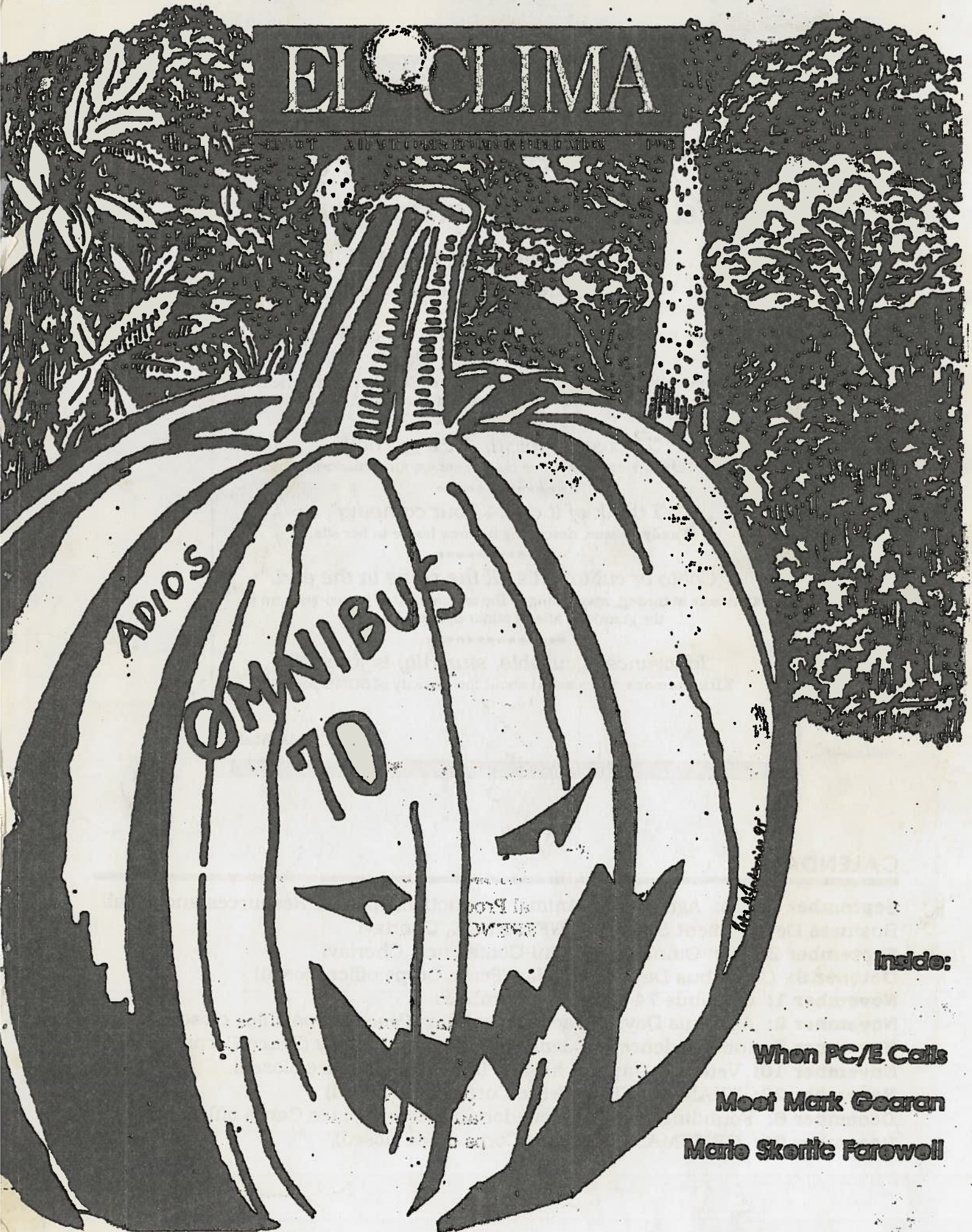


# EL CLIMA

SEPTIEMBRE 1991



ADIOS

OMNIBUS

TO

A

BY

Mr. Antonio Jr.

Inside:

When PC/E Calls

Meet Mark Gearan

Marie Skerfic Farewell



## ¿COMO?

*"The reason why we get paid more is because we're better volunteers"*

Mary Kate Kreiner, volunteer on A Scale  
.....

*"It was so nasty. I was throwing up and I couldn't control my bottom end."*

anonymous visiting cousin, enjoying a "real Ecuadorian" experience not long after eating "real Ecuadorian" unwashed lettuce.  
.....

*"He's so Atypical...He's so cool!"*

Cindy Chin, giving her opinion on an anonymous Ecuadorian male.  
.....

*"I think of it as 24 hour camping"*

Wendy Pearce, describing her new house in her site.  
.....

*"¿Colito or culito? It's all the same in the end."*

Corrinne Manning, responding to the amusement of her co-workers in the guarderia after a minor Spanish blunder.  
.....

*"Ignorance is curable, stupidity is forever."*

Kirk Leamons, when asked about the capacity of SOME people.

•EL CLIMA Staff

## CALENDAR

**September 25-28:** Agriculture, Animal Production, Natural Resources and Small Business Development SUPER CONFERENCE, Chorlavi

**September 28-30:** Omnibus 73 Mini-Conference, Chorlavi

**October 9:** Columbus Day, US holiday (Peace Corps office closed)

**November 1:** Omnibus 74 swears in, Tumbaco

**November 2:** All Souls Day, Ecuadorian holiday (Peace Corps office closed)

**November 3:** Independence of Cuenca, Ecuadorian holiday (Peace Corps closed)

**November 10:** Veterans Day, US holiday (Peace Corps office closed)

**November 23:** THANKSGIVING (Peace Corps office closed)

**December 6:** Founding of Quito, Ecuadorian holiday (Peace Corps office closed)

**December 25:** CRISTMAS DAY (Peace Corps office closed)



# EL CLIMA

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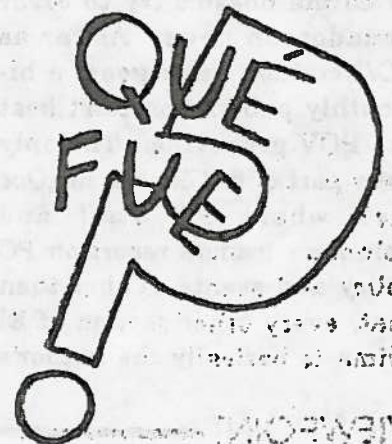


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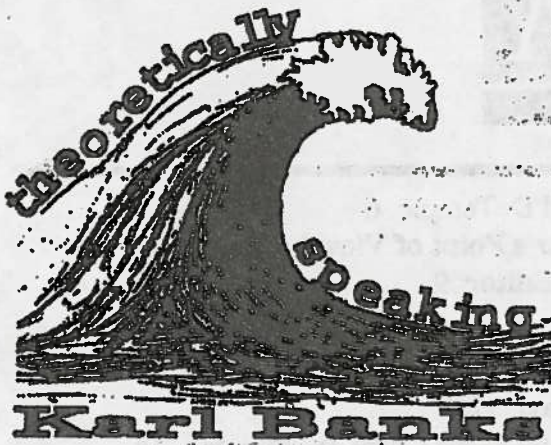
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...Well, here we are. What can I say? I find myself, all of the sudden, one of the co-editors of *El Clima*, sooner than I had expected. The circumstances are not as I would have planned. But it has happened and so there are going to be a few changes. First is, that I'm now writing a column. Disclaimer: I do not claim to be unbiased. I write my opinions just like any other Volunteer has the right to do. Having the privilege of reading Andrew Reitz's letter to the editor prior to publication (page 5), I will warn that rhetoric is exactly what one can expect from me. *El Clima* is not an unbiased news publication. It simply can't fulfill that purpose. For World and US news we all receive *NEWSWEEK*, and *El Clima* doesn't try to cover Ecuadorean news. As far as PC/Ecuador news goes, a bi-monthly publication can't beat the PCV grapevine. The only news part of *El Clima* is in *¿Qué fue?* where PC staff and Volunteer leaders report on PC policy and events. Other than that, every other section of *El Clima* is basically the author's

opinion. I'm not trying to pick on you Andrew; I'm in support the rest of your letter.

Just to make things clear, (I'm done with you, Nitz) *El Clima* is a Volunteer forum where Volunteers determine the 'stance', 'slant' or 'bias' of any particular issue. We rarely

cancel Volunteer input or, in nicer words, exercise our editorial power. Only in cases where there is blatant poor taste, maliciousness, cultural insensitivity or known slander do we pull out the red ink, and even then, we try to preserve the article if there is a worthy remainder. All editorial policy is set by the *El Clima* staff and Jean Seigle...

...I recently took a weekend trip to one of Ecuador's beautiful national parks near my site. I took another volunteer and a visitor from the States. Arriving there, we were asked to pay the tourist fee because of our skin color and lack of a *cedula*. I began to make my case. I told the kid at the gate that I lived here; I work here nearby in Portoviejo; I am not a tourist; I don't have dollars running out of my ears; I get paid in sucres; I get paid very little; I work for the benefit of the poor of Ecuador; I work as a volunteer, paid by the U.S. government; I am an engineer who could be earning a lot more, but

I'm not. I begged and pleaded and made every case I could think of, including that if he were to come to the US as a tourist, the rates would not be 10 times that for citizens. I said everything but "*no sea malito*". Finally, I bribed him, but my bribe was too low or he was too honest. He referred me to his boss, the park ranger.

I went to the ranger's house, sort of dejected but commenced all over again with my disgruntled *gringo bravo* tirade. He pointed out that there are a lot of foreigners with a *censo*, but INEFAN has ruled that they pay like all the other tourists. I agree that most other resident foreigners are probably exploiting Ecuador in some way and are rich as shit. Make them pay 40 mil. After 10 minutes of unrelenting pleading, and before I could start talking about how I designed and built water systems for poor, sickly children in his own province, he capitulated. He asked me not to make this a regular policy (he told me not to come back). We got in for four mil, apiece, and enjoyed our day immensely.

My idea is this: Aren't we here working at no cost to Ecuador, as foreign aid to the government and people of Ecuador? Doesn't Peace Corps or the U.S. Embassy have the right and the *palanca* to speak with the Ecuadorean government about getting an exception made by INEFAN for the measly 135 PCVs working in their country? Is it just, that after working 10 hours the day before in the heat



and dust of rural Ecuador to help improve the lives of Ecuadorean people, that I should be treated as a common tourist by an Ecuadorean governmental agency? I am very serious about this issue, and I would like to see Jean Seigle or the Ambassador try to accomplish something to make our Peace Corps I.D. worth something and carry a little *palanca* of its own.

...I have been having ideas, Aralen delusions. I wonder if anyone out there thinks that they would like to come back to Ecuador in the years after their service. I surely do. Maybe in five or ten years, maybe with a family. I had spoken of this before, in training, and I thought I'd open the discussion up in El Clima. What do y'all think of the idea of, as RPOVs, buying beachfront property and building a large house? My thought was that it could be like a timeshare thing, with a permanent resident caretaker (Ecuadorean or *gringo*) in which the members (the ones who paid) would simply book its use, well in advance, and have a complete home to visit while on vacation. There could be space for say, 20 people, so that more than one group could be there at the same time. To pay for upkeep, current volunteers could stay there for something fairly cheap per night and could pay an admission fee after service to attain rights of use after service. It could be located in a fairly convenient spot for ease of travel to other parts of Ecuador.

Also, to establish it, we would have to have strong participation and money. We could buy a good piece of property and design and build the house ourselves, with our combined talents in design and construction. So, write in with your ideas or if you think I'm just a total dreamer...

...Due to some critical oversight, no El Clima staff member visited Omnibus 73 during training, and surprise, surprise, but not one of you has applied for an El Clima staff position. I would like to apologize for our oversight and formerly request that interested volunteers apply. We are all currently from O'73, so we need to train new blood to take over. You will be eligible for a staff position for the next publication of El Clima. I do appreciate the past, current and continued submissions from O'73. We are not repeating our mistake and have planned a visit to Omnibus 74's training to introduce them to the El Clima family...

...You will notice some changes in this month's El Clima. We are retiring the Conventional Wisdom feature as no one feels they can, or want to, fill JCV's shoes. We continue to make slight improvements in our use of the programs we use to publish this rag and make slight graphical and format changes. We hope you continue to enjoy the fruits of our effort...

...I've lost the second of my life's heroes since I have been here in Ecuador. First it was my grandfather which was unexpected and hit me hard. This most recent loss was bandleader Jerry Garcia. Not entirely unexpected, but I guess I never will hear Dark Star live in concert...

...that's all for this time, my only other submission you will find in Features about a positive work experience. I'm trying to be a more positive person these days. So relax, read and enjoy...



El Clima is a bimonthly magazine by and for the Peace Corps community of Ecuador and beyond. Opinions expressed are those of the author and are not necessarily the opinions of the El Clima staff, the Peace Corps, or the United States Government.

Co-Editors - Karl Banks and Wendy Pearce  
Art Director - Pete Fontaine  
Copy Editor - Judi Hammer  
Layout - Cindy Chin  
Typing - Nicole Dino  
Honorable Mention - Teri Pyle

Submit articles for publication by leaving them in the El Clima submissions folder on either of Quito's computer's hard disks or a floppy disk and placing a hard (printed) copy in the El Clima mailbox, or by mail to:

El Clima  
c/o Cuerpo de Paz  
Casilla 17-03-635  
Quito

Deadline for the next two issues:  
Nov/Dec Issue - Oct. 25  
Jan/Feb Issue - Dec. 25





**"The inequality between one who gives orders and one who must obey is not as radical as that between one who has a right to demand an answer and one who has the duty to answer. That is why the right to demand answers has, since time immemorial, only been accorded in exceptional circumstances."**  
(Immortality, Milan Kundera)

**J**ournalistic integrity. That's what I started out thinking I'd write about. A journalist-in-training, I am. And on the search of honesty and sincerity in writing and reporting, I was. But then Kundera brought to light the modus operandi of the journalist: "... that posing questions was not merely a practical working method for the reporter modestly gathering information with notebook and pencil in hand; it was a means of exerting power. The journalist is not merely the one who asks questions but the one who has a sacred right to ask, to ask anyone anything." A simple hobby has now become a quest for truth. Oh, but then he adds, "But don't we all have the right (to ask anyone anything). And is a question not a bridge of understanding reaching out from one human being to another?" Kundera and I agree, "Perhaps."

What Kundera defines as the Eleventh Commandment ("not connected with religion or philosophy"), to "tell the truth," is where my thoughts have been taken and where I shall begin.

Juan Carlos Velasquez's usual choice of quotes from the Replacements will serve me just fine in making my point: "We'll inherit the earth but we don't want it. It's been ours since birth, watcha doin' on it?" Meaning-filled words for us Peace Corps Volunteers, huh? I think we could all agree that we've come to this foreign land to do our part in changing the earth—if not the planet, at least the small world our lives exist in. We're in this thing together; the big "Peace Corps family." So the first question to ask is, how far do we go to function as that unit? Does the "I" always come first? Not if we're working with the global interest in mind.

**B**efore I get too far ahead of myself and before you, the reader, start asking, "Who appointed you the coordinator of the PC pep rally?" I'll attempt to outline my agenda here. The El Clima, as you've all been told, has lost a hard-working and talented editor. As a friend and fellow staff member, JC's departure is a disappointment to me; but more so, is the breakdown of the Volunteer network here in PC Ecuador. I suppose that many, like myself, have lots of questions about the circumstances of this breakdown. I am also aware that many couldn't give a hoot. My journalistic instincts have kept my ears and eyes open over the past few weeks in an attempt to answer the concerns I have.



Many volunteers arrive in Ecuador with the idea that they're embarking on an independent adventure. I, like some, on the other hand, have come to rely heavily on the support system at work amongst fellow Volunteers and am saddened to see what most would define as a now widening gap in the center of this whole. But instead of pointing fingers and letting accusations fly in my investigation of the events that have transpired over the past month, I have decided to let sleeping dogs lie. We're all adults, responsible for our actions and I believe those involved are living with their choices.

So the quest for truth, you might wonder; what happened to her powerplay in reporting the truth? I'll just say, journalism owes to itself the right to make public that which it sees fit. "Did you have intimate contact with B?" asks the journalist. C lies and insists that he doesn't know B. But the journalist laughs up his sleeve, for the photographer has already secretly snapped B naked in the arms of C, and it is entirely up to him when the scandalous photos will be made public, along with quotes from C, the cowardly liar, impudently denying that he ever knew B." (I return to Kundera once again, to illustrate a point.)

As the completely unconnected third party, I'm left not to make judgments but ingest the reality. We're here in the name of someone else (who, some might say, is the "one who gives orders" or "has the right to demand an answer."). We were well aware of that fact when we "signed up." Now, it's our "duty to answer" with actions that exemplify our purpose here while at the same time not sacrificing our individuality as a unit.

**Y**ou'll be missed Juan Carlos. I'm sorry to see you leave with such a hardened heart, but I understand. Good luck in "the real world."°



# Development

by Andrew Reits, Cayambe

As a development organization, exactly where is PC Ecuador being directed? As volunteers, do we really have a grasp of what development means?

The previous issue of El Clima featured an "editorial" submitted by the former editor of the magazine. It focused on the recent termination of the Rural Infrastructure program.

I am sorry to say that I did not enjoy, nor appreciate what was written in these two biased pages from Juan Carlos Velasquez. When writing an editorial, it is easy to stray from a paper's real objective and adopt the standard rhetorical form that many inexperienced writers tend to portray in their submissions. It is a journalist's responsibility to give the reader a full picture, including (or at least attempting to include) all viewpoints of the issue. I'm not sure whether or not J.C. had this intention when he began his submission; unfortunately, it resulted in the contrary. Capacitation is a fundamental part of development.

Capacitation, in development's case, is the ability of a host country to accept the role of the developing institution. They have accepted the responsibility of being able to facilitate change. When capacitation is achieved, a development organization's work has ceased to be efficient and it may consider pulling out.

One of the reasons why the R.I. program was canceled is that the PC administration feels Ecuador has reached this point of self-capacitation within the field of R.I. There is an abundant supply of Ecuadorean engineers and NGOs to fill the gap that PC's absence will leave behind. However, what is/was the objective of having Volunteers

in the R.I. program? Was it to construct latrines and water systems? Or, were the Volunteers to aid in the development of efficient maintenance programs to set these water systems and their prospective communities on their feet; subsequently leaving behind a self-sustaining infrastructure?

Many of the water/latrine infrastructure in the Sierran and Coastal communities are in dire need of these maintenance programs. Outside organizations (NGOs) that enter communities and build their projects usually disappear as fast as they come in. Oftentimes, they leave behind a finished (or sometimes half-finished) project and a community that doesn't have the capacity to maintain it. When is capacitation actually achieved in a Third World country? Surely, it is a program-specific level of achievement. However, in PC Ecuador's case, have the parameters to determine this actually been identified? If so, then PC/Ecuador must know years in advance when this point will come. The volunteers, program managers, and their corresponding host country counterpart agencies were left in the dark with respects to the decision-making process to cut PC Ecuador's

Rural Infrastructure program. The administration is to blame for their negligence in failing to approach this rather sensitive situation through the appropriate channels.

As Volunteers, we are not correctly informed as to what these channels actually are. If there was the belief that capacitation had been achieved, who would be the first body of people to question? The Volunteers in that program? Or, is it better to waste some 20 years of irreplaceable Volunteer service to a questionable decision?

The administration states that it had referenced past Volunteers' COS reports to aid them in their verdict. What had they actually learned from these reports? We are all aware of the conclusion they came to.

Administration's methods in the discharge of the R.I.'s APCD was not approached through the proper channels.

Below is an excerpt taken from the "MANUAL PARA EL PERSONAL NACIONAL DEL SERVICIO EXTERIOR," describing the official procedure for relieving host-country nationals of their positions with Peace Corps.

1. Con respecto al marco de tiempo para que la reducción entre en vigencia:
  - a. retiros voluntarios (opcionales) que ocurran dentro del marco de tiempo.
2. Categoría del trabajo como la determine el representante de la agencia que la agencia que la emplea en la Misión.
3. Dentro de la categoría de trabajo, el empleado(s) con el menor número de puntos será el primero sujeto a la reducción de personal.
  - a. puntos por cada año completo de servicio con el Gobierno de los Estados Unidos (como se indica con la fecha de computo de servicio del empleado)
  - b. dos puntos por cada premio de honor
  - c. un punto por cada año de servicio con la Misión en que el rendimiento del empleado haya sido "sobresaliente."
  - d. un punto por cada incremento de punto por merito. Si el incremento de punto por merito se concede como parte de un premio de honor, no se sumaran los puntos ganados por el premio.

Un empleado que haya trabajado continuamente con el Gobierno de los Estados Unidos, por lo menos dos años, y que haya sido seleccionado para la reducción de personal tendrá permiso para ausentarse del trabajo por periodos razonables para buscar otro empleo o hacer arreglos para el entrenamiento para un empleo futuro.

VIEWPOINT



This manual was distributed by PC Washington to all of the APCD/program managers working with PC Ecuador. According to the classification of service points with respect to employment with the the US government, the R.I. program manager would have been the last program manager to be cut from the budget. In the case that he were to be left without a program, he would automatically assume the responsibility of an APOD who has received less points in his/her service with PC/Ecuador.

**W**ith time, a program's objective needs restructuring. A development organization needs to experience self-development to prove its effectiveness. There is a process that many companies are being exposed to in the 80's, called re-engineering. Re-engineering is a restructuring process that many companies adopt to optimize their production.



As in the case of the R.I. program, its objectives need to be re-engineered to become accountable for the work it is doing. Yes, this does include cutting unnecessary personnel. It also means rethinking its goal and future alternatives. Peace Corps is an organization designed to aid developing countries in the decisions mentioned above; the goal being, to help them avoid making the mistakes that we have unfortunately committed in our advancement as a world power (yes, this is rhetoric). It seems that in their decision to cut the Rural Infrastructure program from PC Ecuador, the administration has fallen into one of their old traps.

# It's Ugly

by Jill DeTemple, Urgubi

The following is a Feb/Mar 1994 El Clima submission by Pete Suhnsky entitled, "Take it Lite," resubmitted by Jill DeTemple with a follow-up article.

**I**recently found myself on another one of those bus trips where you find yourself careening around million-foot crevices while the bus driver tries to break the sound barrier. Gradually, a conversation developed between this friendly old *campesino* guy and myself. As we sat there in our adjoining "death seats" (you know those seats, in front of the windshield, that leave you imagining how far you'd continue to travel in the event of sudden stoppage) we went through the standard "Estados-Jodidos" dialogue. While I explained to him that, "No, I have no idea how much a banana costs in the US," and, "No, I haven't had any woman call me 'John Bobbitt' recently," my mind was free to wander. And as my mouth gave all the standard answers to all the standard questions, I had a chance to take in what was going on around us. My eyes roamed from the gallon or so of kerosene he had in an old pesticide container at his feet, to the glowing red end of his unfiltered cigarette burning ever so close to his three-whiskered mustache. And as we passed another WWII surplus gasoline truck on a blind curve, the *controlador* appeared out of nowhere, asking for our tickets. Satisfied with the crumpled wad I showed him, he disappeared to the back of the bus leading his disciples with him. From his disciples, one could buy anything from *chicle* and auto parts to sexual potency pills. The fury of the *trago* music or maybe the memory of a bad night at the *chango* must've con-

vinced the driver that he was on a mission from God to pass that bus in front of us. Several attempts to read a copy of *La Extra* in the backseat of the bus in front of us were interrupted by numerous close calls with buses going in the opposite direction. When I say "close," I mean close enough to see if the people in the front seat were *chuchaqui* or not. It was while our buses were doing "the dance of the passing buses," that I had one of those Peace Corps' moments of revelation: Ecuador is a "run with scissors" country. By that, I mean that all the things you are logically not supposed to do by the laws of safety, health and physics, you can get away with here. You could literally run down the aisle of a bus passing on a curve at light speed, the whole while with scissors in your hand; all these things we're taught not to do from day one in the US, (and I think maybe if we did some more of these "illogical" things, there'd be a lot less stress in our lives and less bitching.)

**M**y two years here are rapidly coming to an end. In that time, I've been able to ride the Peace Corps' roller coaster of highs, lows and in-betweens. I have been fortunate to learn a million things about myself, about others and about the incredible people of Ecuador. One of these lessons is *estar tranquilo*. In other words, when things seem awful and "earth-shattering", relax and most importantly, TAKE IT LIFE. Life is about continuance and adaptability. Our time here is small change in the big picture of things. Because our time is limited here, we should take advantage of the boundless opportunities we have and utilize them to do something meaningful here (that doesn't necessarily mean miracles) and see what we're made of. Sometimes we need to do less bitching and look more at the possibilities. We, as PCVs, certainly do our share of bitching.

When I was first in training, I met a Volunteer who was getting



ready to COS. It didn't look like I was going to have too much contact with other Volunteers and I was worried about being lonely. "Good," he said, "all Peace Corps people do is bitch anyway, and you're better off hanging out with Ecuadorians." After two years, I'd have to say he was right, to some degree. Peace Corps people, myself included, know how to complain and sometimes we lose perspective. Take a look at the minutes of any VAC meeting or any issue of *El Clima*: A major part of what you'll see is "bitch, bitch, bitch." Whether it be a problem with the floral design of the toilet paper in the lounge or Bob Drickey's new haircut, people don't hesitate to write a letter and bitch. TAKE IT LITE. There seems to be a general feeling of "uptightness" permeating throughout the Peace Corps,

to let that overshadow my experience or waste my time bitching about it. Our job here is to adapt and deal with what we have to deal with. It goes a lot easier when you bypass the minor stuff and put things into perspective.

I'm far from guilt-free in these matters, and there are a million times everyday when I need to be reminded to take it lite and chill. I think we all need to be reminded from time to time. I don't have all the answers, but I do have an idea. I think things like Women's Shadow Day and Hug-a-Cop Day (or whatever) are really good ideas. The other day, another Volunteer and I were talking about this stuff and he said, "I think every Peace Corps Volunteer needs to sit down and have a beer." (Never mind the fact we were drinking

A friend of mine starts every journal entry with the words, "I am." This is followed invariably by a declaration of place. "I am in Weehawken, Walla Walla," etc. Between this and the date in the upper right-hand corner, my friend centers himself in space and time before getting down to the "blah, blah, blah" or "hip, hip, hooray" of everyday life. Writing today he might say, "I am in Peace Corps Ecuador, and it's ugly."

Unnugly. Feo. Not good to taste or look at. Due to a heinous failure of leadership, Volunteers have been asked to turn on other Volunteers and have done so. Where we once had simply running with scissors, we now see full-out charges with machetes. Charges that hit home.



When I was in Tumbaco (God bless that I only had to spend half of training there), another Volunteer and I used to joke around about how everybody seemed all anal-retentive and would bitch at the drop of a hat. You just wanted to tell some people to unclench their butt cheeks and relax. After reading some recent complaints, I feel like saying that again. Too many people here are trying to apply Washington's standards to Ecuadorian culture. It doesn't work and they freak. TAKE IT LITE. This is a "run with scissors" country. I once read where somebody was bitching about how we should "set an example" here. Setting an example implies that you're better than someone or of a higher position. Give me a break. For example, I don't like the way women are treated or the way they are hissed at (incidentally, on the Coast, guys are hissed at, too. No, I don't get that many, but I try.) The thing is, I'm not going

beer at the time.) That idea should be extended into "Have-a-Vice Day." We all could use a day (or days) where we just sit down at noon and drink a beer or smoke a cigarette or both. Whatever vice you would want. It could be with another person (hopefully a very close friend) or, depending on your romance situation, by yourself. (No doubt, some retentive type is going to accuse me of fostering alcoholism.) The idea would be to relax and have a chance to see your time here in Ecuador for what it is. It's an incredible, once-in-a-lifetime opportunity to have some of the most influential experiences of your life. Two years is small change in the big scheme. So... when it seems unbearable and you feel that strong urge to bitch... Remember to try and TAKE IT LITE. And do yourself some good every once in awhile, and run with scissors.

Pete Suhusky, Omnibus 67

## O u c h

As any wounded body will, the Volunteer group has drawn in, gathering together to examine the wound and its cause. We lick and probe and look at each other and wonder why. With no immediate explanation forthcoming from the real cause of injury, the administration, it is easy to look at the more obvious perpetrator of pain, the three women from my Omnibus who did the unthinkable and turned in their friends.

Ouch, again. And retaliation. It is natural, when run at full-bore with three machetes, to gather up arms and strike back. Judging from what I've seen and heard, the Volunteer community, acting as a wounded and confused animal, has done just that. Most of us have cast aside our meekly little scissors and are running down the aisle of the rocking bus of Ecuadorian life with something a little more macho. We want blood and we know where to look: the three who signed their names to accusatory statements will pay for what they've done. We'll run



them out, and if they don't move fast enough, there'll be hell to pay.

So we're all running and sweating and aiming to kill. Problem is, in all the huffing and puffing, we're scattering ourselves far and wide so that the next thing we know, our old beer-drinking buddies from the Province are over there looking real menacing with machetes. Better not get too close. Damned if I could reach out for anyone with this hunk of metal in my hands anyway.

## P e a c e

The Volunteer community in Ecuador has been done wrong, but we cannot be undone unless we allow it. If we take up arms and hatred and go after our own, we will be doing just that. You may not like what these three women have done. You may, like Juan Carlos, find it despicable and a reflection of their inner character. Fine. Don't give them a bear hug when you see them and, by all means, don't invite them to your next party. But put down your machete (and that includes your verbal one) and pick up something more useful. Put a pen in your hand and write to the sources of the whole ugly scene, Jean and Barry. Do it with a friend over beer and *papas*. While you're at it, you may consider promising never to turn in said friend for an offense less than murder, bank robbery or theft of your peanut butter. What used to be obvious isn't anymore and clearly defined assurances can go a long way. Peace again.

We cannot take the dismissal of four Volunteers based solely on hearsay "lite", but we can take it sane. And whole. Because our leadership has failed to lead justly, we've got no choice but to lead ourselves. Let's not fall into the trap of vengeance as these Volunteers did.

Amen.

# From a Mother's Point of View

by Nicole Dina, Juan Montalvo

My adult children are 2000 miles away. At their age, they consider me their friend as well as their mother. Sometimes when I call home, they tell me things they would normally only tell their peers and then my motherly instincts take over as sure as if I were on auto-pilot. I consider myself a peer and a friend to my fellow PCVs, even though most are the age of my children. After thinking through the recent events that have transpired here in PC/Ecuador involving alleged drug use, I am again reacting like a mother.

One of the nice things about being an adult is getting to choose what we want to do. Unfortunately, human nature being what it is, people do choose to do things which others judge as wrong. Thus we have rules. Usually rules are all about protection; protecting people from themselves, each other or danger. People have the right to know what the rules are and what the consequences are for following or breaking the rules. PC has been very clear about the rules concerning drug usage. The PC Handbook clearly states, "A volunteer may be separated . . . as a result of unproven allegations of involvement with drugs. . . rumors jeopardize the credibility or effectiveness..." So like it or not, we must take responsibility for our own actions and, like it or not, the responsibility of those in charge dictates that they follow the rules as well.

Jean Saigle had no other choice than to follow the rules recently, and it's not easy to make decisions that directly affect other people's lives. I had to fire some-

body once, and I agonized over it for a few days. I was protecting the current, as well as future, clients from a dishonest employee who was "allegedly" stealing. Parents set rules to protect their children. If a parent breaks their own rules, especially the ones that protect the children from harm, they jeopardize the safety of their children, making it harder for their children to understand the meaning of rules and undermining their own authority. Jean is not our mom and PC is not our parent, but they have taken on the role of authority and, in many ways, are responsible for protecting us. As far as the issue of telling on someone goes, I believe, "what goes around comes around."



Think about it from both sides. It's easy to judge another person, and we play mind games trying to figure out another person's motives. I'm not condoning or condemning the actions of either group. Perhaps those who accused had motives to keep fellow or future PVCs out of real trouble with the Ecuadorean authorities, or perhaps they had a personal vendetta. No matter what the motive, they live with the consequences of that decision. The accused, I'm sure, have feelings of embarrassment or humiliation and are probably wondering how their future will be affected. The reality is, whatever did or did not happen, those people are home right now, safe on North American soil; free to make decisions; free to come and go as they please; while another is in jail for being caught by the Ecuadorean authorities.

From a mother's point of view, I'd rather have my "child" home safe than in a foreign jail, fearing for his personal safety and wondering if he'll ever be home again.



## Letters to the Editor...

### McResponse

I found Jill DeTemple's July/August article in *El Clima*, "Grassroots to Go," not only offensive but filled with misconceptions about PC agricultural Volunteers. She has good points about helping those far off the beaten path but belittling the lifestyles of current Volunteers serves only to divide those who should be working together. "McDonald's-style, one-shot, ready-to-order charlas," is not what I or other Volunteers are all about, to the best of my knowledge.

To devalue the work of other Volunteers, indicating that missionaries and aid organizations are already established and doing the job, is unjust. Frankly, I am very unimpressed with missionaries and many aid organizations, and besides, their work is far from complete in this region. Plus, in many cases, one can accomplish more, as well as help more people, by working with these organizations. One would get the impression by Jill's article that the agricultural Volunteers do their work in big towns; living in luxury; clueless to the campo life. Not so. It was stated in the article that all Bolívar Volunteers live in *Cantón* or *Provincial* capitals. This is not true. One lives in Asunción, a very small community, not a *Cantón*. One lives in Chillanes, a small *campo* community well off the beaten path; another in Chimbo, also a small, poor *campo pueblo*; and yes, the rest of us live in Guaranda. But our work is no less valuable. Most of our work is done in the *campo*, in undeveloped areas, getting our hands dirty with the *campesinos*.

I have visited the sites of the two

new Volunteers in Carchi as well. I do not know if the small towns they live in are *cantones*, but the people are extremely poor and these Volunteers live a simple life with the people they are helping. As in Asunción, Chimbo and Chillanes, the majority of people living in these undeveloped towns are farmers.

I would like to think of my job as nothing out of the ordinary for a PC/Ecuador agricultural Volunteer, so I shall use my life here as an example. I am happy and proud of what I am accomplishing. Originally, I was to live ten miles north of Guaranda in the indigenous *campo* community of Surupucyu. The money-strapped *colegio* where I teach 90 students science and conservation of soils, environmental education and organic agriculture couldn't find funds to repair the roofless, windowless house that was to be my home. So now I live in an apartment building bordering Guaranda. Jill claims she is one of the few living near grass, but there is grass, actually weeds, around my building, mud in the back, and farms right behind me, and I have seen grass at other sites as well. My apartment is no *Taj Majal*. As for returning everyday to a hot shower, my "hot shower" only makes my water less cold and my goosebumps smaller, so I only shower every four days, dirty as I might be.

If the school did find the money to repair the house in the *campo*, I believe I would stay here anyway, for I've already been robbed once at the school and had several incidents of

vandalism at the farm. Although most people in the community seem friendly enough, thievery is rampant. There is plenty of good I can do here in Guaranda as well; sharing my culture, learning theirs, and clearing up misconceptions about my country.

Development organizations are far from active in the community where I am getting established, so there is lots of good I can do reaching out to the 750 members scattered across the countryside. Water and wind erosion are severe problems, and nothing has been done to remedy this. Chemical usage has exhausted their soils and yields are declining.

These people live in mud-walled, straw- or tin-roofed houses with guinea pigs running around their dirt kitchen floors. The educational level is low. Kids are having kids and many are illiterate; for a signature, these people use their thumbprints. Far from a cityslicker is the lifestyle of a typical agricultural Volunteer here in the Sierra. I work daily, building terraces and planting crops on the one hectare farm which is my responsibility at the *colegio*. This will one day be

an excellent demonstration site of organic agriculture and soil conservation techniques for the entire community. People from neighboring communities have been invited to visit as well. Here I will give my non-sterilized anti-McDonald's-style charlas. This will not be "easy or comfortable," but will require preparation on my part to make my presentations interesting, creative and influential. I am privileged to have the opportunity to reach people





while they are young and somewhat open-minded. Apathy is high amongst the students, and I aspire to instill in them an appreciation for learning. The teachers can learn a lot from me as well, which will be my everlasting contribution to the school. The *Colegio Surupucyu* is an agricultural school but until I came, there was little being done outside the classroom. Now, I work hands-on with the students and, when the terraces and diversion ditches are formed, it will be an outreach for the future, when I am no longer here.

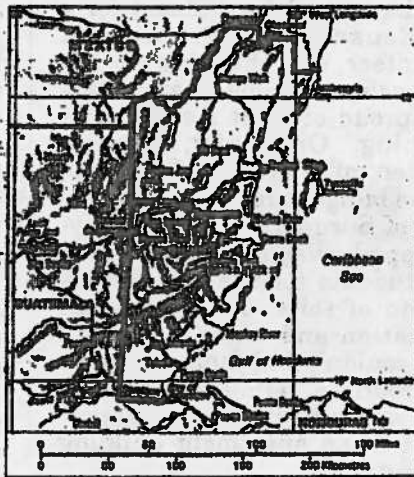
What's important for all of us (PC Volunteers) is to help the people, no matter where you live. Whether you live on "pavement" or in deep *campo*, what's important is that we work together, that we facilitate change and that we are happy. Keep up the good work fellow Agricultural Volunteers, and keep "McNuggeting" away!

Paul Koester, Guaranda\*

## New Tour

As the elder statesman type in Omnibus 74 and the only RPCV doing it again (there's also a lovely PCV here from the Seychelles where PC Washington, in its infinite wisdom, cancelled her country *en todo*.) I was compelled to comment on some of your remarks in the, I assume, May-June issue left at the PCTC (the cover was missing). When there's only one copy for 38 of us, a hard-bound binder would help; it would be more professional and it would keep people like me from stealing the copy we're given. Right, Tim?!? Enuf B.S. and on to old Ed.'s narrative about RPCV's state of mind and their being crotchety old people, etc. Not to worry, I'm pleased to report most don't get dull and vote for Newt and friends. My Belize Omnibus

(1988-90) has had two get together in five years; on a MN dairy farm and another at my cabin in Idaho's Sawtooth Mountains. We range from a most liberal young midwife with a new child and her vet hubby, to smart folks who learned to write grants and now are getting



dividends to an 80-year-old retired businesswoman and mother of three *sola* who showed up at my house in Boise with a middle-aged dude from LV (Lost Wages) in a red vette. We're a family and didn't have an almost 50% ET rate in the first year like last year's class here. So what's changed in five years? In laid back "What, me worry?!" Belize (formerly, British Honduras for non-geo buffs), we "no had" frustrations and didn't have another lingo to learn (except up north where they vacationed in Antigua, Guatemala, much like Otavalo with *español escuelas* for *gringos*, *europas* and damn fundamentalists. Our short training was only culture and *un poco tecnico* and no one changed sites. Some excelled, some failed under at first a fine PCD—a college professor from Rockhurst in KC, MO (my hometown)—then a Bush donator who was going through a big "D" and needed a place to go. (By the way, he was a close personal friend with this mentor, some guy named Newt!) Each of the persons in my Belize

Omnibus ('88-'90) believe that PC is the best spent money in the United States' foreign policy. Too bad it's such a small part (unlike the military which I've had a chance to glean in for 25 years as a now retired Air National Guard Sgt. type, and AID, that large papa with many children who isn't accountable for its dollars.) Don't you luv the way I sneak my great opinions in this treatise!

On to new Ed., rebel you may be. If the smart organization runs lean during the fat years, then its no problem to cut during the lean ones. PC/E and El Clima are both immense by my standards. But when the time comes, treat people and factors fairly and there'll still be a PC/E. May I suggest the famine-to-feast El Clima mag. be provincialized and pared down and you publish more simply and quarterly? You're a TIME mag. compared to my term as Ed. of the locally famous (written mostly at the *Shangra La Bar* overlooking the Swilly Prison in Belize City), TOUCAN TIMES, where we had two articles from each region, some other useful stuff like travel, food and vocabulary. All pasted together and printed for \$100 an issue. New Ed., your style emits controversy and opinions and that's good as long as you're sincere and not digging for its own sake.

Anyway, its back to *español* so I can swear in. I look forward to participation in your dialogue as staffer or through letters to the Editor.

Regards,

RPCV and PCT (again), Len Perkins (now known as Leonardo Perkins)\*

*Editor's Note: As always here at El Clima, we are happy to consider constructive criticism. Furthermore, we would like to invite other readers to offer input on our content, format and general appearance.*





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Year's  
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**for the  
next issue  
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El Clima  
by  
Oct. 25th**

**(include  
your  
name,  
site, and  
program)**



# W e l c o m e

## Mark Gearan

*The following is a statement by Mark Gearan, made before the Committee on Foreign Relations, United States Senate, July 21, 1995*

**"Mr. Chairman, Members of the Committee:**  
**I am pleased to appear before you today as President Clinton's nominee to be the Director of the Peace Corps. I appreciate your willingness to hold this hearing and for the courtesies that you have extended to me.**

**Let me begin by thanking Senator Kennedy and Senator Kerry for their kind words. I could not have asked for a more generous introduction from two of the Senate's most respected members. To Senator Kennedy, let me say what an honor it is to be considered as a potential steward for one of President Kennedy's finest dreams and achievements.**

**I also want to thank President Clinton for honoring me with this nomination. It is a privilege to be a part of his Administration. I know how deeply he believes in the Peace Corps and its mission, and the great respect he has for the thousands of Americans who have served and are serving as Volunteers around the world.**

**Let me also express my gratitude to Ambassador Chuck Baquet, who has served with such distinction both as Deputy Director and as Acting Director of the Peace Corps. I am grateful for his advice, and I know that I will benefit from his experience as a former Volunteer and one who is devoted to the Peace Corps.**

**Mr. Chairman, I don't need to remind you that Peace Corps is one of the few government institutions that can lay claim to a genuine tradition of bipartisan support. This has been true throughout the agency's history. To see that tradition, all I have to do is look around this room.**

**Senator Dodd has been a champion of Peace Corps since he served as a Volunteer in the Dominican Republic. I am honored to have him as a personal friend, and, if confirmed, will count on his wise counsel about issues of importance to the Peace Corps.**

**The Peace Corps is also fortunate to have you, Mr. Chairman, as a friend in the United States Senate. During your tenure as Director, you brought great leadership to the agency. And you left behind a proud legacy that includes sending the first Peace Corps Volunteers to Eastern and Central Europe five years ago.**

Chairman Bill Clinton announced Mark D. Gearan, on June 21, 1995, as the Peace Corps Director. Gearan has served as Deputy to the President and Director of Communications and Public Affairs. He has served as Deputy Chief of Staff from January 1994 to June 1995, and previously as the White House Press Secretary, as the Deputy Director of the White House Office of Presidential Speeches, and as the White House Press Secretary. During the Clinton administration, he served as the Director of the White House Office of Communications and Public Affairs, and as the Director of the White House Office of Communications and Public Affairs. A native of Georgia, Gearan graduated from the University of Georgia School in 1974, and then went to Harvard College, where he received his Bachelor of Arts degree in Government in 1977. He then worked for the Peace Corps in Georgetown, Guyana, from 1977 to 1980, and then worked for the Peace Corps in the Dominican Republic from 1980 to 1983. Gearan became the Peace Corps Director in Ronald D. Reagan's reelection campaign, and then, two years later, as Peace Secretary for a time during the Bush administration. In late 1979, Gearan worked for two years as a public relations officer for the Peace Corps Council. In 1980, Gearan joined the Peace Corps in Guyana, where he worked as a press secretary and then as Chief of Staff from 1980 to 1983, serving as the Director of the Peace Corps Council in 1983. Gearan became the Director of the White House Office of Communications and Public Affairs in 1984, where he served until 1994. In 1994, he joined the Clinton administration as Deputy Director of the Peace Corps. Gearan is married to Mary Hattie Gearan, whom he met while they were both working for the Peace Corps Council. The couple has two children, Matthew, who was born in March of 1981, and Emma, who was born in March of 1984.



You also reinvigorated Peace Corps' Third Goal by starting World Wise Schools and supporting the Peace Corps Fellows program. I share your interest in preserving and strengthening these pillars of Peace Corps. I have had the good fortune to hear your thoughts about these and other issues that concern Peace Corps, and I look forward to building a strong and close working relationship with you.

Mr. Chairman, if confirmed, I intend to do everything I can to continue and build on the great tradition of the Peace Corps. President Kennedy and Sargent Shriver articulated a new vision for how Americans could play a concrete and positive role in the developing world. They made that vision a lasting reality. In its 34 years, the Peace Corps has come to represent what is best about our country and our character as a people: our ability to forge a spirit of idealism with a common sense approach to what works for people who need and want our help.

Nearly 7,000 Americans are carrying out that vision in more than 90 countries today as Peace Corps Volunteers. They work at the grass-roots level in places far from their homes and families. They speak more than 150 languages. They put a face on America and its values around the world. And just as importantly, more than 140,000 returned Peace Corps Volunteers have brought a large part of the world back home with them. This has deepened our understanding of other people, countries, and cultures, as well as our own. On that note, let me recognize Charles Dambach, President of the National Peace Corps Association, who has done so much to strengthen the role returned Volunteers play in this country.

As the world changes and becomes more interconnected, Peace Corps must adapt to meet the changing needs of the developing world and the rising expectations of the American people. This means that the Peace Corps must find new solutions to new challenges, including mounting pressures on the federal budget. The Peace Corps must continually look for better ways to do its business and devote as many resources as possible to Volunteers in the field. The Peace Corps can explore new ways to use technology to advance its goals and support Volunteers in the field. If confirmed, I intend to meet those challenges while maintaining the high quality of Peace Corps' programs.

But even as it adapts to new challenges, the Peace Corps must also remain true to its mission and make sure that when Volunteers leave a country, they leave something important behind: a stronger community and a lasting impression of what is best about America.

Mr. Chairman, President Clinton has a deep and abiding commitment to public service. Peace Corps is about service and the rewards that flow from it. I have devoted my entire adult life—in state government, as a congressional staffer, and as a member of President Clinton's White House staff—to this same principle. If I am confirmed as Director of the Peace Corps, I will dedicate my energies toward making it possible for more Americans to have the opportunity to serve around the world.

Peace Corps is one of our nation's most valuable assets. Its value is rooted in both the ideals it represents and the tangible impact that Volunteers have on the lives of people in developing countries. Every day, Peace Corps Volunteers reaffirm the importance of American ideals and the spirit of altruism. They unite the dream of a better world with the will to make it happen. That tradition deserves a place in our public lives, one that Americans can respect, admire, and support. If confirmed, Mr. Chairman, I pledge all my efforts toward continuing and strengthening it.

Thank you again for holding this hearing. I would be pleased to answer any questions."



# Mark Gearan Becomes Director of Peace Corps

Swearing In Ceremony, September 6, 1995

"Let me begin by saying how much I appreciate the fact that so many of the staff at headquarters could join my family and me on this very special day. I am delighted that each of you would come. And to those Peace Corps staffers who are not here this morning, let me say that I'm glad someone is answering the phones and minding the store.

I want to express my sincere gratitude to Senator Coverdell for being kind enough to come here today to swear me in as the new Director of the Peace Corps. I invited Senator Coverdell to come today, on my first day, since the Peace Corps still bears many signs of his tenure as the Director. Senator Coverdell, you brought great leadership to this Agency and left behind a proud legacy that includes, among other things, the establishment of the World Wise Schools program. You also worked to expand the Peace Corps Fellows program and placed a new emphasis on minority recruitment. And under your leadership, the first Peace Corps Volunteers went to Eastern and Central Europe soon after the people of Germany took their hammers to the Berlin Wall. Five years later, Peace Corps Volunteers are still contributing to the transition to democracy and free markets in that part of the world. My first trip overseas to a Peace Corps country will be to Poland next week where I'll meet some of these Volunteers. I look forward to reporting back to you.

These are but a few of your contributions to the Peace Corps, and I know that everyone here shares my respect and admiration for you. Senator Coverdell, welcome home. Let me also thank Chuck Baquet for all of his efforts as Acting Director of the Peace Corps since Carol Bellamy left to become the Executive Director of UNICEF. Chuck has served our country with distinction since he first went to Somalia as a Peace Corps Volunteer. Through hard work and commitment, he rose through the ranks as a career Foreign Service Officer and served as U.S. Ambassador to Djibouti. We are very fortunate to have him as our Deputy Director, and I look forward to working closely with him.

I also want to express my gratitude to President Clinton for giving me the opportunity to serve in this position. It has been a privilege to work as a member of his White House staff, and I am honored that he would select me as Director of the Peace Corps. I recall what he said on the day he announced his intention to nominate me. President Clinton invoked the spirit of idealism that is the foundation of this Agency and reminded us that the Peace Corps unites people around the world at the most fundamental level as we seek to fulfill our potential. That's why I am so proud to join each of you as a part of this great institution.

Finally, I want to introduce my wife, Mary, and our three-year old daughter, Madeline.

I don't intend to deliver a long, windy speech—there will be plenty of time for that another day. I just hope that as many of you will turn out for that occasion.

Instead, I just want to say a few words about the Peace Corps and what you can expect of me as the new Director. In my view, the Peace Corps is one expression of what is

best about our country and our character as a people: our ability to forge a spirit of idealism with a common sense approach to what works for people who want our help.

At a time when cynicism too often clouds the debate about the future of our public institutions, the Peace Corps is one organization in which Americans can—and do—take great pride. And there is a good reason for this: the Peace Corps' value is rooted in both the ideals it represents and the tangible impact that Volunteers have on the lives of people who want to build a better life for themselves, their children, and their communities. Every day, Peace Corps Volunteers unite the dream of a better world with the will to make it happen. And they do this hard work in places that are far from their homes, their families, and their friends. They represent some of the best that our country has to offer the world, and I want to do whatever I can to make it possible for more Americans to share in that experience.

This is why it is so essential that we not allow other issues to distract us from the main reason we are here: to support the Volunteers in the field and strengthen the ties between America and people in developing countries. I know that many of you share my concern about the coming budget battle, and how it might impact the Peace Corps. This is an important issue, and I would not want to take anything for granted. But ideas that have merit and institutions that have impact endure. This is what the Peace Corps is all about. And I am confident that at the end of the day, we will remain a vibrant and dynamic organization that continues to fulfill its mission.

So as I assume this new job, let me tell you what I think I owe each of you. I intend to be honest and direct, and I'll be asking a lot of questions. But this is because I have some things to learn about the Peace Corps. It's also because I want to get the best ideas from you, the people who make the Peace Corps operate. I welcome differences of opinion and see them not as a burden but as a source of strength and creativity. But I won't be afraid to make decisions when the time comes. You can also rest assured that I will be a zealous advocate for the Peace Corps, on Capitol Hill in defense of our budget, across the country as we recruit new Volunteers, and around the world as we work with communities in our host countries.

Finally, you can expect from me the same enthusiasm and loyalty to Peace Corps' mission that I have brought to all of my previous jobs. One of the sources of Peace Corps' enduring success has been its stewardship. Thirteen talented women and men have preceded me in this job, and each of them led the Peace Corps through times that were both good and not so good. I intend to seek guidance from their experience in hopes of making your jobs productive and rewarding. I will devote my energies to supporting all of you here at headquarters and our staff and Volunteers in the field.

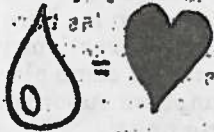
Now, what do I expect of you? The most important thing I expect is that we work together as a team, united in our common purpose—making it possible for Volunteers to do their jobs and contribute to the communities where they live and work. That's been the Peace Corps' genius for 34 years. And I ask you to work with me to ensure that we preserve that same spirit today as we prepare to take the Peace Corps into the next century.

The Peace Corps is a special place, and I am very glad that all of you could join Mary, Madeline and me today. Thank you for coming, and I look forward to working with all of you."



Amazingly enough, I am not submitting some sort of whiny complaint about something insignificant. I actually have a little good news, heart-warming, volunteer-interest story. See, when Jean Seigle told us that CARE and Plan Internacional were NGOs committed to rural infrastructure programs, to make us feel better about having our program cancelled, that actually wasn't completely true, at least in the case of Plan. I returned from our consolation meeting in Quito to find I had to defend rural infrastructure. Plan was reviewing its policies in Ecuador and was examining water projects for their worthiness and cost-benefit. I wrote

Agua = Vida:



It worked! More or less. I have to say it was a PC highlight and one of my greatest accomplishments yet. It was read as the closing words of the meeting called to discuss the issue in our office. It seemed to have an impact since we have received a green light to pursue pending and future potable water projects. Now Plan-Manabí has re-committed itself to *agua potable* and I've helped Jean Seigle's statement remain true.

by Karl Banks,  
Portoviejo

# Agua = Vida

Cuando llegué a Plan-Manabí, leí una carta de una madre del campo. La carta dice: "Desafortunadamente debo informarle que la niña se murió. Fue una infección del estómago. No fue la culpa de nadie." Esa noticia me puso muy triste y enojado. Si fue la culpa de alguien.

Infecciones del estómago no son mágicas. Son del agua contaminada. ¿Porqué no han hervido el agua para los niños? La respuesta no la conozco. Tal vez estaba hervida, pero el agua tiene otras formas de contaminación que debilita el sistema inmunológico para la próxima infección. Pesticidas, aceites, sólo Dios sabe que más. El agua del río es muy contaminada y simplemente hervirla no es la solución. Cada niño tiene el derecho a tener agua pura, limpia. No importan los juegos infantiles si el niño está enfermo. La escuela y los materiales didácticos son muy bonitos, pero la niña estaba con diarrea ya una semana.

Muchas enfermedades del agua contaminada causan diarrea, que causa deshidratación. Un estudio reciente de la Organización de la Salud del Mundo dice que "... períodos largos de deshidratación en los niños entre 5 y 12 años de edad causan deficiencia en la inteligencia, en un 30% del promedio normal," según Scientific American de Marzo de 1995. Esa estadística significa que el agua es más importante que capacitación, educación, escuelas y todo. Con agua pura, el resto puede continuar.

El niño saludable es un niño feliz. El niño de una casa con agua no necesita traer agua para su familia; él puede ir a la escuela o jugar con sus amigos. Los niños de comunidades con un sistema de agua son más felices, saludables, limpios e inteligentes. Un futuro mejor es posible.

Ejemplo final: Una compañera mía en el programa de Salud vive en Membrillo-Manabí. Ella trabaja en capacitación y educación de salud con el sub-centro de salud. Membrillo no tiene un sistema de agua potable. Un día un niño vino muy enfermo; había tomado gasolina, pero antes estaba con infección del estómago e intestinos por varias semanas. La gasolina estaba matandolo, pero su condición estaba muy débil. Un niño fuerte y saludable podría sobrevivir esta situación, pero éste no. Él estaba muy deshidratado; se murió. Después cuando la familia estaba velando al niño, muchas lombrices empezaron a salir de la boca y nariz. ¿No fue la culpa de nadie?

**NO ABANDONEMOS A LOS NIÑOS. LA PRIMERA PRIORIDAD ES EL AGUA POTABLE, PORQUE ES LA PRIMERA NECESIDAD PARA LA BUENA SALUD.**

por Ing. Karl Banks  
4 de Agosto, 1995



# Acerca de la Reingeniería?

Por Nelson Ocaso Jaramillo  
APCD AG / SED

Con el afán de estar acordes a los cambios y evoluciones presentes en el entorno empresarial e institucional, muchos pensadores hacen esfuerzos constantes, a fin de proveer nuevos sistemas y métodos de administración y operación que estén relacionados con la realidad de los países del mundo, uno de ellos constituye la REINGENIERIA, herramienta de gran efectividad en el mundo desarrollado y de reciente ingreso en el Ecuador.

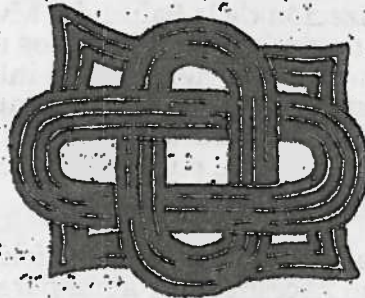
Históricamente se ha visto que las empresas e instituciones de mayor éxito son las que hacen innovaciones constantes en sus sistemas, para de esta manera generar productos y servicios de calidad.

Actualmente, nada es constante ni tampoco previsible, por lo tanto las empresas deben estar preparadas para enfrentar dicha situación y obviamente marchar al mismo ritmo del desarrollo. En estos momentos, existen tres factores a los cuales se les debe dar una gran importancia, con el propósito de tener éxito, estos son: **CLIENTES, COMPETENCIA Y CAMBIO.**

\* **Clientes** - Vulgarmente se ha dicho que el cliente es el rey. Esta idea ahora ha tomado una gran importancia porque el mercado ya no es de los vendedores sino de los clientes, pues estos últimos son los que proponen sus preferencias para productos y servicios, exigen **CALIDAD** y facilidades en los procesos de obtención de bienes. Cuando los clientes experimentamos unos servicios superiores ya no aceptamos nada que se encuentre abajo de esto. En el Ecuador, el mercado de los tiempos pasados

se caracterizaba por ser de precios, es decir que los clientes hacían su decisión de compra solamente basándose en el precio, ahora esto es muy diferente, a los clientes lo que más nos interesa es la calidad sin importar si aquello es mucho más caro que esto. Lógicamente todavía existen los estratos poblacionales inferiores que compran los productos más baratos porque sus recursos no les permite decidir por calidad.

\* **Competencia** - A consecuencia de la situación social y económica que viven la mayoría de países, la modernización de los gobiernos y la globalización de la economía, puede observarse una considerable competencia en la mayoría de actividades económicas, no sólo con empresas nacionales, sino también con extranjeras, el



mundo es ahora más pequeño en términos de comunicación y de contactos comerciales, por estos motivos, los eficientes desplazan a los inferiores porque presentan precios más bajos y calidad más alta.

\* **El Cambio** - Se dice que actualmente, lo único inalterable es el cambio, esto se ha vuelto normal y permanente, las empresas que desean permanecer en los mercados están haciendo continuos cambios, para dar un mejor servicio. Los clientes se aburren de los servicios rutinarios y tienen muchos deseos de poseer bienes y servicios nuevos, para su bienestar, si esto no lo encuentran en su medio doméstico lo buscan en otro lado.

Podría decirse que una descripción rápida de la Reingeniería es **EMPEZAR DE NUEVO**, un concepto más elaborado lo ha dado

Michael Hammer, pues él dice, "Reingeniería es la revisión fundamental y rediseño radical de procesos para alcanzar mejoras espectaculares en medidas críticas y contemporáneas de rendimiento, tales como costos, calidad, servicio y rapidez."

Las empresas son manejadas por hombres, unos se resisten a los cambios por diferentes tipos de temores o por inseguridad personal, existe otro grupo de personas con características emprendedoras que se sienten intranquiles si no observan cambios positivos que contribuyan al desarrollo, las organizaciones que contienen el segundo tipo de personas son las más ideales para implementar programas de reingeniería, muchas veces pasamos largos períodos de tiempo haciendo un arduo trabajo o desempeñando una función determinada, pero pocas veces nos detenemos a pensar si lo que hacemos es lo más beneficioso para la empresa y/o para los clientes. Las técnicas de Reingeniería proveen las herramientas para ser creativos y hacer propuestas de como planeáramos la empresa suponiendo que no existiría nada. Dichas técnicas se han aplicado con éxito y se han obtenido enormes beneficios, a saber:

**Cambian las unidades de trabajo:** de departamentos funcionales a equipos de trabajo.

**Los oficios cambian:** de tareas simples a trabajo multidimensional.

**El papel del trabajador cambia:** de controlado a facultado.

**La preparación para el oficio cambia:** de entrenamiento a educación.

**El enfoque de medidas de desempeño y compensación se desplaza:** de actividad a resultados.

**Cambian los criterios de ascensos:** de rendimiento a habilidad.

**Los valores cambian:** de protectionistas a productivos.

**Los gerentes cambian:** de supervisores a entrenadores.

**Las estructuras organizacionales cambian:** de jerárquicas a planas.

**Los ejecutivos cambian:** de anotadores a líderes.



# NU<sup>E</sup>STRO Idioma

by Ruth Navarrete,  
Bellavista

*Hogar dulce hogar!* Yes, it's time, it's time! This will be my last column since I'm homeward bound. It's been great. Really. But, I am oh so ready to go back, ready for hygiene, ready for trash cans, ready for flushable toilet tissue, ready for stores that have change, and almost everything you need, ready for amoeba-free juices, and electricity 24 hours a day. I, however, doubt that I will ever be ready again for tight schedules, car insurance, heavy traffic, stress, stress, stress. Everyone out there, enjoy your time here, make the best of it, and be happy.

My topic today, by request, is one of the things that puzzled me the most about English (when and if I've learned it) and that is the many different uses of the verb "to get." So here it goes:

**TO GET (to obtain) =**  
*Consiguir*

-You need to get permission from your boss to go on this trip. (*Necesitas conseguir el permiso de tu jefe para ir en este viaje.*)

**TO GET (to earn) =** *Recibir, ganar*

-They don't get enough compensation for all the work they do. (*No reciben suficiente compensación por todo el trabajo que hacen.*)

**TO GET (to reach) =** *Llegar, alcanzar*

-When you get there, make sure to call me. (*Cuando llegues allí, asegúrate de llamarme.*)

**TO GET (to catch) =** *Coger, atrapar*

Can you get the ball? (*¿Puedes atrapar la pelota?*)

**TO GET (to get along) =**

*Llevarse bien, pasarla*

-Do you two get along well?

(*¿Ustedes dos se llevan bien?*)

-How are you getting along?

(*¿Cómo la estás pasando?*)

**TO GET (to get angry) =**

*Enojarse*

-There is no need to get angry about this. We can discuss it. (*No hay necesidad de enojarse por esto. Podemos discutirlo.*)

**TO GET (to get away) =**

*Escaparse, alajarse*

-He got away from the police with the help of others. (*El se escapó de la policía con la ayuda de otros.*)

-Get away from me!!! (*Aléjese de mí!*) *Quítese!*

**TO GET DOWN =** *Bajar, Arrodillarse*

-She needs to get down to the first floor to see him. (*Ella necesita bajar al primer piso para verlo.*)

-Let's get down on our knees

(*Vamos a arrodillarnos*) *(o) Arrodillémonos*

**TO GET ILL =** *Enfermarse*

-She got ill after she ate the potato salad. (*Ella se enfermó después de comer la ensalada de papa.*)

**TO GET IN =** *Entrar, entrar*

-If we get there late, we might not get in. (*Si llegamos tarde, puede que no entremos.*)

**TO GET MARRIED =** *Casarse*

-They are getting married tomorrow. (*Se van a casar mañana.*)

**TO GET OFF =** *Apsarse, bajarse, salir* (como del trabajo)

-Get off the bus at 6th and Main. (*Bájate del bus en la sexta y Main.*)

-I get off work at 6:00 p.m. (*Salgo de trabajar a las 6:00 p.m.*)

**TO GET ON =** *Subir, montar*

-Let's wait until everyone gets on the bus to make the announcement. (*Esperemos hasta que todos se suban al bus para hacer el anuncio.*)

**TO GET OUT =** *Salir, irse, sacar*

-Get out of here! (*Salga de aquí!*) *(o) Váyase de aquí!*

**TO GET OVER =**

*Recuperarse, olvidar*

-They broke up, but he still

hasn't gotten over her. (*Ellos terminaron pero él todavía no la ha olvidado.*)

**TO GET READY =** *Prepararse, alistarse*

-We have to get ready for the presentation. (*Tenemos que alistarnos para la presentación.*)

**TO GET RICH =**

*Enriquecerse, hacerse rico*

-His only desire is to get rich quick. (*Su único deseo es enriquecerse rápidamente.*)

**TO GET RID OF =** *Desahacerse de*

-I need to get rid of all my books because I don't want to carry them. (*Necesito deshacerme de todos mis libros porque no quiero cargarlos.*)

**TO GET THROUGH =** *Pasar, terminar*

-It was easier to get through this than I would have imagined. (*Fue más fácil pasar por esto de lo que me hubiera imaginado.*)

**TO GET TOGETHER =**

*Juntarse, reunirse*

-We need to get together to discuss this issue. (*Necesitamos reunirnos para discutir este asunto.*)

**TO GET UP =** *Levantarse*

You need to get up by six in order to get there on time. (*Necesitas levantarte antes de las seis para llegar a tiempo.*)

**SOME GET "EXPRESSIONS"**

-I got him to do it. = *Lo persuadí de que lo hiciera.*

-I've got to do it. = *Tengo que hacerlo.*

-I don't get it. = *No lo entiendo.*

-That's what gets me. = *Eso es lo que me molesta.*

-Gotohal = *Te agarré, te atrapé*

-Get down to business =

*Entrar en materia*

-Get lost! = *Piérdete, piérdase*

-Get to the point! = *Ve al grano!*

-To get up on the wrong side of the bed = *Levantarse con el pie izquierdo.*

-To get what's coming (to one) = *Recibir su merecido*

-To get by = *Salir del paso*

Well, that's it (as if that weren't enough). Use and abuse.

¡Buena suerte y que lo pasen bonito!





by Andrés Amador, Cuenca

I had quite a sobering experience not too long ago that will form the basis of this column. It was early evening in downtown Cuenca when I took off from work, bound for Barry's house. The moon was gonna be big and bright this night and I wanted to try and get a few pictures from his balcony, which overlooks virtually all of Cuenca. Excitedly, I pedaled down those charming but damnable cobblestones, carefully watching the cars around me. I had gone down this street a thousand times and knew where all the potholes and larger rocks were, so all I had to really concentrate on was the traffic, 'cause I don't normally ride at night downtown. I got past a bus that was stopping up traffic and suddenly had the whole street open to me. That's when I noticed the two kids on the sidewalk preparing to dash across the road. In an instant, as I got set to put on my brakes, I saw that the larger one was pulling back as she saw me approach. So I eased off the brakes thinking they were going to let me pass, but the smaller child behind her, apparently not noticing what his companion had done, suddenly charged into the street—directly into my path. I had no choice. Going around was impossible, but at the speed I was moving, if the kid didn't go fast, I wouldn't be able to stop in time. Unfortunately, as the

child started across, his sister yelled out at him, causing him to look up the street, see me and freeze.

I cranked on my brakes and was slowing, but not enough. I was able to veer just slightly and thus instead of plowing head-long into him, I only caught him with my handlebars, but I hit him hard—enough to bend the bars back. Somehow, I still remained upright—but not for long. I balanced for as long as I could while I slowed down as much as possible. Falling was inevitable, it was only a matter of how hard I'd fall. My balance was finally lost and I fell off to the side as the bike came down. Praise for smooth cobblestone went through my mind as I skidded on my hands and knees under my bike.

From first noticing the children, to contact with the ground, took no more than three seconds. And there I lay, groaning and in shock. Limply, but quickly, I picked myself and the bike up and went back to check on the kid, but he was gone—running down the sidewalk with his companion, crying. Well, at least he was mostly okay, I thought. Looking around, I noticed the folks on the sidewalks watching—none helping. A rage went through me, thinking of the poor kid that no one ran to assist. Or me for that matter, hobbling with my bike, dazed.

The scene replayed in my mind: What could I have done differently? How could I have missed him? The look on his face as he saw me bear down on him; I can't convey how bad I felt for him. He couldn't have been more than six, his companion, not much older. That poor kid, hurt and running away down the street.

Accidents happen, I know. The most we can do is be prepared for them the best we can. But usually accidents on bikes only affect the rider. When you ride without a helmet or with a bike in bad repair, usually you're the only one to pay for the irresponsibility. However, when our neglect affects others, it all takes on a new edge. If my brakes hadn't been as well adjusted as they were, I'd have hit that kid even harder and come out of the crash with more than just a few bruises. At some point, our skill is not enough, we have to depend on a well-functioning bike.

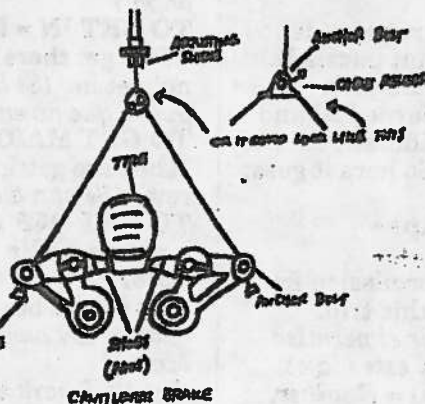
So with that intro, I'll discuss brakes this column. Brakes are often the only things between you and that suddenly parked car or that conveniently uncovered manhole or that dog that had something to do on the other side of the street. Back in the old days, when my brakes went out, we'd wing it for awhile, pressing our feet against the tires. Or maybe, there'd be that

hop-shuffling of feet against the pavement. Ahh, the foolishness of youth! You were a lot lighter and flexible then. Somehow those crashes didn't seem to hurt as much. But to be

serious, if there's just one thing to always be aware of, it should be your brakes. There are really very few ways to create an accident situation through sheer bike-neglect. But if you want that crash bad enough, the easiest way is to let those brakes go to pot. Alright, enough already, you get my meaning, so on to...

#### BRAKE MAINTENANCE:

Materials: wrench, allen key, possibly brake pads (*frenos* in Spanish). First, how to check to see if anything is needed. This is



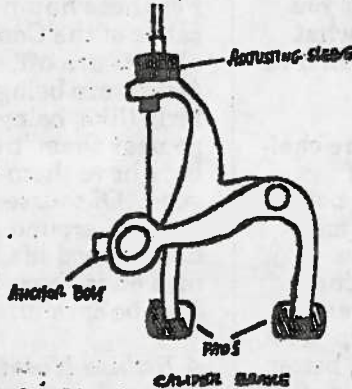


really easy, so there's no excuse for not doing it. Squeeze the right brake lever, this controls the rear wheel. While squeezed, put your weight on the bike and pull back. The wheel should not move. Now squeeze the left lever for the front wheel and push forward. Again, there should be no play. If in either case there's movement, the brake is not properly adjusted. If the case is that the wheel, in the course of a revolution, bumps up against the brakes when they're not in use, the problem is in the wheel. This will be covered in my next column.

First, look at the brake pads. Are they: (1) simply too far from the rims when the lever is pressed? Go to (A); or, (2) bent out of position and so not hitting the rims properly? Go to (C).

(A) Check the pads. Most pads tell you when they need changing by having a replace-

ment groove or line. Can you see it? If no, go to (D). If yes, *sigue no más*. . . Find the Adjusting Sleeve (see diagram. Also, there's usually another one right next to the brake lever.). By turning these counter-clockwise, you can tighten the brakes. This is often all that's needed, because usually the brakes are just worn a bit. At a certain point though, you can't tighten anymore. Now



either (B), the brake cable needs adjustment, or (C), the pads need adjustment. Take your pick, which one to do. (B) Cable Adjustment. On cantilever brakes, find the Cable Release to loosen the brakes. Simply press the brakes in and pull the cable anchor out of its slot. Next, loosen the Anchor Bolt and pull through as much cable as you think is good and then tighten the bolt. You might do this a few times until you get it just as you want it.

(C) Pad Adjustment. Turn the Adjusting Sleeve all the way, clockwise, until the pads are furthest from the rims. (Do this to the adjusting sleeves near the brakes and near the brake levers.) Then, bring them forward a few turns. Next, loosen the bolt holding the pad in place. Put each shoe right up against the rim, hitting it at 90 degrees. Now, tighten the bolts. With the adjusting sleeve, turn clockwise a few turns, bringing the brakes back to where you want them, a few millimeters from the rims. (D) Replacement. Release the cable (follow steps in (B) for this). Remove the pads and put in some new ones. Make sure the new pads look like the old ones—cantilever and caliper brakes use different pads. Now follow the steps in (C) to get the pads just right.

In all cases, tighten the bolts well and then test the brakes before taking the bike out. That about covers the most usual brake problems. There are lots more, but that gets a bit complicated. Well, until next time, may the dogs grant you passage and the gnats steer clear of your face!

**"El pensamiento del Presidente Kennedy está convirtiéndose en realidad en los campos ecuatorianos." - NotiDaule, second week of June, 1995.**

Volunteers Connie and Mark Riechelt, El Empalme, have received Ecuadorean fame. Highlighted in *NotiDaule*, *La Segunda*, *La Razon*, and *El Universo* (with two articles), the two, from Omnibus 71, are commended for recent work in their site of El Empalme. Below is the article printed in Guayaquil's *La Segunda*, June 14, 1995. Congratulations!

**El Empalme**

**Productores agropecuarios realizarán exposición**



Visitas previas en planes de desarrollo productivo y con indagaciones parciales que han permitido a los especialistas el país.

El Empalme. El día 16 de junio del presente año, la Asa. de Productores Agropecuarios "30 de Junio" que preside el señor Adolfo Montalván y el Grupo de Paz que dirige la iniciativa,

representados por Carlos Riechelt, han realizado una exposición de todos los trabajos realizados durante un año, incluyendo los trabajos de investigación y desarrollo productivo.

El Grupo de Paz es una institución del Gobierno USA fundada por el Excmo. don Juan F. Kennedy en 1961. Esta iniciativa que comenzó con un convenio-

cepto de cooperación para el desarrollo y la inversión en el campo, ha crecido hasta convertirse en un programa de cooperación técnica y científica que incluye la asistencia técnica y la capacitación de personal en el campo de la agricultura, ganadería, silvicultura, acuicultura, etc.

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by Dr. Esteban McLaughlin,  
Cayambe

Well cowpokes, it's my turn at the column, and Dr. Periman may be a tough act to follow, but here goes.

In the world of development, a generalist generally fares better than a specialist. With that in mind, here is some general information for those of you who have been approached for animal advice even though your area of expertise might be, say brain surgery or latrine building.

**FEAR** - We all feel it at some point, whether we're veterinarians, cowboys, certified public accountants or just have a little hands-on experience.

Perhaps it started innocently; as a favor, you looked in on a neighbor's scrawny worm-ridden pig and recommended he de-parasitize the poor stunted creature and feed it something a little more nutritious than banana peels.

Now, the whole town calls you *Doctorcito* and they want you to vet anything that moves, at any hour of the day or night, for free. Now you're being asked to pull calves and pass judgment on pasture management and you may be feeling a teensy bit of **ANXIETY** over your new-found status as arbiter of all things

grunting and feces-covered. Well, welcome to the club. Have a seat and take a load off. You have two options as I see it.

1. "First, do no harm." - The golden rule of medicine. That is, maybe it's best to stick to what you know and don't touch an animal with a 10-foot-palo.
2. "He (or she) who hesitates is lost." - That is, do the best you can with what you have, what you know and what you can find out.

Choice number two is more challenging and scariest, but if there's a need, I say, why not fill it? Remember, any basic management improvement you make, is better than nothing; which is probably what was done before you showed up. I'm talking about deworming, better nutrition and simple vaccination here; *simple* improvements that you and any farmer can do with a little native cunning and no specialized training. You can eliminate 75% or more of an animal's health problems with regular de-worming and a good diet.

**IGNORANCE** - No one is born James Herriot, not even the great man himself. We all learn as we go along. When I don't know what's going on, which is often, my stock reply is, I don't know much about that, but I can find out." This is my favorite answer for absolutely anything to do with chickens, because it's true, and horses because I don't like 'em.

**RESTRAINT** - Not restrained to your satisfaction? **DON'T TOUCH IT!** This goes **DOUBLE** for **BULLS**. For cows (females, milkers) I mean the head is tied right up to a strong post and the hind legs are tied together, preferably by someone else. A *nariguera*, or nose lead is very useful for distracting those brava cows. Failing that, a thumb and forefinger, one in each nostril, will really get a cow's attention while you give a shot or administer oral dewormers. Most farmers know this trick - watch them do it.

If I had a suere for every time some grinning *campesino* told me that that cow was *mancita* (tame), only to have the beast tap dance her way over my broken body and off into the wild blue yonder. . . It's enough to make a latrine building look good.

For those hump-backed Brahma cattle of the Coast and Oriente; all bets are off. Unless those *bravos* are being handled regularly (like, being milked), don't go near them 'til the jungle cow-boys have them trussed up for good. Of course, if you're comfortable around cattle and/or have a good life insurance policy, dive on in there by all means. Just be careful.

**A Rabies Note:** Normally, I recommend oral dewormers, mostly because they're simple to administer. This is a bad idea in the Oriente where rabies is commonly spread by vampire bats. Look for telltale streaks of dried blood running down the shoulders and flanks where one or several bats have been feeding the previous night. Anytime you're in contact with infectious saliva, the rabies virus can enter your body through cuts and scrapes. We're vaccinated against rabies; the farmer is not.

Stick with injectable dewormers in the Oriente, like **LEVAMISOL**, **PANACUR** or the more expensive but broader spectrum **IVERMECTIN (IVOMEK)**. A new form of **IVERMECTIN** is out, called **DECTOMAX**. Apparently its longer acting (and of course, more expensive) than **IVERMECTIN**, but I've yet to hear what the farmers think of it. I've heard some farmers say that spray-on insecticides kill the ever-present ticks (*garapatas*) and subcutaneous grubs (*tups* or *muche*) better than **IVERMECTIN**. Ask around and find out what works best in your area.

One last note on restraint: Cows are generally head-shy, but you can usually work around the



hind end safely because they're accustomed to being milked there. If you want to herd a cow in a particular direction, get behind and to the side of her a little. Generally, she'll move away as you go forward. Even allegedly "tame" cows who are milked daily can be pretty *bravo*. When in doubt, have someone tie the hind legs together. To discourage a cow from going in a particular direction, get in front of her, and wave your arms. As I said, they're head-shy.

Horses, in my opinion, can be much more dangerous than cows, particularly if you're not comfortable with them. Horses are generally more accustomed to being handled about the head and get nervous if you're around their hind ends.

**HOOFBREATHS** - If you hear hoofbeats, think horse not zebra. That is, "common problems happen commonly." You will see uncountable cases of malnutrition, parasitism, mastitis (udder infection), sunburn (yes, sunburn) and diarrhea before say, systemic lupus erythematosus rears its ugly head. Simple deworming and good nutrition will eliminate most of the above. Get a forestry person in there to plant a "few" shade trees and you're in business.

**GENERAL MANAGEMENT.** This is practically my mantra and it goes for ANY animal: dogs, pigs, cattle, sheep, iguanas . . . you name it.

**NUMERO UNO - DE-WORM**  
I like oral dewormer, especially ALBENDAZOL, because its simple, effective and safe. Whatever you use, READ THE LABEL first, because most anti-parasite drugs have times when you DON'T use them or they might cause abortions for instance.

**NUMERO TWO-O - BETTER NUTRITION**

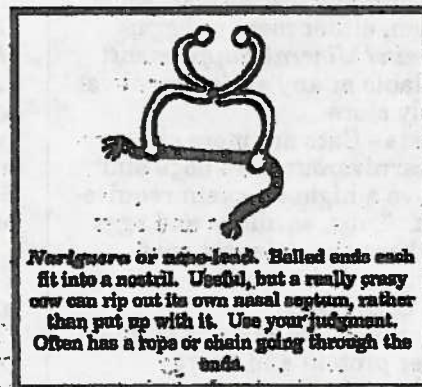
The computer rule G I G A ("Garbage in, garbage out") applies. If you don't feed it, it ain't gonna grow. It may seem childishly simple, yet the most common misconception I see is

this: that just by leaving an animal staked out in a plot of manure and parasite-laden, millimeter-high Kikuyu grass, we'll get milk and meat and wool for free. Uh-huh... right.

The solution is simple; **Balanceado** - a complete balanced ground or pelleted food sold in *quintal* (100) pound bags. Prices range 23-30 mil, there are different kinds for different types of animals, and most already include a daily mix of salt, minerals and vitamins. If the animals aren't used to it, start with small portions and increase daily. Giving too much of any new and rich food at once and you'll get indigestion or worse, bloat and death.

Pigs will eat anything you put in front of them, but cows can be picky. A little *panela* (brown sugar), *melasa* (molasses) or grain on top of the new-smelling **balanceado** may induce them to like it. Also, see what kind of feed your better farmers are using. Where do they get it? If you can't get them to invest in **balanceado**, try grains like wheat (*trigo*), barley (*cebada*) or *vicia*, a legume-bean. Farmers generally grow these themselves for a cash crop, so if they save a little buck for their animals the perceived cost is less. Throw in a little salt-vitamin-mineral mix (AGROSAL, PECUTRIN-lots of choices) and you've really got something.

A healthy dewormed cow in her first four months after calving can give a liter more of milk per day per pound of **balanceado** she's fed. Since milk sells for



*Nariguera* or nose-lead. Balled ends each fit into a nostril. Useful, but a really crazy cow can rip out its own nasal septum, rather than put up with it. Use your judgment. Often has a rope or chain going through the ends.

about 600 sucres a liter and you're only spending around 250 sucres per pound for **balanceado**, the profits add up.

A poorly managed indigenous (*criollo*) pig might take two years to reach 130 pounds; most of it worms. Yummy. A dewormed well-fed *criollo* can reach 130-150 pounds in seven months; most of it meat. Now were talking *fritada*, people.

A well-managed pure or pure mixed-bred pig can reach 200-300 humongous pounds in seven months and a farmer can profit 350-500.000 sucres! Not too shabby sportsfans.

As usual, talk to people who know what works in your area. For instance, in my site at 10,500 frigid feet, I've been told the expensive pure-bred piglets die young of pneumonia. When a pure or pure-mix sow is bred to a *criollo* boar however, the piglets do fine. There are corollaries for the tropics, too.

**QUESTIONS, QUESTIONS**

"Please *doctorcito*, give my pig (or cow, or dog or hamster) a shot to *engordarlo* (make him fatter)". To which the discriminating neovet can reply, "No *sey Jesús*, no *puedo hacer milagros*." Then go on to explain about deworming and better nutrition. Deworm the critter and give a shot of vitamin mineral mix for good measure on the premise of, "Can't hurt, might help." I like a product from Ale-Bet called OLVI-TASAN, 300 cc for 34,000 sucres and full of everything but the kitchen sink. Buy a 20cc syringe and some 16 gauge needles and you're in business.

"Please *doctorcito*, give my cow a shot of calcium so she'll make more milk." To which the rapidly wisening up quasi-Herriot replies, "La *leche* no sale de *mis jeringas*." Then go on to explain how milk doesn't come out of a cow for free; that we have to deworm and feed them well to get more milk. Do your magic with the ALBENDAZOLE and OLVI-TASAN and go your merry way.



"Look *doctorcito* at all my cattle; am I not a prosperous man?" Of the eleven cows and calves indicated, seven might be bulls. Rather than engage in yet another deworming rodeo, the canny but exhausted *Volunteerito* says, "*Porque tiene tan muchos toros, señor? La leche no sale del pene.*"

This usually breaks them up. Then go on to explain how if he sold most of those lazy males, there would be more good grass available for the milk cows, followed by more milk, followed by more money in their pockets. Also, all that *plata* from bull sales can go towards buying a new milk cow or better, some well bred piglets.

#### THIS LITTLE PIGGY WENT TO MARKET -

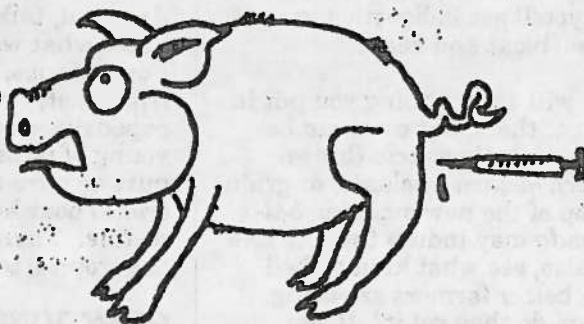
My knowledge of pigs is limited to the following quote: "A pig who won't eat is a sick pig." In upstate New York, we used to joke that all sick pigs had the same disease - Antibiotic Deficiency. Once you've attempted to take a pig's temperature you'll probably agree that doing a physical exam on one of these screaming-caca-covered banshees is well-nigh impossible.

There are two good ways to get a pig to hold still long enough to give a shot:

1. Squeeze (*emplastar*) him into a wall with a big piece of plywood.
2. Loop a slip-knotted rope around the nose and inside his mouth behind those big scary-looking canine teeth. Pigs generally pull away from the rope and while he's busy playing tug-of-war, you give the shot. Intramuscular shots go in the meat of the hind legs (the hams) or in the meat of the neck area, just in front of the shoulders and behind the ears. Subcutaneous shots, like IVERMECTIN, go just behind the ears where it's easy to lift up the thin, loose skin there. Withdrawing: OXYTETRACYCLINE, long-

acting is a good pig antibiotic. It lasts four days. Give it deep, intra-muscularly.

My own inexperience with *chanchos* aside, I think there's a lot more potential for small farmers to make money on pigs than milking cows. It's a simpler process and there's much less investment risk in raising a 30 mil sucre piglet than in buying a 600 mil to million sucre cow. For the real lowdown on porky pigs, contact: Connie and Mark Reichelt, Casilla 98, Quevedo, Los Rios, Ecuador.



DAWGS - Same as with any other animal.

1. Deworm - CANITAL (Pyrantal Paomate) and PANACUR are good ones.
2. Beef up that thin *sopa* they always get with Eggs: Excellent, cheap protein source. Include ground-up shells for calcium and phosphorus. Don't go worrying about cholesterol in the yolks because dogs don't live the fifty or sixty years it takes to get clogged arteries. Cook 'em to avoid Salmonellosis; Rice, *papas*, bread and noodles: Carbohydrate sources of energy, but not much use without some protein, either meat or eggs; Vitamin / Mineral Supplement: Available at any agricultural/vet supply store.
3. Cats - Cats are more obligatorily carnivorous than dogs and so have a higher protein requirement. Tuna, sardines and eggs are about the cheapest good-quality protein around. Deworm with CANITAL.
4. Puppies - Puppies have much higher protein and energy requirements in the first six to eight months of life than adult

dogs do. Use the above dog diet, supplemented with extra protein, like tuna or a store-bought dog food. Feed with frequent small meals or keep food available at all times. Follow Dr. Periman's excellent directions on de-worming.

ABORTIONS - Dr. Hipatia Nogales, veterinarian for the Association of *Ganaderos* (dairy farmers) and the Ministry of Agriculture, recently informed me that book tests in 1994 have shown LEPTOSPIROSIS to be the most common infectious cause of abortion in the sierra. Previously, another disease, BRUCELLOSIS, was thought to be more common. There is a good cheap vaccination against Leptospirosis and the antibiotic of choice for treating the disease is STREPTOMYCIN, a common antibiotic often sold in combination with penicillin. I'll write more about infectious abortion when the report comes out from MAG, but until then, you can contact Dr. Nogales at, 444-103, in Quito, if you have questions about testing for Leptospirosis or Brucellosis. Tests cost 6,000 sucres apiece, and the blood is generally drawn at least three weeks after the abortion (*aborto*). She needs plasma (*sueros*), but if you bring in whole blood in a tube, she can centrifuge it in the lab. Generally, tests are done the same day.

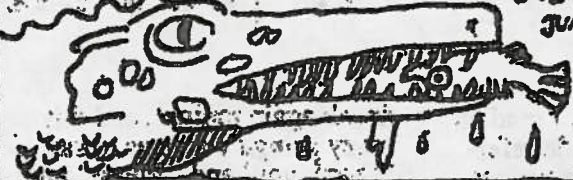
WRAP IT UP - I'm drawing up a '96 cattle calendar of remedies, treatments and topics like bloat, milk fever and pulling calves. The dates will be large enough for farmers to make notes like, "Bessie bred today by bull," or "*Doctorcito* comes this day to cure all ills." It will sell for 2,000 to 4,000 sucres, enough to cover costs, and will be in Spanish. I'll have a prototype at the September job conference, if anyone wants to take a look.

I'll close with a quote from veterinary humorist, R.M. Miller: "My boy, always give a grave prognosis. If it dies, you're correct. If it lives, you're a hero." Good luck out there, Duroc Doc. °



# EQUALAND

WORK-WISE, I GUESS YOU COULD SAY MY FISH PROJECT HAS HIT A BIT OF A SNAG. I'M TAKING SOME TIME OFF TO THINK THE SITUATION OVER AND DO SOME PROBLEM-SOLVING. PROBLEM IS, MY COUNTERPART, LEONARDO, SAYS THERE'S MORE WHERE HE CAME FROM. I'VE NAMED HIM JUAN CARLOS. CUTE, HUH?



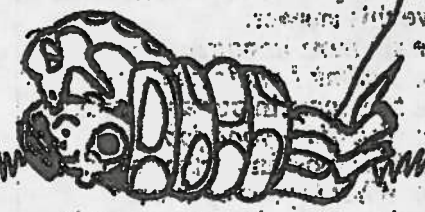
HI - IT'S ME AGAIN. ZENO AFTER BEING INTRODUCED TO ME IN THE LAST ISSUE, YOU WERE PROBABLY LIKE REALLY PSYCHED FOR MORE - OR NOT. BUT HERE IT GOES. AS YOU CAN SEE, IT'S RAINING LIKE TONS OUT HERE AT MY SITE IN PENSAMIENTO. YES, DUDE, IT IS ON THE MAP.



"I THINK I TOLD YOU BEFORE I WAS TRYING TO JOIN THE LOCAL INDIGENAS IN THEIR RITUALS OF MEMBERSHIP."



BUT JOINING THEM WASN'T QUITE LIKE JOINING NETA AMERON SARRA. I HAD TO wrestle AN ANACARD AND THE RESULT WAS LIKE, NOT TOO ENCOURAGING. WE'LL HAVE TO WAIT AND SEE WHETHER OR NOT I GET A BID.



I STILL NEEDED TO MAKE SOME FRIENDS OUT HERE IN THE LONELY DRYNESS. I KNEW THERE WAS SUPPOSED TO BE A VOLUNTEER IN CAMPO SERIO. SO I TOLD MY COUNTERPART LATER ALLIGATOR AND TOOK OFF.



LEONARDO

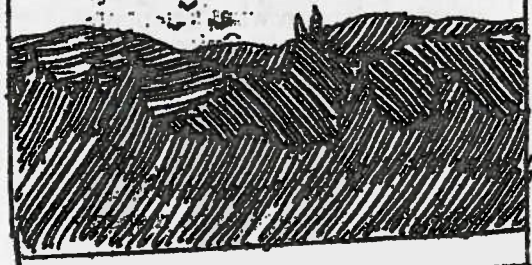
WHEN TRAVELING IN THE DEEP ORIENTE YOU NEED SOME SERIOUS EQUIPMENT, MAN. I RECOMMEND:



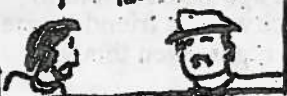
1. FLAME THROWER. MOSQUITOS OUT HERE WILL FACKIN' KNOCK YOU DOWN.
2. HEAVY DUTY MOSQUITO NET. I MEAN YOU SHOULD BE ABLE TO CARRY FISH WITH IT.
3. LEECH REPELLENT. NO, THE NURSES DON'T HAVE IT. MAKE SURE IT WAS LIKE TESTED IN METHAM.
4. BOOTS AND A GORE-TEX JACKET. VERY IMPORTANT FOR THAT OPEN MEMORIOUSLY WET JUNGLE. WHO SAID RAINFORESTS WERE CUTE?
5. NO-BAKE PEANUT BUTTER CHOCOLATE CANDIES FROM BUEN PROVECHO.
6. HERBICIDE (MIPALM BRAND).
7. THE ANDREW SLIP FIELD GUIDE TO VENOMOUS SNAKES OF THE AMAZON BASIN.
8. TWO-HANDED, + 4 FIGHTING MACHETE.



SO I SET OUT FOR CAMPO SERIO. IT'S LIKE WAY UP THE NAPO RIVER. I'M LIKE ALL-SHIP! ANOTHER CANOE TRIP. THE NOVELTY WEARS OFF, DUDE.



DISCULPE, SEÑOR - O SEA, ¿DÓNDE ESTARÁ EL GRINGO DE CAMPO SERIO? ALLÁ. ¡VEN LAS AMIGAS!



NEXT ISSUE: ZENO MEETS THE POV IN CAMPO SERIO, GETS A POST, AND A MESSAGE FROM QUITO!

