 - Small-scale Irrigation Specialist
 - Technology Resource Advisor
4. History of IVS involvement in Zimbabwe: three years, nine volunteer, one field staff and two inters, with four cooperative farms, three national and regional PVOs and one district.

B. PROGRAM RATIONALE AND STRATEGY

A development priority for the government of Zimbabwe is resettling small scale and subsistence farmers from the overpopulated, marginally productive traditional tribal areas to more productive, formerly white-owned lands. Initial results of this resettlement program have not been encouraging because of insufficient funds, poor management, and the lack of training, technical assistance, and access to credit and agricultural inputs. This situation has been compounded by drought conditions.

The purpose of the IVS Zimbabwe program is to strengthen the capabilities of non-governmental institutions working to improve agricultural production, to train organization personnel in the technical and managerial skills required to promote self-sufficiency of small scale farmer groups; to improve the effectiveness of agricultural resettlement schemes; and to improve agricultural productivity in communal areas.

The IVS target population consists of farm families living on resettlement farms and in communal areas. Activities include small-scale irrigation and other agricultural schemes, as well as income and employment generating activities. The approach is to provide training and extension services and to build linkages and networks benefiting both direct beneficiaries and second level organizations providing services to these beneficiaries.

C. PROJECT ACCOMPLISHMENTS

At the **Binga Agricultural Training Center** two IVS agronomists continue their work developing appropriate level training courses for district farmers, conducting a series of three month training courses designed to teach improved agricultural practices and training their two counterparts to take over and run the training center.

Over the past 12 months the Center completed construction of new classroom and dormitory facilities with FAO funds, so that it can accommodate more trainees. The Center will also serve the FAO Womens Project, which increases the beneficiaries of the agriculture practices being taught. The Center also served as the meeting place for the district level meeting of the National Farmers Association of Zimbabwe thus establishing links between the project, its trainees and a major national organization providing assistance and support to small-scale farmers.

The fifth formal training course was held for six trainees, not up to capacity because it coincided with planting season. The sixth course was given for a capacity 15 trainees and the seventh course is now being planned for 15 women farmers.

The demonstration plot was expanded to one hectare and is devoted to trials on field crops including maize (4 varieties), millet and groundnuts plus the intercropping of a variety of gourds and cowpeas. Each trainee is responsible for planting and maintaining a small vegetable garden. The produce from the field trials and the gardens go toward feeding the trainees and staff, supply the district hospital three days per week and are sold at the local market two days per week, providing income to the Center and a needed source of fresh produce in Binga town. The Center has also established a fruit tree nursery which has provided papaya seedlings to over 60 institutions in the district for planting on National Tree Day.

During this reporting period IVS completed its involvement with the **Cooperative Farm Management Project** after two years of providing technical assistance to collective cooperative farms on an individual farm basis. An example of the type of farm is Chakoma, a collective cooperative resettlement scheme of 85 members producing cotton, maize, tobacco and sugar beans on 708 hectares of arable land. Some indicators of progress over the two years are: 1) the farm went from 30% of the arable land under cultivation to 90% in use for cropping and pasturing; 2) from 25%-80% of the farm families are now living in adequate housing (up from 25% two years ago); 3) from a 10% annual turnover in membership to a 3% turnover; 4) from no safe supply of drinking water to safe water for all the farm families; 5) from ad hoc decisions on planting and cropping to the development of annual cropping plan and budgets; 6) the introduction of new crops, such as sorghum and winter wheat, which extend land use

and income. Training was provided in farm machinery repair and maintenance, record keeping, cooperative management and a variety of agricultural practices for improved cultivation. The farm still faces a problem of undercapitalization and needs more advanced farm management training. The government continues to have difficulties meeting its original financial commitments to the farm, necessitating postponing some needed improvements and equipment procurement.

Growing out of the experience in the Cooperative Management Project IVS will continue its involvement with collective cooperative farms. Rather than work with individual farms with little or no institutional backup and support, IVS will now work with and through a District Union of collective cooperatives, affiliated with a national organization (OCCZIM) which was established to support and represent collective cooperatives. An IVS Farm Advisor has been assigned to the **Shurugwi Cooperative Farm Management Project** for the purpose of strengthening the Union's ability to provide services to its members. This project is just beginning and the work plan includes: 1) identifying major technical and managerial problems which prevent the co-ops from being commercially viable; 2) training Union staff and farm managers to develop realistic farm management plans for cropping, animal management, co-op management and capitalization; 3) developing courses for farm managers and co-op members in cultivation techniques, machinery repair and maintenance, record keeping and cooperativism.

In southwestern Zimbabwe IVS is working in the **Rural Technology Support Project** designed to develop and extend appropriate technologies for rural areas and to train villagers in their application, production, maintenance and management of these technologies. To date the project has introduced a sturdier concrete block mold made out of locally available materials. By using inferior grade timber and old oil drums the Rural Technology Support Group (RTSG) of ORAP, in conjunction with the IVS volunteer has now put into use a practical block mold. The RTSG has also designed and tested a gutter system to collect rain water of the traditional but uneven thatched roofs. Another RTSG project involves the reestablishment of indigenous tree species to the region. The group has collected local seeds and constructed a low cost propagating house to raise seedlings for the nursery. Several other local organizations have been so interested in the propagation house and indigenous species that the RTSG has been asked to assist in setting up similar programs.

Rather than bring unwanted technologies to rural Zimbabwe, the RTSG works closely with ORAP education and extension people as villagers go through the process of identifying specific local problems they want to solve. RTSG can supply the appropriate technologies to accomplish their objectives while the extensionists build local organizational capacity to use the technologies.

Two volunteers are working in the **Womens' Vegetable Production Project** of the Zimbabwe Womens Bureau (ZWB). This project is to strengthen the ability of ZWB to provide services to their member groups. The volunteers are working at two levels. They are training the ZWB project and management staff in sounder project development systems including feasibility studies, record keeping systems and bookkeeping systems. A review of the ZWB loan policies has been undertaken resulting in tighter loan making procedures and improving ZWB's loan making ability.

The volunteers also work with individual groups in small-scale irrigated vegetable production and marketing. There are now approximately 62 irrigated gardening sites being managed by groups of women on a total of 40 hectares in 11 areas of Zimbabwe. There are 1,100 participants. ZWB loans are used to purchase fencing, hand-pumps, materials for the construction of shallow wells, hose-pipe, seeds and tools. The loans vary from US\$ 750 to US\$ 1,500. ZWB fieldworkers assist the groups to plan their projects with technical assistance from the volunteers.

ZWB is also working on some non-agricultural income-generating projects including sewing, baking, soap-making, and traditional crafts production. Through the IVS Marketing Advisor ZWB helps groups with feasibility and marketing studies and to develop new local and export markets for their production.

The **Weaving Project** was designed as an off-farm income-generating project for women. It entailed training women to design and produce woven products for the local market and to teach the business management skills to keep a cottage industry going. The first course had only four trainees. The host organization was unable to recruit women for the three month course. Instruction included warp making, bobbin winding, spinning, color experimentation and weaving simple fabric. The host organization provided five locally made looms and a building in which to hold the courses. The first course experienced many difficulties, ranging from lack of accommodation host organizations to the inability to provide supplies and materials.

A second course was planned and 8 women were enrolled. The host organization continued to neglect the accommodation needs of the trainees, did not provide the supplies and materials required to run the course and refused repeated attempts to resolve the problems inhibiting the training course from taking place. IVS then decided to withdraw the volunteer and terminate involvement and with the host organization.

D. LESSONS LEARNED

Because of the inability of the Weaving Project to get off the ground due to the failure of the host organization to provide promised support, the need to do an adequate organizational analysis prior to designing a project is again brought up. So

often the key to successful project implementation is the match between the skills and experience of a volunteer with the ability of the host organization to make maximum use of those skills. Placing a volunteer with a weak, disorganized host usually result in problems serious enough to terminate involvement in the project.

By using two interns, the Field Director was able to augment his program management and support of the volunteers. It is important, however, when using this type of assistance to have their work well structured and to assign them specific tasks within their experience and inclinations.

E. LOCAL INSTITUTIONS

1. **Christian Care**, a national service organization of the Zimbabwe Christian Council, located in Harare, provides educational opportunities, relief and emergency aid to war victims, and development assistance throughout Zimbabwe, particularly in rural areas.
2. **Zinga District Council** is responsible for administering an agricultural training facility to improve the district's agricultural production.
3. **Zimbabwe Women's Bureau (ZWB)** is a private, non-denominational, non-party organization that promotes and assists the activities of various women's groups throughout the country.
4. **The Organization of Rural Associations for Progress (ORAP)**, a non-governmental, non-partisan rural development organization based in Bulawayo, which promotes and supports a network of rural groups engages in service programs, rural production and development education.
5. **National Farmers Association of Zimbabwe**, a non-government, non-partisan organization encouraging farmers to build association which will serve each other collectively and meet the goals of the government's plans to establish strong cooperatives.
6. **The Christian Marching Church**, an indigenous, independent offshoot of Salvation Army based in Harare, engages in a variety of small-scale development projects involving skills training and service delivery.
7. **District Union of Cooperatives/Shurugwi** a non-governmental, district level organization, affiliated with the Organization of Collective Cooperatives of Zimbabwe (OCCZIM), whose mandate is to provide support to and to represent collective cooperative resettlement schemes.