

Farm to Market

Volume VII Issue 02 • October 2011 • Peace Corps Togo • West Africa



Improving NGO Organizational Development

A history of training and resources

Lions, Tigers, and Boutiques, Oh My!

A biological perspective on Togo's commercial diversity

Les Engrais Chimiques

Les dangers de l'utilisation



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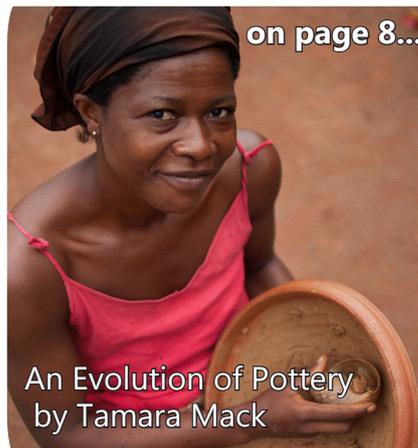
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Mission Statement:

"Farm to Market" is a quarterly newsletter for Togo's Peace Corps community: Volunteers, trainees, counterparts, and staff. It publishes information on EAFS and SED technical resources, best practices, and field experiences. Farm to Market seeks to integrate the EAFS and SED program goals into the rest of the Peace Corps community.

Submit to "Farm to Market":

Anyone may submit to "Farm to Market." Limit your submissions to 1500 words or less and include pictures with photographer credits. Submissions should be sent to the email address: duchampmarche@gmail.com. Thank you, as always, for your continued support. ■

Photographer credits: Brandon Jones, Daniel Goshorn-Maroney, Ryan Dalton, Dillon Tindall, Laura McNair, Alisha Williams, and Jane McDonald

Hi all! This edition's theme "Non-Governmental Organizations (NGOs): le bon, le mauvais, et le terrible" will not focus on praising NGOs, but attempt to propose ideas objectively on how to work with them as PCVs, show what other Volunteers are doing with NGOs, and hopefully serve as a guide to better collaborative efforts promoting a more developed and organized Togo.

The theme for the next issue will be "Women in Agriculture and Business." We want to give a big thank you to Rachel Lihoussou and Joan Savage for helping with editing the French articles. Please be sure to look for updates on our Facebook profile! Also, coming soon: the complete Farm to Market archives on Google Docs and the Volunteer Sharepoint!

BTW, just as a FYI, NRM has been changed to EAFS, or Environmental Action and Food Security. More on the program's changes in the next VIN! Thx! (Lol)

XOXO, Editors

Volunteer Activities within the Togolese NGO Community



Compiled by Dillon Tindall | PCV SED |

Pathways Togo

Location: United States

Volunteers: Laura McNair, Emily Goldsmith, and Tamara Mack

Pathways Togo is a non-profit organization created by Returned Peace Corps Volunteers in 2010. The organization was formed from the Karren Waid Foundation, named after a Togolese Peace Corps Volunteer who died in a tragic bush taxi accident in 1993.

The organization is fundraised and maintained in the United States by Returned Peace Corps Volunteers, while current volunteers facilitate a scholarship program, paralleled with an annual conference for qualified girl students throughout Togo.

Website: <http://pathwaystogo.org>

XANALO

Coordinator: Odile Otuouf

Location: Hihehtaro, Plateaux Region Togo

Volunteer: Laura McNair

Funded by Amnesty International, this Togolese NGO promotes women's rights in small villages throughout the Plateaux Region. XANALO uses couples groups to explain how the development of women is in the best interests of their spouses, their families, and their country.

McNair attends events the NGO hosts and facilitates Men As Partners sessions with the NGO's target group.

Amoudon (pictured)

Location: Atakpamé

Volunteer: Laura McNair

This Togolese NGO was created for the preservation of two local ethnic groups' dances and culture. These Ewé and Ifé dances are performed in various venues including in the last year's annual culture week at the Atakpamé High School.

Volunteers join Togolese in the tribal dances. Practices are every Monday, Wednesday, and Friday evenings.

AIDSS-TOGO (Action et Initiative pour le Développement Sanitaire et Sociale)

Location: Tsévié

Volunteer: Tamara Mack

This organization takes in charge the psychological, social, and medical health of HIV/AIDS patients and those affected by the disease.

This organization would potentially help with Club Espoir Tsévié. Various organizations in the past

have played a major role with Clubs Espoirs across Togo. Club Espoir are meetings with children who affected by HIV/AIDS. During clubs, children play games, sing, dance, and learn life skills.

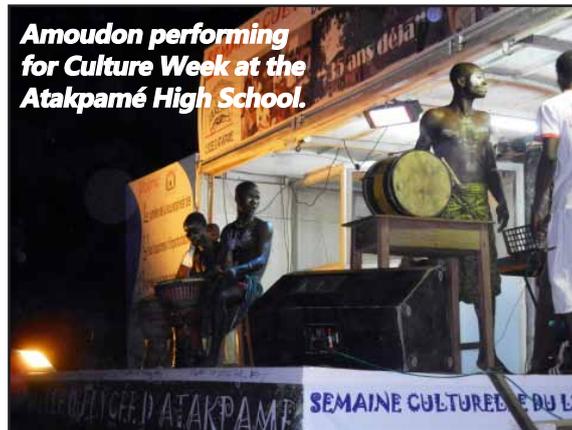
AED (Association de Espoir pour Demain)

Location: Kara

Volunteer: Stacie Overton

AED is one of many NGOs that help facilitate Camp Espoir and they also facilitate Club Espoir Kara. NGOs, like AED, are essential to making projects more sustainable. They have the ability to continue work volunteers have initiated. For instance, AED has taken a major role in Club Espoir, a project initiated by past Peace Corps Volunteers. However, more generally AED is a NGO that works for HIV prevention.

Overton helps AED with capacity building and management skills. AED is also the site of the new Kara Peace Corps Workstation.



Amoudon performing for Culture Week at the Atakpamé High School.

ADIFF (Association pour le Développement Integral de la Femme et la jeune Fille)

Location: Sokodé

Volunteers: Katy Kienitz and Martin Sterlicchi

ADIFF is an NGO that works for the development of women. It is one of the local implementing partners for the Ambassadors' Girls' Scholarship Program.

ADIFF works closely with the Togo Gender and Development committee. Because it is illegal for Peace Corps Volunteers to manage donated funds, ADIFF is officially in charge of the GAD small projects fund. ADIFF has also worked extensively with Camp UNITE (an annual Peace Corps Togo youth leadership camp) and Camp Informatique (a computer camp for students in Sokodé).

BORNEfonden

Location: Denmark

Volunteer: Beau Lore

BORNEfonden is a Danish organization founded in 1972. It helps children in poor countries grow up to become, healthy, well-educated, independent adults and supports them and their parents in creating their own basis of living and developing their local community in a sustainable way.

Volunteers have worked with BORNEfonden with projects that promote the importance of education. Recently, Beau Lore worked with the organization in Siou to help deliver school supplies to students for the coming school year.

Website: <http://Bornefonden.dk/english>

AGAIB (Agence d'Appui aux Initiatives de Base)

Locations: Tsévié, Atakpamé, Sokodé, Kara, Dapaong

Volunteers: Winnie Makawa, Rachel Gundacker, Rebecca Mcafferty, and Jake Odentz

AGAIB works with Village Development Committees (CVD) and focuses on helping Togolese villagers with a plethora of micro-projects. AGAIB works in each region of Togo but each branch is independent. Atakpamé's office was newly formed in 2008 and the Dapaong's office was created in 1998.

Volunteers in Dapaong have recently collaborated with AGAIB Dapaong to acquire desks for schools in their villages. Jake Odentz has asked for support from AGAIB Atakpamé for help with construction in his village market.

Code Utile

Location: Tandjoare

Volunteer: Katy Todd

Code Utile is a small NGO that works around the Tanjoare Prefecture promoting women's clubs and youth groups. They also give educational sessions based on health topics that are open to the public.

Katy Todd sits in on board meetings, and assists with various events that Code Utile sponsors in her community. ■

Lions, Tigers, and Boutiques, Oh My!

A biological perspective on Togo's lack of business diversity



By Lucian Dipeso | PCV SED |

Businesses are in a constant struggle to survive. Fierce competition forces them to continually adopt new strategies and adapt existing ones. While it is possible to examine businesses directly (game theory has been particularly influential in this regard), lessons can also be drawn from an entirely different field of study—modern biology.

It might seem surprising at first, but plants, animals, and other organisms have also been in competition for survival (quite literally) for some 3 billion years. Like businesses, they react and adapt to each other and to their environment. They split and merge, ascend to dominance, and fade into history. While the analogy is not perfect, using the rich information gleaned from several hundred years of biological research can give useful insight into the lack of business specialization and diversity in Togo today. One useful lesson can be taken from a comparison of two very different survival strategies: generalization and specialization.

While every species employs its own unique strategy to compete and prosper, most strategies can be broadly considered as either generalist or specialist. Specialist species live in one specific niche or eat one particular type of food, while generalists exist in a broad range of environments, getting by on whatever foodstuffs they can find. Koalas, for instance, could be considered a specialist species—they live in the same eucalyptus tree for their entire life, eating only the leaves that grow on their particular tree. Humans, on the other hand, could be considered a generalist species. They live the world over, adapting to whatever environment they happen to live in.

Each strategy carries with it pros and cons. Fundamentally, this is because no single organism can be perfectly adapted to all environments—becoming better-suited to one particular niche will necessarily make it more difficult to live outside of that niche. Thus, generalists use a collection of adaptations that are not particularly well-suited to any one environment, but allow the individual to get by in most milieus (however inefficiently). Though a generalist will not be able to digest any specific type of food all that well—humans, for instance, have to resort to cooking beans and other starchy foods to get any real caloric benefit from them—it will be able to get some nutritional value from most plants and animals. While a generalist will not be able to efficiently exploit its environment,

it has the advantage that it does not need to rely on any specific characteristics of its environment to survive—think of it as an insurance policy should the environment change.

Specialists, by contrast, are thoroughly adapted to their individual niche. The benefits of this strategy are a more efficient exploitation of their environment and available resources, and reduced predation and competition. Returning to our previous example, koalas evolved two thumbs on each hand (to aid in tree-climbing) and a digestive tract that can efficiently metabolize eucalyptus leaves. A generalist would never be able to make those adaptations—while having two thumbs makes it easier to climb trees, it makes it more difficult to get around in another habitat. Having a digestive system so attuned to extracting all of one's daily nutrients just from tree leaves would likewise make it impossible to digest meat or other foodstuffs. In addition, adapting so thoroughly to a specific environment can make it possible for specialists to prosper in conditions that are too hostile for generalist organisms to survive in, thus avoiding competition and predation altogether. For example, some types of extremophiles have bizarre and unique adaptations that allow them to live at the mouths of undersea volcanic vents, an environment far too hot and hostile for most organisms.

When looking at Togo's current business landscape as one would a natural environment, it resembles an ecosystem just coming out of a cataclysmic event.

The drawback for a specialist, however, is its complete dependence on its chosen niche. Should a sudden change occur in the environment, a specialist may find itself in a world where its niche no longer exists. The mountain-top cloud forests of Central America have supported countless unique species of amphibians and birds; however, as global warming continues, those habitats are quickly disappearing, leaving the animals which depend on them facing extinction. Having so thoroughly and successfully adapted themselves to one particular niche, they are no longer capable of adapting quickly enough to its loss.

Generalists, on the other hand, can frequently adapt to even cataclysmic changes in their environment. Following any drastic shift, as specialists largely die off, generalists can continue to eke out a living. However, the ecosystem as a whole is weakened—without specialists, the amount of individuals an environment can sustain is reduced. By escaping into individual niches that generalists cannot efficiently exploit, specialists take advantage of an otherwise underutilized share of the environmental “market.” That is, because specialists make more efficient use of an environment's resources, they increase the number of individuals a single environment can sustain. While generalists can continue to get by in a world without specialists, the ecosystem will not be as resilient or healthy until new specialists fill any new niches in the altered environment.

Because of their differing strengths and weaknesses, a healthy ecosystem will have a mixture of generalists and specialists; specialists serve to fill out and efficiently make use of an ecosystem's resources, while generalists—by being more risk-averse—help provide some guarantee that the ecosystem will not be stripped completely bare of species even after cataclysmic changes.

Businesses, too, can largely be grouped as either generalists or specialists based on their primary strategies in the marketplace. A general boutique (store) that sells common household goods, groceries, and kerosene, for example, would be a generalist. A mechanic that specializes in motorcycle-repair would be a specialist. The two would also have many of the same benefits and face many of the same challenges as generalists and specialists in the natural world. While a general boutique does not depend on any one sector of the market to stay afloat and can more easily change what products are sold, it will have difficulty developing any value-added products or specialized knowledge. A mechanic who focuses solely on motorcycles will have a level of skill and expertise that would give him a strong competitive advantage in the motorcycle-repair market. It would also, unfortunately, leave him dependent on motorcycles remaining a main means for transportation (and thus having plenty of drivers in need of his services).

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Improving NGO Organizational Development *Trainings and resources*

By Tamara Mack and Martin Sterlicchi | PCVs SED
and CHAP |



At some point during their service, many volunteers will find themselves partnered on projects with local Non-Governmental Organizations and associations, and, through this collaboration, are often in an opportune position to offer advice and provide perspective on how to improve organizational functionality. Volunteers who work side-by-side with local organizations can improve the scale and durability of projects, but the effectiveness of this same work can also be enhanced through improved organizational governance, management, program (or project) implementation and administration, financial and human resource management, and communication with relevant stakeholders and beneficiaries.

This article gives a brief summary of large Togo PCV interventions in NGO organizational development, lists local resources, and shares print and electronic resources for Volunteers who would like to work on NGO capacity building. We also include some information for the Centrale Region NGO Management Workshop next April 18-20 to encourage Volunteers interested in these issues to become involved.

Regional Trainings

In 2009, Small Enterprise Development (SED) Volunteer Ilona Coyle's (Tsévié, 2008-10) work with NGOs in her community provided her with the baseline to develop an introductory training program for local organizations. In collaboration with local partner organizations and PCVs, she designed a curriculum to help address some of the most pertinent deficiencies of local organizations: governance and transparency, program management, financial management, and improved use of local financial and human resources. The workshop was held for two days in Tsévié in April of 2010, and consisted of forty-five participants from twenty-one NGOs, associations, and two government agencies from the Tsévié area. Participant

organizations worked in various domains and greatly varied in terms of sophistication. A one-day follow-up workshop was held three months after the initial training to facilitate the creation of a local NGO network and provide time for small-group work on project planning.

In April 2011, SED Volunteer Jane McDonald (Gléi, 2009-11) built upon the model Ilona Coyle had established and held a two day training workshop in Atakpamé. The training borrowed heavily upon the Tsévié model, but also included a half-day of Information-Communication Technologies (ICT) sessions. The computer and financial management sessions were elected as the

and these organizations. We anticipate that in the month of November we will be able to conduct a needs assessment of the nominated organizations, and develop a curriculum for the spring training with our regional partner RESODERC.

Using Local Resources

Obviously, Peace Corps Volunteers are not the only actors working with Togolese NGOs. The following government agencies advise and finance NGOs in your region: the *Département du Plan Régional*, the *Inspection de Jeunesse et Sports*, and the *Département des Affaires Sociales*. Contact *Plan Régional* if you would like a list of all the officially registered NGOs in your region, the *Inspection de Jeunesse et Sports* if you would like to work with local youth associations, and the *Département des Affaires Sociales* if you are specifically interested in working with community cooperative.

In each of the five regions of Togo, there is also a region-wide associative network of NGOs. For the 2012 NGO Workshop, our partner is RESODERC, a network of 113 member NGOs and associations in the Centrale Region. The goal of each network is to coordinate the interventions of NGOs



Jane McDonald and honored guests at the Rotary Club International NGO Conference in Atakpamé last April.

most popular by participants and were included in a one day follow-up workshop in July 2011.

Currently, Community Health and AIDS Prevention (CHAP) Volunteer Martin Sterlicchi (Sotouboua, 2010-2012) and SED Volunteer Tamara Mack (Tsévié, 2010-2012) are in the planning stages of a third NGO management workshop to be held in Sokodé in April 2012. Rather than pull upon a sampling of organizations in the Sokodé area, we have requested that Centrale Region Volunteers elect potential candidates for the training, with preference given to organizations that they already work closely with on community development projects. With this strategy, we can hopefully have an impact which will, in turn, improve work and collaboration done between Volunteers

and improve the effectiveness of their efforts to contribute to socio-economic development in the region. RESODERC was created in 1986 and is based in Sokodé. It gives small grants to member organizations intervening in human rights and democracy, regular trainings to all members on a number of NGO organizational management topics, and occasional thematic trainings (specifically on the issues of public health, education, agriculture/environment, or Micro Finance Institutions and Income Generating Activities (MFI/IGAs).

Although there are five such networks throughout Togo, local counterparts have cited

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How Educational Systems Influence Society

A perspective on the Togolese school system



By Christina Donnelly | PCV GEE |

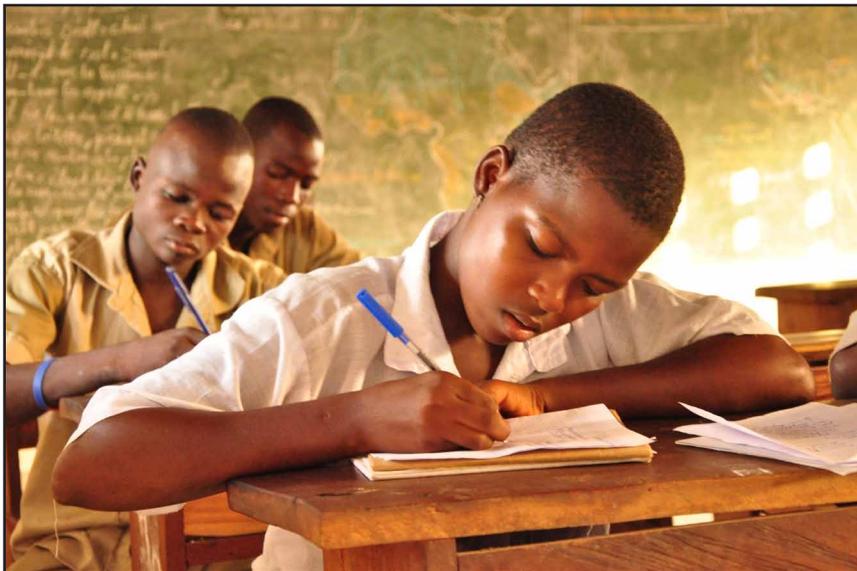
As Peace Corps Volunteers, we all know that development work tends to move slowly. No matter how well we plan our meetings and events with homologues and community members, there will inevitably be some impeding factor. A rainstorm, for example, at the time of the meeting that you have been planning for a month can prevent anyone from showing up. Nevertheless, we are good at planning meetings. We come with specific objectives of what we want to get accomplished in the given time, and have even learned to plan for the inevitable tardiness of most participants. Once a meeting finally gets started, however, we are often frustrated by participants' focus on minutia. Rather than quickly construct a rough community map, a long discussion will ensue about the cartographer's placement of the village infirmary in relation to the police station. When told to write down their thoughts about a particular issue, participants will debate whether they are supposed to be writing about "thoughts" or "ideas." Because of these challenges, it often takes us more time than we deem necessary to complete even simple tasks.

After experiencing such inescapable setbacks in village, I think it often surprises Peace Corps Volunteers when they come to Peace Corps-sponsored events, such as conferences and camps, and find educated Togolese counterparts who get caught up in the same details that slow down work that could be done quickly and easily. We often assume that counterparts nominated by Volunteers or staff will be on the same page as we are, but that is often not the case.

After participating in a few different conferences and camps this summer, I sensed my own, as well as other Volunteers', frustrations in dealing with these issues. It dawned on me that, as Girls' Education and Empowerment Volunteers, we have an advantage over other Volunteers when it comes to working with Togolese counterparts because we work in the schools and thus see the educational system first-hand. When I work with Togolese

counterparts and partners I see a direct correlation between their concern with minutia and with the way the Togolese classroom is run. Since all of our counterparts are a product of Togolese schools, we need to understand that system in order to understand the ways in which our counterparts approach their work in contexts such as camps and conferences.

In the American school system, we are constantly encouraged to be creative, foster problem-solving skills, and to think "outside the box." Teachers are given freedom in their teaching styles and methods. Of course, they have certain objectives to meet at given points in the school year, but they are free to think of inventive ways to meet them. With such artistic license, American teachers often have amazing ways of passing on information to students. As products of this system, we have internalized these methods and are



able to understand a variety of topics from a number of viewpoints, thus allowing us to try different approaches in handling any given problem. We are also able to see things from an "in-between" perspective – not just in terms of right or wrong or not only the way *I* understood the question.

Now, picture the exact opposite type of system, a rote memorization system. At every level, there are regionally administered exams to be taken at the end of each trimester, and if students do not do well on them, it is a direct reflection of the teacher. Because the teachers do not write the exams themselves, they are under a lot of pressure to stick closely to the nationally-administered guidelines of the materials they are required to teach during the trimester. There are nationally administered exams given at the end of elementary school (CEPD), at the end of middle school (BEPC), and twice during high school (BACI and BACII). Again, the teachers are under a lot of pressure to teach exactly the material they have been given. Because of time constraints, lack of resources, and the historical lack of flexibility and creativity in the system, they teach the way they were taught

taught: with a pen and notebook, by copying lessons directly from the blackboard, and by focusing on the repetition of the information verbatim.

Because the system itself is so rigid, all participants in it are subject to its severity. There are no “maybes” or “that’s the way you understood it, let’s see if someone has a different interpretation”

in Togolese classrooms. There is simply yes or no. This paradigm permeates every level of the Togolese school system. Because there is such an emphasis on French, teachers see it as their duty to enforce the strictest rules on grammar in an attempt to help students master the art. The result is that students are often scared to even venture a guess to a history or science question because their grammar may not be 100% perfect. I have seen students answer a question correctly, albeit with a small grammatical mistake, and the teacher tells them they are wrong. When they ask if someone else can answer, other students are afraid to try because they thought the answer their classmate gave was correct. Because the teachers are so focused on covering an inflexible amount of material, and on everything being perfect with no room for mistakes or creativity, the students lose out.

These two systems come up against one another when PCVs and Togolese counterparts work together. We take a problem and try to solve it the way in which we are most comfortable and that will work for the group. We assume that most questions are up for interpretation and that our audience will understand the “gist” of what we are getting at, whether or not our grammar is perfect. We are also willing to try to understand others’ interpretations of the question and to accept their solution as being more sensible than our own. Togolese counterparts, on the other hand, are constantly nervous that they are not going to correctly answer the question. If two people in the group have differing interpretations of a question or an activity, it is impossible to proceed until a facilitator comes in to clarify. I have seen these debates last up to 20 or 30 minutes. When it comes to making flip charts, Americans feel comfortable jotting down a few ideas and elaborating or clarifying when it is time to present. Counterparts often feel the need for the charts to be perfect. Because they come from a system where things are



scrutinized down to the last detail, they do not want their ideas to be discarded if they use one wrong vocabulary word. There is a system of right and wrong with no in-between.

It is important to keep these ideas in mind when working with any Togolese – students, counterparts, and community members. We come from a place where the mentality

is geared towards efficiency and quickness. We see questions and activities as open for interpretation, and are ready to put our spin on things. Togolese are much less comfortable with this style. Their preference tends to be for strict rules and guidelines that they can follow clearly. This is not always a bad thing. I myself have been in situations where my interpretation of an

When I work with Togolese counterparts and partners I see a direct correlation between their concern with minutia and with the way the Togolese classroom is run.

activity was wrong and my counterparts’ insistence on having it clarified by the facilitator saved us the trouble of doing it improperly. It is not a bad thing to take pride in your work and to ensure it is done correctly. Of course, this does not diminish our frustrations.

Some tactics I have used to help ease the tension in such situations include:

1. Trying to explain the differences between our systems.
2. Trying to see it from the Togolese perspective. They take pride in their work, which is not a bad thing.
3. Conceding. As hard as it can sometimes be, when it is not a matter of principle, it can be constructive to concede and let your counterparts work in the way in which they are most comfortable.
4. Helping Togolese not only understand our system but challenging them to adopt some of its methods – openness, creativity, problem-solving. This is, after all, part of our responsibility as Volunteers.

No matter how you work through your frustrations: Have some courage! Little by little, it will come. ■

An Evolution of Pottery

An experience in improving traditional practice

By Tamara Mack | PCV SED |



Hundreds of years ago, before Bolou became the eighteen villages that now compose the canton of Bolou, it was simply one settlement called Bongou. Bongou was first settled by the same people expelled by a change of power in Notsé that founded Tsévié and cities further south in Togo.

One day, while a group of Bongou hunters were in the bush looking for game, they came across something strange — miniature mud huts constructed on the green leaves of a low-lying tree. Being curious, they took samples of the leaves home to their wives to share what they had found.

The wives were fascinated by the leaves, and taking the mud structures off, found they resembled miniature pots. The next day, while collecting water at the Zio River, they observed crabs digging holes in the ground. They approached the crabs to trap them but stopped when they noticed the crabs pushing up a certain muddy substance, recognizing this substance as something they could use to make pots similar to those they had found in the bush.

This article will showcase how to try to improve upon an artform that people have been practicing for hundreds of years. In this case, the pottery production that uniquely employs women is the main economic activity in the villages of Bolou, a canton that starts five kilometers from Tsévié and stretches out to the Zio River.

The skill level and manner in which the women of Bolou produce pottery is exceptional: they produce clay water jars, flower pots, gari grillers, fufu pots, chicken feeders, and other clay products found throughout Tsévié. There is zero cost involved in production: the women have a natural clay reserve outside of their villages, they make the pots by hand, fire them with wood fires, and decorate them with natural inks found in the area. They transport the pots on their heads by making multiple trips to the weekly Tsévié

market. Even though they produce the pots by hand, on the ground, with rudimentary tools such as snail shells and large leaves, the potters are able to produce an incredibly uniform product line.

However, what is an asset in this case, can also be a weakness; because the women of Bolou have never financially invested in their craft, they see no need to do so now. During my first visit to Bolou, I did not have grand investment schemes in mind—such as kiln or pottery wheel technologies, or renting a shared vehicle for transport—I was thinking of paint and some simple tools to decorate pots. My suggestions did not carry much weight among these people whom have been practicing their craft for most of their lives, and many who have had grandchildren well before I was born. I felt the need to take them somewhere I could visibly demonstrate to them how many possibilities exist for their craft.

One day, a conversation with my Associate Project Country Director (APCD), Alexis Anani, gave me the idea to visit other artisans producing pottery. He specifically referenced a group of artisans living in Ghana. I decided to pursue this idea further because my post, Tsévié, is only about four hours away from the Ghana border. With a counterpart from the region, I did a scouting trip in January of 2011. We found a Ghanaian artisan willing to host a delegation of women potters from Tsévié and conduct training with them. In July, I traveled with representatives of the three villages of Bolou and two counterparts (a total of eight Togolese women and myself) for a five-day exchange visit.

For three full days and two half days, the six women potters learned, through observing and participating in the various demonstrations, how other artisans practice their craft. These activities covered all aspects of pottery production — from searching for clay, to filtering it (not practiced in Bolou), to using a hand-driven pottery wheel,

and to firing the pots in a kiln. As a result of this experience, the women were able to gain invaluable information to improve their trade.

The product line of the producer we visited was extensive and diverse. He was easily able to accommodate the Bolou women as they spent an afternoon using his pottery wheel and making plates and pots. This may not seem remarkable to us as American PCVs, but in the lower Volta Region of Ghana this type of production method is practiced exclusively by men. Thus it provided a unique opportunity for the women of my community. We also spent one day visiting women potters in the village who use traditional methods of hand molding clay and firing it in wood fires to give them yet another perspective.

Potential improvements, and my current goals, for this project are ambitious. They include, but are not limited to: improving production techniques such as filtering clay, increasing and diversifying the product line, improving distribution to local markets, and targeting potential outside markets in Lomé and the Northern regions of Togo.

Even if the above objectives are not achieved, I hope that this project model, which emphasizes experiential learning, can be used by other Volunteers. In this way we can concentrate our efforts and maximize our impact as outside consultants when we tell people who have been sufficiently doing their job all their lives how they can improve it to see tangible positive results. ■



Be sure to visit this potter's work and many more artisans' crafts at the second annual Peace Corps trade fair this November 17-20 at Lomé La Belle in Kodjoviakopé near the post office!

Creating a Distribution System in Togo

A case study



By Jacob Odentz | PCV SED |

Togolese producers face many obstacles in bringing their products to market. For instance, there are the technological hurdles, infrastructure problems, and a shortage of qualified and trusted personnel. Together these factors create large barriers to entering new markets. This increases the cost and risk of doing business and, therefore, diminishes potential returns and rewards. However, there are those who chose to enter this inhospitable business climate and who seem to do well. But there are limits to what a single person or a few people can do.

This brings me to distribution systems. I will make a case study of Mr. Zola, the local insecticide entrepreneur with whom I have been working. Zola has been selling his insecticide for about three years. On his first trip to Benin he sold one and a half liters of insecticide and was not even able to cover the cost of gas on the trip. Mr. Zola worked with the previous Volunteer in my site and they evolved the business through radio marketing and regular market visits to neighboring villages. Essentially, if Zola wanted to sell his product he had to physically get on his motorcycle, travel to whichever village he hoped to sell his goods in, spend all day there, and then return. Often, repeated trips to the same village were necessary as people wanted to test the product first to see if it actually worked. In addition, Zola is the only person who knows the recipe for the insecticide and is therefore the only one able to produce it. Because he focused his energies locally, his business grew but soon plateaued. There are obvious problems to the model above, namely that, because this approach is time and travel intensive, it limits potential expansion.

Upon my arrival, we began focusing on how to grow the business into new markets. The idea of a simple distribution system came to mind, a system that would decentralize the selling process and thereby free up Zola's time to focus on production, management, and development. This system focuses on finding qualified and trusted individuals in certain villages, selling directly to them in bulk at a reduced price, then letting them resell the product at an agreed upon markup. There were two underlying fears—that the distributor would dilute or change the product and that s/he would raise the price above the agreed markup. We had seen the latter occur in Benin where people had been buying the product at 1.000F CFA and selling it for 2.000F CFA. I therefore created a basic distribution contract that

would give peace of mind to Zola while outlining repercussions for the distributors if they chose not to honor the agreement.

The contract is comprised of five primary sections with a number of subsections. The first section outlines the territories in which the distributor is authorized to sell, for instance the Moyen-Mono Prefecture or the canton of Kpeklemé. An important subclause states that we have the right to sign contracts with as many distributors in a given territory as we see fit, thereby avoiding any potential future territorial disputes and allowing for expansion. The next section outlines the obligations of the distributor. Essentially, this section states that the distributor will do everything

The idea of a simple distribution system came to mind, a system that would decentralize the selling process and thereby free up Zola's time to focus on production, management, and development.

in his/her power to faithfully represent and market the product in his/her respective territories. Section three is extremely important in that it restricts the distributor from using the manufacturer or product name in connection with any other product or service. In addition, it forbids the modification, dilution, or repackaging of any product before selling to another person. Zola also retains the right to change the product logo at any moment as long as he tells the distributor a certain amount of time in advance. Section four outlines the agreed upon markup of the product. Zola also reserves the right to change the price at any given time so long as he gives notice of an agreed upon time, ideally one or two weeks. In general, Zola tries to push all costs to the distributor; this is outlined in this section as well. The final section outlines the length and termination procedure of the contract. Here it is stated that the contract will be nullified if the distributor violates any part of the agreement and that Zola retains the right to cancel the agreement within 60 days if he so chooses.

Each section of the contract serves a specific function that, when combined, leaves little wiggle room for the distributor. It protects the product's name and quality while allowing Zola to make whatever changes he sees fit to the recipe, the price, or the image. Furthermore, it ensures that Zola gets his money up front while simultaneously minimizing expenditures of time and money. Therefore, the benefits to Zola are immediate in the sense that he has access to additional capital while allowing him to focus on expansion into other regions. Each contract is tailored specifically to the region with regards to the transportation costs and the distributors, which allows flexibility in the agreements. To ensure that the distributors are in fact honoring the agreement, Zola occasionally sends people he knows to buy the product, sort of like a secret shopper in the United States, and to see if it has been diluted or marked up above the agreed upon price. In addition to the distribution contract, he has provided an order form to help the distributor keep track of his orders. Through this form, Zola will be able to track individual consumer orders and begin creating a basic institutional memory.

With the help of this model, Zola has been able to expand his business far more rapidly—he has tripled his sales total from the previous year. He currently has agreements signed in over five different cities and will have officially sold products in three different countries (Togo, Benin, and Nigeria) by December. There are over 1,000 liters in the inventory and Zola already has over 300,000F in profit. Assuming that things continue to go smoothly, he will have orders coming in for over 25,000 liters between Benin and Akparé within the next couple of months. Zola has also begun marketing and selling another product to be used during grain storage to repel insects. Of course, in order to keep track of this new expansion we had to implement basic accounting and inventory management practices, but that is for another article at another time. I would like to add that this type of distribution system works best with specialized goods such as printed cloth and clothing, coffee, or things of the sort that are not highly perishable; however, there are always exceptions. Overall, this is a great way to help local entrepreneurs expand their businesses into new markets at a pace that is right for them. ■

New Microfinance Updates

Changes, improvements, and advice



By Alex Anani | APCD SED |

The review of the Small Enterprise Development project this last September led us to rediscover two important areas for Peace Corps Volunteers to focus on when working with government partners. These areas include microfinance institutions (MFI), small/medium level enterprise development, and income generating activities. I thought I should take advantage of this issue of “Farm to Market” to share with you the concerns and areas for collaboration in microfinance priorities, and, therefore, prime opportunities for Peace Corps Volunteer intervention. In the next issue of our publication, I will talk about the second area of SED focus—small/medium level enterprise development.

Earlier this year, the Government of Togo approved a regional law for West Africa that governs the microfinance sector throughout the CFA currency zone. The new law supplants the old law of July 14, 1995. It stands in stark contrast with the previous law in the particulars of control, oversight, and sanctions for non-compliance. Other important aspects of the new law include the creation of a mandated deposit insurance fund, and the requirement that all MFIs now belong to a network of similar organizations. Standing alone is no longer an option. In addition, the networks will require member organizations to contribute to a joint fund managed by their respective umbrella organization. The new law also dictates the creation of an information clearing house to manage risks and individual client information.

It is worth noting that there are currently around 200 microfinance institutions in Togo that serve roughly 1 million beneficiaries/clients, with a total savings of \$180 million USD and an outstanding loan portfolio of \$144 million USD. MFIs, as a sector, have created countless jobs; they have funneled much needed investment into such trades as small and medium level commerce, farming activities, handicrafts, income generating activities, and transportation—namely cars and taxi motorcycles. The dynamic relationship between microfinance and small business is inherent and here to stay.

Nonetheless, for anyone who follows microfinance developments in this country, the restrictions that the new law implements are welcomed. Over the last decade there have been numerous hardlearned lessons in regards to MFIs. Many outstanding failures have occurred — some relatively small, and some painfully obvious — all of which have reversed years of hard work and many lifetime savings, not to mention the confidence and motivation of thousands of people. There have been many reasons why those failures happened. As I see it, one could cite poor management and leadership lapses. One could

also include incompetence and outright embezzlement within those institutions as the factors that caused them to deceive and fail their clients/beneficiaries. However, it is not the point of this brief article to elaborate on the particulars of microfinance failures over the past several years but to concentrate on how PCVs can collaborate with them to increase their efficiency.

An interesting lesson that we can take from these various setbacks is that a major problem stems from the fact that many people treat microfinance institutions as banks. They come in to deposit funds and make withdrawals. This is where the opportunity for collaboration with Peace Corps Volunteers comes in: education and training. Everybody agrees there is

Nonetheless, for anyone who follows microfinance developments in this country, the restrictions that the new law implements are welcomed.

an obvious need to educate members of MFIs on their rights and responsibilities as members. Members need to actively participate in meetings, vote, and be aware that they have the right to look at the books if they so request. Most members do not know this, and would not do it if need be. So, when the MFI runs into trouble, its members are caught by surprise and do not realize they are also held responsible due to their failure to exercise their responsibility to monitor and participate in the proper functioning of their institution. Peace Corps could best assist by working, not within the MFI itself, but rather with its members by providing training on members’ rights and responsibilities. Volunteers can also help by informing members on how they can help monitor and understand how MFI members manage funds. A short list of session ideas could include the following: What is a savings? What is a loan? What is a co-op? What is an association? Proper documentation and rules and procedures pertaining to co-ops, associations, trade associations, unions, or to networks.

Though the new Small Enterprise Development Project de-emphasized microfinance work as a Volunteer focus, the new microfinance law creates an opportunity for Volunteers to make meaningful contributions (by way of education and training) to the sector in ways that would be mutually beneficial. This educational effort must take the form of a two way street. The managers of the MFIs and the board members need to accept and welcome legitimate questions and scrutiny on the part of their members. Additionally the MFI trade associations and network organizations on the one hand, and the Government regulatory branch on the other hand, must be open and willing to weigh in on the conversation in order to voice their unique and invaluable contributions. ■

Lions, Tigers, and Boutiques, Oh My!

Continued...

When looking at Togo's current business landscape as one would a natural environment, it resembles an ecosystem just coming out of a cataclysmic event. Rather than finding a healthy mix of generalists and specialists, there are nearly no specialist businesses at all. Instead, the market is almost entirely composed of entrepreneurs that sell a seemingly random assortment of goods and services—kerosene, carpentry, and hair-dressing, for example, or local beer, tailoring, and fried foods (the last one only on market day). It appears that owners are, more or less, selling whatever they happen to have a supplier for or some basic skills in. If the person supplying kerosene cannot supply them one week, they simply do not sell it that week—perhaps they can find a supplier of batteries instead.

While there is a dearth of education, training, and expertise in terms of basic business skills in Togo, which could account for much of the lack of economic diversity, it may also be that generalist business owners simply had a competitive advantage over more specialized ones during Togo's past economic instability. Without

a sufficiently environment, specialized owners simply could not weather the economic storm.

Rather, it was generalists who filled out the market environment. While they may not have been able to develop any expertise or knowledge about a specific market niche, they also did not depend on any one sector to stay afloat as a business. As such, their scattershot business strategy may have actually been a useful adaptation to their environment.

However, just as is true in an ecosystem, a market filled with generalists is inherently weak. While entrepreneurs reduce their individual risks to market shocks, unreliable suppliers, and insufficient physical and administrative infrastructure by adopting a generalist survival strategy, they collectively shrink the available market—without any specialists filling out unexplored or poorly exploited niches, the number of individual businesses that Togo's economy can support is reduced. The market space is underutilized and inefficiently used.

As Peace Corps Volunteers, we have an interesting and unique opportunity in Togo. In

a world of generalists, there are an awful lot of poorly-met needs; while generalists can fill most niches, they cannot do it well. By matching available market niches with entrepreneurs willing to risk taking on a more specialist model, we can help fill out Togo's economy, and thus strengthen it in the process. However, we also need to remember that a specialized business, like a specialized organism, depends on a stable market environment. It would not do us or our Togolese counterparts much good to ask them to specialize in a niche that may not exist in the near-term. But, as facilitators, we can help find stable, available market niches just waiting for an enterprising business owner to fill. As specialized businesses more efficiently exploit the market environment and reduce pressure on general boutiques (an already over-saturated market), quality should go up and availability should rise (along with potential positions for employment), thus improving the quality of life for Togolese in general. ■

Improving NGO Organizational Development

Continued...

RESODERC as the best organized and most effective organization. The primary reason for this is likely due to the network's partnership with the German NGO Gesellschaft für Internationale Zusammenarbeit (GIZ). The German partner provides technical and strategic vision on governance and human rights issues, as well as an important funding source. We look forward to working with them on the 2012 NGO management workshop and reporting on the training afterwards.

Peace Corps Resources to Inform Your Work

The *NGO Training Guide for Peace Corps Volunteers*¹, available through the Information Collection and Exchange (ICE) Digital Documents library, is an excellent resource for PCVs interested in contributing to the efficiency, effectiveness and sustainability of NGOs in their community. The manual has modules and activities to help volunteers analyze NGO strengths and build Volunteer skills in facilitation and training. The digital library can be accessed through the Information Resource Center (IRC) or an electronic copy can be obtained from SED Volunteer Justin Hugelen-Padin in Adjengre.

For materials developed in Togo, refer to the *NGO Development Toolkit*² or the training manual³ developed for the last NGO workshop in Atakpamé.

These resources are also available through the IRC or can be copied electronically through Associate Program Country Director (APCD) Alex Anani or PCVs Martin Sterlicchi or Tamara Mack.

Conclusion

Whether you partner with a local NGO/association on a funded project or with a counterpart who is simply an employee or volunteer of an NGO, you will find yourself in a unique position to evaluate the current needs and weaknesses of an organization. If you would like to help professionalize partner organizations, we encourage you to use a structured method to analyze NGO strength, which you can develop yourself or refer to the "NGO capacity profile" provided in the *NGO Training Guide for Peace Corps Volunteers*. You can also refer to the training guide and other NGO management resources to fill knowledge gaps on topics of governance, management, finance, and human resources. Also know that local government agencies and regional NGO networks can provide important contextual orientation and give you a familiarity with NGOs, associations, and community cooperatives in your area.

Lastly, although we will send out a request for Volunteer Trainers for the Centrale Region NGO

Workshop next January, if you are currently interested in NGO management issues and would like to conduct sessions at the April 2012 workshop, feel free to contact either one of us with your specific area(s) of interest.

We hope that you consider the importance of improving non-profit organizational functionality to contribute to the sustainability of your work at post. Contact us with questions and best of luck! ■

¹*NGO Training Guide for Peace Corps Volunteers. Reference no: M0070. Peace Corps: 2003. 174 pp*
²*NGO Development Toolkit. Editors: Louis W. Bel-sito, Ilona E. Coyle, Rose V. Lindgren, and Charles and Julia McNally. Peace Corps Togo Small Enterprise Development Program: 2010.*

³*"Renforcer les Collectivités, Rapprocher les Continents" Guide de Formation. Editors: Jane McDonald and the Rotary Club of Atakpamé. Atakpamé, Togo: April 2011.*



From the Farm to the Market

Why we care about market prices



By Daniel Goshorn-Maroney | PCV EAFS |

“Hunger does not exist due to an absence of food”¹

The relationship today between agricultural and the global economy has never been so volatile nor so important. This relationship, however, manifests itself in subtle ways. Food riots and the famine in Somalia are two large scale effects of an ever-shifting global market, but there are many factors at work. As Peace Corps Volunteers in Togo, we often lose sight of the fact that, due to globalization, Togolese farmers in even the most remote areas are still affected by the global market place. This article offers a brief look at the complex relationship between farmers and markets, the implications of this relationship for food security, and why this matters to PCVs.

I was talking to my dad in the United States last March, and he told me that corn prices were, at least then, historically high. My family’s farming operation is small compared to most other US farms, but my father makes it profitable by selling his grain on the futures market. Say that the price of corn in March is \$6.00 a bushel. My father, for example, might sell 5,000 bushels at this price, on contract, to be delivered in the fall when prices may not be so good. This is a calculated gamble that is based on a variety of assumptions, namely that he will have enough grain to fill his contracts and that the price of corn in the fall will be lower than it is in the spring. Unfortunately, record heat this summer means that my father’s corn yields will likely be lower than what he estimated, thus partially nullifying the gains he made from the high prices.

A couple of days ago I was sitting on my porch with my host dad, and he started talking about how expensive peanuts are now, even during the harvest—1,400F CFA a bowl. When I asked him why, he said that not very many people planted them this year because of high seed prices (2,000F CFA) at the beginning of the planting season. Coupled with this was the fact that the peanut yield has been declining over the past two

years. As a result, peanut seed prices in my area will be high again next season because of low supply. Thus, a combination of high prices and low yields will diminish the amount of peanuts in my area. Farmers, however, can mitigate this loss because they have diversified their crops; the problem is that the lack of peanuts will have a negative impact on food security in the region because they are an important source of protein and are used in a lot of sauces.

The above anecdotes illustrate the paradoxical relationship between farmers and markets; on one hand, markets can make farming a highly profitable enterprise, but on the other hand, they can be a leading cause of poverty, food insecurity, and, in extreme cases, famine. However, the two are inseparable. Markets are the vehicle by which farmers bring their produce to a growing world population. But even as the world relies on farmers, farmers also rely on markets.

To put it simply, the global market place is the result of globalization; as local markets become more connected, farmers are able to shift from subsistence farming to cash-crop farming. This allows them to maximize their profits but, at the same time, it makes them susceptible to market fluctuations. One example of this shift to cash crops is cotton production in Togo, although the fact that the Togolese government sets cotton prices partially protects farmers from market variations. Another example is my family’s farm in the United States; corn and soybeans are commodities in the US now, not subsistence crops.

World events can have a direct influence on the global marketplace; this effect can be felt in local markets as well. The “Arab Spring” across North Africa and the Middle East played havoc with the markets. The price of wheat rose and then fell as traders tried to predict how the revolutions would affect the markets. The recent earthquake and subsequent tsunami in Japan also had a negative impact on the US corn markets. Since Japan is one of the largest importers of US corn, the destruction of ports and grain processing facilities caused prices to drop. Such events do not have

to be catastrophic. Increased grain demand from the production of biofuels in the United States and Europe, for example, was partially responsible for a global hike in foodstuff prices that led to widespread rioting in 2008-2010.

Individual governments’ policies can protect their citizens from such fluctuations, or, conversely, leave them at the mercy of the global markets. Countries that rely on imported food are particularly susceptible to rising global food costs, especially those that do not provide some level of protection against this for their citizens. The result is that people simply do not have enough money to buy sufficient food even though that food is readily available. Other countries may lack the infrastructure, both physical and financial, to handle the food that their farmers produce. Ethiopia, for example had two really good harvests in 2001 and 2002. Unfortunately, its inability to stockpile food coupled with the crop surplus caused prices to plummet. As a result, even farmers who produced record crops in 2002 found themselves unable to afford seeds or fertilizer in 2003. Sometimes government action is somewhat more insidious. During the Irish Potato Famine of 1845, for example, the English shipped food from Ireland to England, where their citizens could afford to pay for it, even as Irish were starving. The same thing happened in Ethiopia during the 1970s.

The problem today for developing countries, like Togo, is two-fold. First of all, growing populations mean a rising demand for foodstuffs, which in turn usually leads to higher prices. The flip side to this is that it puts additional stress on agricultural land, and fuels greater demand for that land. The specter of the rising population/declining production paradigm is a grim one. This is not the case in Togo yet, but the country appears to be headed down that path. Current corn production in Sub-Saharan Africa, for example, is equivalent to that of the United States in the early 1940s. African countries lack the technology and the science to continue to increase their yields while simultaneously dealing with soil issues and increased demand. US corn yields, in

technology and the science to continue to improve their yields while simultaneously dealing with soil issues and increased demand. US corn yields, in contrast, have steadily increased since the 1980s by about 2 bushels a year. Farmers in the US can afford to consistently improve their operations because they can usually turn a profit. They are able to do this because of their use of market data and due to government protection.

Peace Corps Volunteers in Togo cannot do much about governmental agricultural policies, but they can help farmers improve their crop production. Part of this includes maximizing profits from that production. This is an essential facet of food security in that financial security allows farmers to protect themselves from natural problems. Financial security also allows farmers to take the risks inherent in trying new farming techniques and practices that can improve pro-

duction and diversify food sources. Understanding the local and national markets is essential to helping farmers develop strategies that can improve their profits.

Thus, the Food Security Committee and Farm to Market are teaming up to document, compile, and analyze market price data across Togo. We hope to be able to chart the yearly market price patterns for the different regions in Togo. This information will allow us to better aid and understand our communities. So we are asking for your help. We need the monthly prices of corn (mais), soybeans (soja), sorghum (sorgo/mil), cleaned rice (riz pillé), beans (haricot), and yams (ignames) in your local market. For the grain, ask for the price by the bowl (bol). For the yams, we need the price for a pile of 3 medium-sized yams (roughly as long as your forearm). The easiest

way to do this is to ask your host mom or a good friend in village—they should know the correct, up-to-date prices. We need data from urban as well as rural markets. Getting market prices in your local communities should only take you a few minutes each month. The data that you are collecting will be invaluable in improving food security in Togo. ■

¹War on Want, “Food Sovereignty: Taking back control of our food system,” Aug. 2011, 1.

²“Farm Futures,” April 2011, Vol. 8, 28.

³“The Progressive Farmer,” September, 2011, Vol 126. 24.

⁴Ibid. 17.

⁵Ibid. 16.

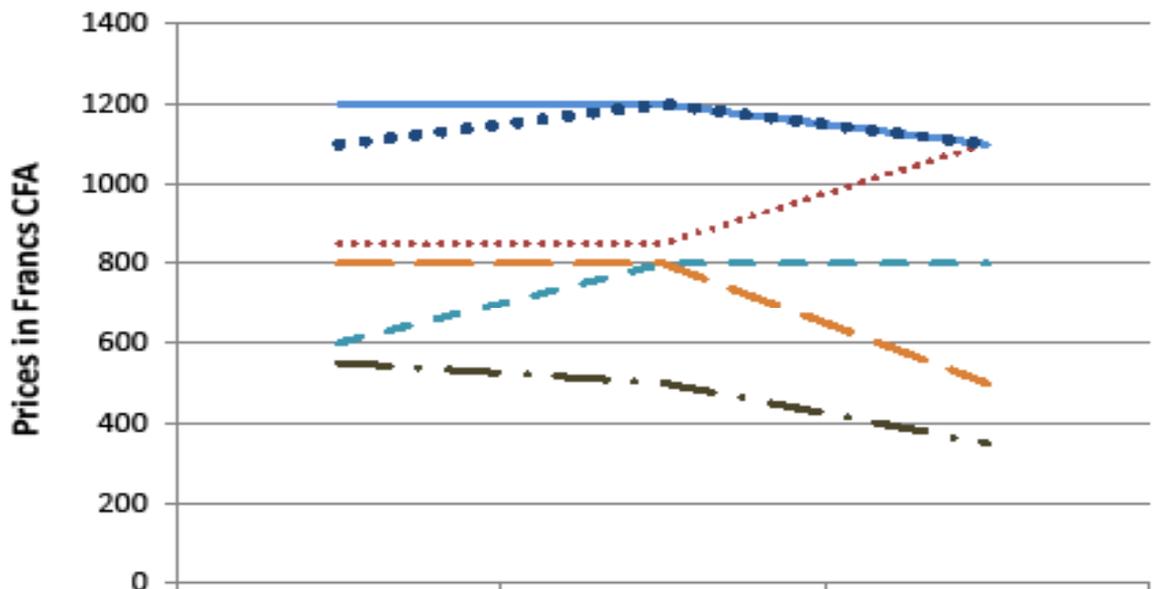
From the Market to the Fancy Excel Table

(Prices are per bowl)

Compiled by Laura McNair and Daniel Goshorn-Maroney | PCV GEE and EAFS |



Commodity Prices in Kuwde (East Kara), July - September 2011



	July	August	September
Price of Mais	550	500	350
Price of Soja	850	850	1100
Price of Haricots	1200	1200	1100
Price of Riz Pile	1100	1200	1100
Price of Millet	600	800	800
Price of Yams (3)	800	800	500

Mid-Service Madness *Brainstorming food security possibilities*



By Heidi TenPas | PVC EAFS |

Blissfully stuffed with Pagala's fine cuisine, the attendees of the 2011 Mid-Service Conference were most definitely food secure. But, what about our neighbors who are not? How can we as Volunteers, in small, practical ways, improve food quality, availability, access, and use in our communities? MSC was the perfect time to brainstorm some answers to that very question. Under the brilliant facilitation of Whitney Shields and Ben Bogardus, the Food Security Committee's Training and Public Relations Coordinators, second-year Peace Corps Volunteers from all four sectors came together to reach a greater understanding of food security and discuss how it is relevant to their work.

If you were not at MSC, or you were not fortunate enough to attend our session, here are just a few of the poignant insights generated by the participating PCVs. These are ideas for potential activities. Who knows... maybe they will help you spark an idea of your own!

Community Health and AIDS Prevention

- Cooking demonstrations (to show people how to diversify foods)
- Container gardens
- Planning to avoid "hungry seasons"

- Nutritional counseling
- Moringa Promotion
- The Educational Program for Nutritional Rehabilitation
- Home visits to assess the food security situations of underweight infants and children
- Education on hygiene and sanitation to avoid food-borne illness

Small Enterprise Development

- Treat farms as business (commercial) units (land, yields, etc. are measurable commodities)
- Account for fixed costs
- Post-harvest options (value-adding through canning, bottling, drying, processing, etc.)
- Store food and sell it during "dry spells"
- Diversify products (grow/sell a variety of foods)
- Make pesticides with natural ingredients
- Animal husbandry
- Income Generating Activities (fruit drying, moringa powder, neem lotion, etc.)

Girls' Education and Empowerment

- Challenge Gender Norms
- Question Status (men are served first and get bigger portions at meals)
- Practice family planning and avoid undesired pregnancies
- Emphasize the importance of nutrition, variation of diet, and sanitary preparation

- Educate people in proper food production techniques
- Find community role models

Environmental Action and Food Security

- Improve animal husbandry practices
- Permagardening (home vegetable gardens)
- Fruit and vegetable drying/preservation
- Grain Storage
- Improve farm planning
- Make protein sources more accessible (soybean promotion, animal husbandry, etc.)
- Mucuna promotion to boost farm yields

- Household food security assessments, household budgets
- Adapting or building upon local food traditions and habits rather than trying to change them (example: promoting moringa powder if people do not like the taste of moringa leaves in their sauce)

A huge thank you goes out to all those who offered their enthusiasm and thoughtfulness to the cause! Cheers to making the leap from brainstorming to action! ■

More Market Prices (per bowl)

Compiled by Daniel Goshorn-Maroney

	Nadjoundi (Savannes)	Tandjoure (Savannes)	Korbongou (Savannes)	Kuwde (East Kara)	Guerin-Kouka (West Kara)	Anfoin (Maritime)
Corn	300	350	350	350	250	300
Soy	900	450	850	1100	700	650
Beans	500	600	500	1100	unknown	650
Rice	850	800	375	1100	750	900
Sorghum	350	350	300	800	650	550
Yams (3)	absent	500	absent	500	350	2000



Wet Hot Togolese Summer *An environmental camp for youth*

Announcement by Alisha Williams | PVC EAFS |

The **National Environmental Camp for Youth Leadership** is a new cross sector program initiated by former PCVL Laura Groggel for Togolese students going into 4eme, 3eme or 2nde. It will be a week long camp held separately for boys and girls and the venue will rotate annually throughout various regions in Togo. This year it will be held near the town of Datcha in Plateaux region. NEC will emphasize hands-on activities that can potentially improve environmental practice and food security, as well as introduce agricultural-based

income generating activities (AIGIs). Preference will be given to those students who excel in Science, SVT and/or who are active members of environmental clubs.

Togolese counterpart councilors will be nominated university students in the fields of Agronomy, Forestry, or Environment. More information will be sent out for nominations as the time for camp nears. If you are interested or have questions contact: Katie Koralesky, Alisha Williams, Becky Fein, or Maggie Person. ■

Du Champ au Marché

L'Eau *POTABLE* C'est La Vie !
L'Eau potable pour tout le Togo

Par ALASSANI Abd-el-Kader | Homologue togolais |



Malgré les efforts continus de l'Etat Togolais et de multiple ONG, certaines communautés n'ont toujours pas accès à l'eau potable qui est indispensable à la vie. Cette situation conduit à la non scolarisation des filles dans certaines contrées du Togo car la fille dans sa famille est obligée d'aller à des kilomètres chercher de l'eau plusieurs fois dans la journée pour la consommation de la famille.

Ce problème d'eau potable a plusieurs origines:

- Des nouveaux villages se créent chaque jour;
- Des pompes de longues dates sont gâtées et abandonnées car les communautés sont fatiguées de les réparer;
- Certains types de pompe comme U.P.M. est une pompe très haute avec une corde et une poulie, ces pompes sont lourdes difficiles à manipuler font écouler les grossesses des femmes;
- Ces mêmes types de pompes U.P.M. n'ont pas leurs pièces de rechange sur le marché;
- Mal gestion des pompes est aussi la base de ces pompes gâtées;
- Et tant d'autres raisons.

Les meilleurs types de pompes les plus adaptées et qui ont leurs pièces de rechange sur le marché sont:

- Pompe INDIA mark II;
- Pompe PB;
- Et Pompe VERGENT.

Les Pompes INDIA mark et Pompes Pb sont presque

les mêmes types: elles ont un levier inséré à travers la tête de pompe avec lequel on actionne à la main pour faire sortir de l'eau.



La Pompe VERGNET est une pompe à pédale qu'on actionne avec le pied pour faire sortir de l'eau.

Les conséquences qui découlent de ce problème d'eau sont énormes:

- Les communautés sont confrontées à beaucoup de maladies entraînant à la mort;

Pour déterminer les besoins d'un milieu, il faut étudier ce milieu avec ses membres de la communauté en listant tous les besoins possibles.

- Pauvreté parce qu'on dépense plus pour la santé;

- Non scolarisation des filles qui seront toujours soumises dans leurs familles jusqu'à dans leurs foyers.

APPROCHE DE SOLUTION A CE PROBLEME D'EAU

Depuis six ans, je travaille avec les volontaires du Corps de la Paix dans deux préfectures (Bassar et Dankpen) où nous faisons des projets de réhabilitation des pompes gâtées avec les communautés.

Dans la phase d'exécution de nos activités dans les communautés, nous faisons des sensibilisations sur l'éducation et scolarisation des jeunes filles; sur l'équité-genre; sur la santé; et aussi sur comment épargner l'argent, où garder cet argent pour entretenir leurs pompes ou réaliser d'autres projets. Toute communauté partout au Togo désireuse nos prestations peut me contacter sur les numéros suivants: 90-99-42-14 / 98-36-81-26. Je travaille aussi avec un Missionnaire Américain qui fait des pompes manuelles qui coûtent très moins chères. Dans le prochains numéro de ce journée, je vous parlerai des étapes de ce projet.

DETERMINATION DES BESOINS D'UN MILIEU

Pour déterminer les besoins d'un milieu, il faut étudier ce milieu avec ses membres de la communauté en listant tous les besoins possibles. Après on classe les besoins en ordre selon leurs priorités afin de voir par quel besoin il faut commencer à satisfaire. Pour déterminer le besoin d'eau, il faut voir la qualité de l'eau que la communauté consomme et la distance des points d'eau par rapport aux maisons de ce milieu. Merci ! ■

Tuyaux de TIC

Les essentiels d'entretenir l'ordinateur du bureau

Par Ryan DALTON | PCV SED |



Est-ce qu'une telle situation est une fois arrivée à votre bureau—vous étiez au bureau, vous avez démarré l'ordinateur et puis l'ordi a pris plus ou moins une heure de temps avant d'arriver à Windows? Bien sûr c'est arrivé chez vous! Si non, je n'aurais pas eu besoin d'écrire cet article! En plus, si votre ordinateur marche bien, c'est peut-être que vous ne savez pas bien entretenir l'ordinateur. Alors, voilà, je vais vous expliquer l'importance d'entretenir l'ordinateur et comment vous pouvez éviter des virus et des problèmes en général.

D'abord, je vais vous donner les termes essentiels et leurs définitions. Alors, nous avons beaucoup de pièces qui composent l'ordinateur. Nous avons *l'unité centrale* qui est responsable d'exécuter les fonctions essentielles de l'ordi et de ranger les fichiers, les documents, et les logiciels et de les exécuter et manipuler. Nous avons aussi *l'écran* qui est responsable de présenter visuellement les fonctions et les actes qui se passent au niveau de l'unité centrale. Il y a *le clavier* et *la souris* et ils nous permettent à manipuler les logiciels, les fichiers, les documents, etc. Je crois que les buts de *l'imprimante*, *la photocopieuse*, et *le scanner* sont évidents; Avançons donc!

A part des pièces de l'ordi, je vais vous donner les notions de bases pour comprendre les fonctions de l'ordi. Lorsqu'on démarre l'ordinateur, on regarde les mots et les numéros dans un langage informatique. Ensuite, il y aura une barre de téléchargement pour *Microsoft Windows*. Ce qui se passe dans un langage informatique avant la barre de téléchargement de Microsoft Windows est trop simple : Avant de commencer Microsoft Windows (ou votre *système d'exploitation*), l'ordinateur doit exécuter quelques fonctions et

s'activer alors que l'ordi puisse bien fonctionner. Après le téléchargement de Microsoft Windows, vous êtes capable de rentrer sur le bureau de Windows. Windows (par exemple, Windows 95, 98, 2000, XP, Vista, ou 7) est le système d'exploitation de votre ordi et ça veut dire que le système d'exploitation (de temps en temps, on dit «OS» pour système d'exploitation) vous permet de manipuler, organiser, créer, changer, envoyer, etc. les documents, les fichiers, les photos, etc. Ça vous permet

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d'utiliser les logiciels aussi, par exemple le logiciel qui traite le texte *Microsoft Word* qui est du *progiciel* (ou un groupe de logiciels) qui s'appelle *Microsoft Office*. Alors, on peut dire que l'OS vous permet de visualiser vos désirs d'informatique.

Mais qu'est-ce qu'on peut faire lorsque l'ordinateur ne démarre pas correctement comme il y a des virus ou d'autres mauvais obstacles? La réponse est simple: il faut entretenir l'ordinateur!

Alors, «entretenir l'ordinateur»: ça veut dire quoi?! Pour faire l'entretien, j'ai quatre conseils simples:

1. Supprimer les logiciels qui ne vous donnent rien comme bénéfice
2. Nettoyer et supprimer les dossiers, les documents, les fichiers, etc. qui ne sont plus utiles
3. Mettre à jour votre logiciel d'antivirus et faire le scan sur tout l'ordinateur

4. Scanner les clés USB toujours lorsque vous branchez les clés USB sur l'ordi

Pour le premier conseil, après avoir démarré l'ordi et on est arrivé au bureau de Windows, il faut aller dans le *panneau de configuration*. Ici, vous chercherez l'option de «Ajouter ou supprimer les logiciels». Là, vous allez voir tous les logiciels qui sont installés sur l'ordinateur. Il faut bien examiner les logiciels qui sont là. Après avoir décidé si un logiciel est important ou non, supprimez-le. Si vous n'êtes pas sûr si c'est un logiciel essentiel ou non, regardez la fréquence d'utilisation du logiciel. Si c'est «jamais» ou «rarement», probablement c'est inutile.

Notez!: Si vous avez les logiciels qui restent sur le bureau toujours comme une montre ou des citations de la bible, il faut les supprimer. Mais, pourquoi? Parce-que vous avez déjà une montre sur l'ordinateur et vous avez déjà une bible à la maison. Ces logiciels retardent l'ordinateur.

Pour le deuxième conseil, il faut nettoyer l'ordinateur régulièrement. Et comment est-ce qu'on le fait? Regardez les dossiers dans l'OS pour voir s'il y a d'anciens fichiers ou des dossiers vides. Sélectionnez et supprimez ces choses inutiles! Ça inclus les documents et les photos dont vous n'aurez plus besoin.

Notez!: Si vous voulez suivre facilement les conseils de 1 et 2, il faut rechercher et télécharger le logiciel qui s'appelle «CCleaner». Avec ce logiciel, vous pouvez nettoyer les fichiers cachés qui sont sur l'ordi et aussi supprimer les logiciels inutiles. CCleaner est un logiciel gratuit et on peut le trouver sur l'Internet.

Le troisième conseil est un peu difficile à expliquer. Les virus sont tellement pénibles! Et aussi, est-ce que vous avez un logiciel d'antivirus-même? Savez-vous mettre la base de données à jour? Au début, je vais parler sur les marques des logiciels. Il y a trois logiciels gratuits que je peux approuver: ils sont «*Microsoft Security Essentials*», «*AVG*», et «*Avast !*».

Si vous recherchez sur l'Internet, vous pourrez trouver ces logiciels et le fichier que vous devrez télécharger. Lorsque vous téléchargez le fichier d'installation, il faut vérifier que vous avez sélectionné l'installation qui est spécifiquement pour votre OS. Il y a les installations uniquement pour Windows XP, Vista, et 7 et aussi il y a uniquement pour les OS de 32-bit et 64-bit. Il faut vérifier votre système et ses spécifications. Faites un clic droit avec la souris sur le raccourci de l'ordi qui est sur le bureau de Windows et sélectionnez «*Propriétés*».

Après avoir installé un logiciel d'antivirus, il faut vérifier que la base de données des virus est mise à jour. Sur l'Internet, vous pouvez demander au logiciel d'antivirus de le faire lui-même. Mais, si il n'y a pas de connexion au bureau sur votre ordi, il faut rechercher sur l'Internet au cyber. Afin de le faire au cyber, vous allez acheter du crédit au cyber, visitez le site «*Google.tg*», et commencez à rechercher les sites de votre logiciel d'antivirus et là où vous pouvez cliquer et télécharger la base de données des virus.

C'est un peu difficile à faire si la connexion n'est pas bonne. Aussi, si la connexion



est bonne, il faut réserver beaucoup de temps pour télécharger, parce-que les bases de données sont de grande taille. Comme j'ai dit, gagner le logiciel et la base de données est tellement difficile et ça prend du temps!

En fin, il y a mon quatrième conseil! Chaque fois! Chaque fois! Chaque fois que

vous branchez une clé USB, allez et faites un clic droit avec la souris sur l'image de la clé USB et sélectionnez l'option du menu contextuel qui dit «*Scanner avec [nom de votre antivirus]*». Scannez la clé et puis nettoyez les infections s'il y en a. Ce conseil est le plus important. Je vous assure que si vous ne scannez pas les clés avant de les utiliser, vous aurez les virus sur l'ordinateur.

Alors, je vous dis encore: ***chaque fois, chaque fois, chaque fois*** que vous branchez une clé USB, il faut la scanner! Si votre logiciel d'antivirus est mise à jour et si vous scannez chaque fois les clés et les appareils USB, je vous assure que vous serez totalement en sécurité.

Alors, je vous dis encore : chaque fois, chaque fois, chaque fois que vous branchez une clé USB, il faut la scanner ! Si votre logiciel d'antivirus est mise à jour et si vous scannez chaque fois les clés et les appareils USB, je vous assure que vous serez totalement en sécurité.

Voilà, maintenant vous avez une connaissance de l'ordinateur, de l'entretien, et comment faire l'entretien. Il faut utiliser ce guide et vous serez satisfaits des résultats. Si non ou si vous avez des questions, je vous invite à me contacter. Probablement vous avez un homologue américain dans votre localité aussi.

Alors, je vous encourage à poser les questions si vous cherchez un renforcement de capacité en informatique! Merci et, comme toujours, bon travail! ■

sécurité alimentaire

Les Engrais Chimiques *Les dangers de l'utilisation*

Par Maggie PERSON | PCV EAFS |



Un jour, j'étais au champ d'un ami à Tchikawa, dans la région de la Kara. Le maïs avait commencé à pousser, et c'était le temps de mettre l'engrais. C'était ma première fois d'utiliser l'engrais chimique, et j'ai eu une grande (et mauvaise) surprise: les gens mettaient l'engrais avec les mains nus, et la plupart des gens qui mettaient l'engrais étaient les femmes et les enfants. Après qu'on a fini au champ, les femmes ont tenu leurs enfants et tout le monde a mangé la pâte. On ne savait pas que c'était nécessaire de laver les mains avec le savon.

J'ai parlé avec les gens, et ils m'ont dit qu'ils n'étaient jamais informés que l'engrais chimique est dangereux pour la santé. Il y avait un homme qui m'a dit qu'il connaît un enfant qui mange l'engrais comme le sucre, et une autre personne qui l'utilise comme un produit pour les blessures.

L'engrais chimique est un problème partout au Togo.

Il est mauvais pour la terre et l'environnement, mais le problème encore plus grand est sa conséquence négative sur la santé de l'individu et de la famille. Cela vient d'un manque d'information – un manque que vous pouvez améliorer chez vous!

J'ai fait une fiche qui décrit les informations pour bien utiliser les engrais chimiques. Ça dit:

Engrais "15-15" et "Urée" sont dangereux pour la santé de l'individu et la famille si on ne suit pas les étapes pour bien se protéger:

- 1) Bien laver les mains AVEC DU SAVON après l'utilisation
- 2) Eviter de toucher les blessures, la peau, et les yeux
- 3) L'engrais est dangereux pour les enfants – ils sont plus délicats aux toxines!
- 4) Eviter de respirer la poussière de l'engrais
- 5) Ne pas mettre l'engrais proche de la nourriture ou de l'eau

Les engrais chimiques sont TOXIQUES si on ne protège pas bien le corps et les enfants!

J'ai donné la fiche aux gens au marché, aux réunions, et sur la route. Les gens de la case de santé vont la distribuer aussi. L'information est toujours une surprise pour les gens, mais en générale, ils sont très réceptifs et contents d'avoir une nouvelle (et utile) information. Si vous voulez une copie avec l'information et les dessins, il faut me dire.

Aux États-Unis, la connaissance que l'engrais chimique est toxique est supposé – toute le monde le sait. Ici, les gens ne savent pas. Vous pouvez améliorer cette inégalité et aider les gens à obtenir la bonne santé environnementale. C'est simple, mais c'est important! ■

Le Marché est En Vie

Suivez la vie du marché pour préserver la sécurité alimentaire

Par Mark JAMESON | PCV SED |



Nous savons tous qu'au Togo les prix des denrées alimentaires diffèrent d'une localité à une autre, d'une saison à une autre. C'est tout à fait normal. Pourquoi donc devons-nous nous intéresser attentivement au changement des prix? Simple: la sécurité alimentaire oblige. Plus précisément, si on collecte ces informations de plusieurs marchés sur toute l'étendue du territoire togolais pendant toute une année et les analyse, cela nous permet de savoir mieux gérer et planifier nos activités. Ainsi, nous pouvons évaluer quatre points qui suivent: quelle culture rapportera des bénéfices, au moment opportun de vente au marché, au moment opportun d'achat au marché et conformément aux différences régionales, les opportunités pour l'achat et la vente de nourriture aux autres marchés, pas uniquement à ceux qui se trouvent dans votre village ou juste à côté. Tout cela a pour but la sécurité alimentaire.

1) En sachant la fluctuation du prix d'une culture, vous les cultivateurs pouvez planifier vos semences. A quel moment aurai-je besoin de l'argent pour cultiver? Nos provisions peuvent-elles nous soulager pour combien de temps? En répondant

à ces questions et réfléchissant à la réalité de votre terrain et climat, vous saurez les cultures idéales pour maximiser vos bénéfices et votre sécurité alimentaire.

2) De la même façon, avec une connaissance du prix d'un aliment en travers d'un an, vous verrez le moment opportun de vendre vos intrants. C'est une connaissance nécessaire pour réussir au stockage. Vous pouvez éviter les ventes précoces ou tardives et ainsi des pénuries d'argent ou de nourriture. Les deux manques menacent directement la sécurité alimentaire.

3) Pour l'achat des aliments au marché, une connaissance des fluctuations des prix vous permet de planifier le stockage et l'alimentation de votre famille. Par exemple, si vous saviez que vous aviez un surplus de maïs et vous vouliez acheter du mil, en examinant les prix des deux aliments, vous sauriez à quel moment il faut vendre le maïs et pareillement le moment pour l'achat du mil. Ce n'est pas forcément le même jour.

4) Les différences des prix selon la localité se présentent comme des opportunités encore de maximiser les bénéfices de la vente et l'achat des aliments. Armé de la connaissance du prix d'un aliment dans plusieurs marchés et à plusieurs

moments, en tenant compte des frais de transport, vous auriez la capacité de calculer la rentabilité de vendre ou d'acheter les aliments ailleurs.

Toutes ces connaissances nous aident à améliorer la sécurité alimentaire afin que tout le monde ait l'alimentation suffisante, saine et durable à tout moment. Chacun de nous se doit faire diligence en vue d'atteindre ce but. En plus de l'utilisation des connaissances des marchés, vous pouvez planter des arbres, vacciner les animaux contre les maladies, planter un jardin, sécher les fruits et légumes, faire un budget quotidien pour la maison et plus. La sécurité alimentaire est le résultat de plusieurs activités, comportements et connaissances, pas un seul aspect. Donc je vous prie d'en parler avec les responsables des groupements agricoles et les volontaires qui se trouvent dans vos milieux respectueux pour trouver les occasions d'expérimenter ces pratiques et éduquer les autres. ■



Quel Est Le Rôle de L'Informatique Dans une ONG

Par ADJAFO-TRETU Marius | Homologue togolais |

Le célèbre Robert X.Cringely louait la remarquable évolution de

l'informatique en ces termes :

Si l'automobile avait progressé de la même façon que l'informatique, une Rolls-Royce coûterait aujourd'hui 100 dollars, ferait 300.000 kilomètres avec un seul litre d'essence et exploserait une fois par an en tuant tous ses passagers.

Eu égard, à cette évolution perpétuelle de l'informatique qui laisse parfois croire que la philosophie et l'informatique, suivent le même canal de développement, toute structure de développement se voit dans l'utile obligation d'améliorer son système informatique et d'information.

Et, à ce propos, l'on a fait l'heureux constat que les Technologies de l'Information et de la Communication (T.I.C) tendent à devenir l'outil de communication et l'élément concurrentiel majeur de toute industrie qui aspire de nos jours se hisser au rang d'une structure moderne. Parlant de ces domaines dans lesquels les TIC sont en plein essor nous allons jeter un long regard sur les Organisations Non Gouvernementales (ONG) dont le rôle dans un contexte fortement changeant est de plus en plus discuté (montée sensible du « social » et de l'« humanitaire »).

Il apparaît incontournable que nous menons une analyse sincère sur ce que nous désignons déjà comme support essentiel à l'adaptation et l'évolution des organisations : le système informatique et l'information.

Au vu de ce qui précède quel rôle joue concrètement l'informatique dans une ONG ?

Une ONG est à priori guidée par la saine et minutieuse manipulation de l'information qui est considérée comme l'objet à la base de la communication des connaissances car elle est une donnée structurée de façon intelligible.

Les acteurs d'une ONG doivent avoir le souci de bâtir et fonctionner dans un bon Système d'Information (la résultante des interrelations entre dif-

férents éléments orientés vers l'utilisation d'information dans un but objectivement précis) pour éviter de s'écarter de leurs objectifs.

Heureusement, l'Informatique intervient comme le « catalyseur » utile pour une meilleure maîtrise de l'information pour améliorer incontestablement la qualité du travail des ONG en fonction de leurs propres attentes, besoins et intérêts.

L'Homme et l'Informatique dans une symbiose parfaite peuvent œuvrer efficacement à solutionner les différentes problématiques complexes soulevées par le SI.

A quels niveaux intervient concrètement l'Informatique dans une ONG ?

L'étonnante dépendance de l'outil informatique dans l'accomplissement des activités nous pousse à dire que l'informatique intervient à tous les niveaux.

Comme exemple nous citons le cas des agents de terrains qui collectent les données et qui doivent transformer ces données en informations. Ils doivent se servir de l'outil informatique.

La secrétaire, le comptable et tous les agents de l'ONG ne peuvent se passer de l'utilisation régulière de l'ordinateur et de l'outil informatique en général.

Dans quels registres d'action l'informatique est sollicitée ?

En essayant de répondre à cette question nous avons relevé les registres suivants :

- L'étude d'un projet
- La gestion de projet (Identification, le suivi et l'auto-évaluation)
- La gestion de l'organisation
- La création de référentiels (base de données liée à l'expérience de l'ONG)
- La communication (exemple de site web de l'ONG ou de publications périodiques).

Toutefois il importe de catégoriser les différentes activités effectuées par l'outil informatique au niveau de tous ces registres d'action en cinq (05) rubriques essentielles à savoir : la collecte, l'analyse, la gestion, la conservation et la restitution, et la sauvegarde de l'information.

La collecte de données : est une étape primordiale pour disposer d'une bonne information et elle peut se faire par des logiciels informatiques. C'est l'information à l'état brut celle qui donnera naissance à celle raffinée.

L'analyse de l'information : longtemps il a été difficile pour les ONG de disposer des outils et des méthodologies permettant de prendre en compte toute la portée d'une problématique de développement selon les contraintes de l'espace et du temps. Mais de nos jours il existe des outils de plus en plus sophistiqués qui tendent à améliorer l'analyse (même de manière simultanée) d'une quantité impressionnante de données.

La gestion ou le traitement de l'information : elle demeure l'étape décisive dans la réalisation d'un projet par une ONG. A ce niveau, l'informatique a merveilleusement facilité la tâche grâce aux nombreux outils (logiciels principalement) informatiques qui permettent de traiter de manière rationnelle l'information. L'investissement en temps dans l'utilisation quotidienne de ces outils reste un élément fortement limitatif. Mais ce qui nous rassure c'est que la qualité de ces différents logiciels permet de produire des informations plus précises et fiables, mais pas forcément plus « pertinentes ».

La conservation et la restitution de l'information : une information traitée doit être précieusement conservée car elle constitue un majeur outil décisionnel surtout dans le cas précis des ONG. Ceci devient très possible aujourd'hui grâce aux bases de données informatiques qui favorisent le stockage et les rapports statistiques très utiles. Il suffit d'adresser une requête à une base de données pour trouver une information datant de dix (10) années de moins. Cette information peut être d'une importance notable en tel enseigne que sans elle tout le cycle du projet peut être bloqué.

La sauvegarde : L'outil informatique pouvant tomber en panne il faut une véritable politique de sauvegarde pour éviter la perte systématique ou partielle ou conditionnelle de l'information. Pour se faire il existe de nos jours une pluralité d'outils

et systèmes matériels (les clés USB, les disques durs externes, les bandes magnétiques, les CDs, les DVDs, les systèmes RAID, etc.) qui favorisent la sauvegarde.

Au-delà de toute cette pléthore d'intérêts que réserve l'informatique pour une ONG, il ne faut pas perdre de vue les limites financières d'acquisitions de l'outil informatique qui poussent bon nombre d'ONG à ne pas pouvoir s'équiper sur le plan informatique.

La très bonne nouvelle est que dans l'industrie logicielle d'aujourd'hui il y a une nouvelle génération de programmeurs qui offre des logiciels libres (gratuitement téléchargeable et utilisable) sur l'internet. A bon entendeur salut !

En dernière partie de cet article nous devons noter que l'informatique couplée à l'Internet (le réseau des réseaux) permet aux ONG et à toute autre organisation d'ailleurs de communiquer et d'informer les autres. Soit à travers l'animation de leur site web ou soit en effectuant des recherches pour l'amélioration de leur travail. N'oubliez pas qu'il est possible toujours grâce au couple informatique/internet d'envoyer des courriers instantanés et de téléphoner sur internet.

En résumé, il faut que l'on s'accorde sur le fait que l'Informatique ne viendra jamais remplacer le travail de l'homme mais plutôt, elle interviendra pour l'aider dans les tâches décisionnelles quotidiennes telles que la collecte, l'analyse, la gestion et la conservation de l'information.

Et bien sûr n'oubliez pas aussi que le choix de l'outil informatique (matériel et logiciel) est une chose délicate mais celui du bon outil c'est-à-dire celui qui est adapté à votre contexte d'activités et vos objectifs, est plus souhaité. De même que le traitement informatique ne peut donner de bons résultats, ceux réellement escomptés que si les bonnes informations ont été fournies aux outils de traitement informatique.

Je tiens à exprimer ici déjà toute ma gratitude à ceux qui par souci d'apporter une pierre à notre réalisation vont en apprécier la substance et nous aider par leurs critiques qui nous seront d'un grand intérêt. ■