

Front Lines



U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT

APRIL 1993

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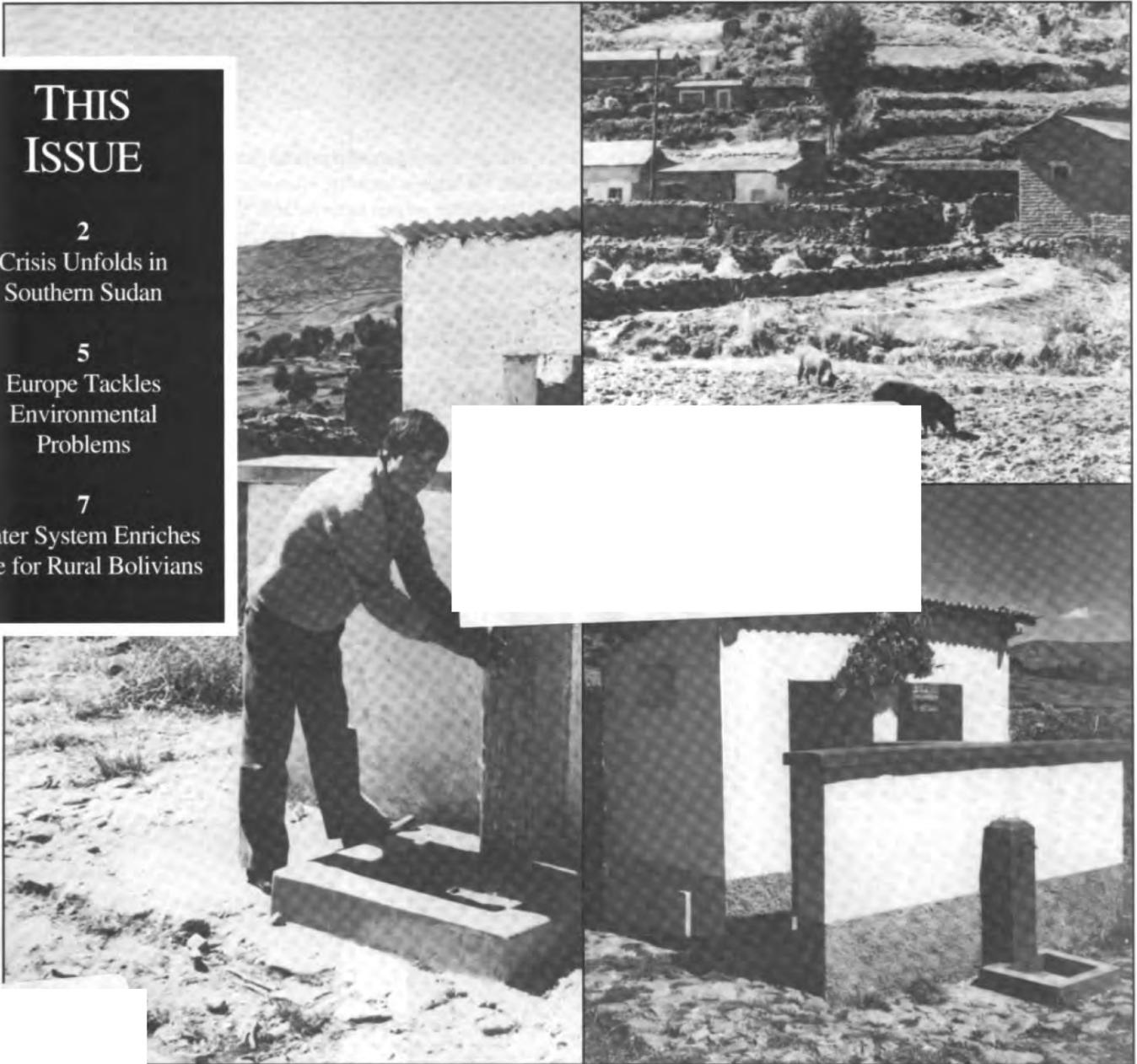
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QUOTABLES

"Bringing Russia, one of history's most powerful nations, into the family of peaceful nations will serve our highest security, economic and moral interests. For America and the world, the stakes are just monumental. If we succeed, we will have established the foundations for our lasting security into the next century.

But if Russia falls into anarchy or lurches back to despotism, the price that we pay could be frightening. Nothing less is involved than the possibility of renewed nuclear threat, higher defense budgets, spreading instability, the loss of new markets, and a devastating setback for the worldwide democratic movement."

Secretary of State Warren Christopher, in an address before the Chicago Council on Foreign Relations, March 22

"...As we look at what we are trying to achieve in sustainable development, you have to have sound policies that will provide a framework for broadly based and sustainable growth. You have to have institutions that are capable of carrying out sound policies. You have to have a human resource base that is able to participate in a growing economy and within the framework of a more democratic political system."

Acting USAID Administrator James Michel in remarks to participants at a workshop sponsored by the Bureau for the Near East on "The Performance of Labor Markets in USAID-Assisted Countries," Feb. 19



Photo Credits: Cover, page 7, Virginia Foley; Steve Morse, page 3; Clyde McNair, pages 10-11

Cover Photo: Through a USAID-CARE project, Bolivians living in the country's rural regions now have water routed directly to their homes, improving health and sanitation and leading to bright plans for the future. See page 7.



Front Lines is printed on recycled paper.

Front Lines

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Silent Crisis Unfolds In Southern Sudan

By RENEE BAFALIS

In mid-February, the United States warned of a "silent crisis" unfolding in southern Sudan threatening the lives of hundreds of thousands of people.

"The situation in southern Sudan is the most silent of the major humanitarian crises around the world today," said James Kunder, director of the Office of U.S. Foreign Disaster Assistance. "The situation has very similar dimensions to those in Somalia."

A recent OFDA assessment of the situation in the south describes a grim scene in Kongor. The village, whose population once numbered 140,000, is now reported to be a ghost town. Both human and livestock populations have either been displaced or lost due to brutal conflicts between the Sudanese Peoples Liberation Army and the government of Sudan, as

well as among SPLA factions.

"In Kongor fewer than 60 skeletal civilians were found alive, surviving solely on wild foods," said Kunder, "and all children under the age of 5 were reported dead."

In December, extensive negotiations on the delivery of humanitarian relief supplies to the south under the mandate of the U.N. Operation Lifeline Sudan were held between the warring parties.

During those negotiations, agreements were worked out concerning access, such as moving humanitarian relief supplies by barge down the Nile, by rail from southern Kordofan, and by trucks from Uganda and Kenya, or from within southern Sudan.

In late January, the United Nations sponsored a conference between the government of Sudan and the international relief agencies working in Sudan to discuss impediments that have been placed in the way of relief agencies operating there. Since that conference, increasing numbers

of relief agencies have expressed a willingness to return to southern Sudan. Food is now available from donors. The government of Sudan has announced that it would make 100,000 tons of surplus food available for relief needs throughout the country.

"The key to determine if we're going to face a catastrophic human crisis in the coming months is whether or not those agreements will be honored," stated Kunder.

There are indications that the government of Sudan is mobilizing its military forces for a new southern offensive against the Sudan Peoples Liberation Front. But the United States and the international donor community would like to see a more positive offensive launched.

"We call upon all sides of this conflict to allow for a 'relief offensive.' We need to take advantage of this window of opportunity before the rains, while the roads are still open and while we have access by barge and rail," continued Kunder.

"Lives can be saved only if the international donor community gains unimpeded access by all parties for the delivery of humanitarian relief."

Bafalis is a press officer in External Affairs.

Agency Develops Integrated Financial System

By JAMES VAN WERT

Is the Agency's financial management important to you as a USAID employee? Before you respond, consider that the way an organization acquires, expends, accounts for and reports on its financial resources often influences the degree to which it accomplishes its mission. Sound financial management can change the way the Agency does business, improve program decision-making and project a more professional image of the organization.

The goal of federal financial manage-

ment is to provide effective stewardship of public funds and assets. Taken collectively, financial management is comprised of financial planning, funds acquisition, budget execution/funds control, work (project) management, procurement, accounting and fiscal reporting. As a major step to resolve long-standing financial management problems in USAID, particularly in accounting and fiscal reporting activities, the Agency is developing an integrated financial management system that will be both user-friendly and reliable. Financial management improvements are a high priority of the USAID chief financial officer's Five-Year

Plan and were highlighted in last summer's joint USAID-Office of Management and Budget SWAT Team report on Agency management improvements.

What are the dimensions of the current problem? The Agency now uses 45 non-integrated, antiquated systems to account for, control and report on program and administrative support operations. Many of these involve redundant and inefficient activities, often providing information that is both untimely and unreliable.

Another effort to improve financial

(continued on page 6)

Officer Recalls Angola Strife

After 16 years of civil war in Angola, peace was thought at hand May 31, 1991. That's the day when peace accords were signed by Jose Eduardo dos Santos, president of the Popular Movement for the Liberation of Angola (MPLA), and Jonas Savimbi, leader of the National Union for Total Independence of Angola (UNITA).

Foreign Service officer Gussie Daniels had gone to Angola in July 1992 on a temporary duty assignment to coordinate election assistance and post-war reconstruction programs. Last September, he returned to Angola as USAID's program officer just as the country was holding long-awaited U.N.-supervised presidential elections. When the votes were in, UNITA candidate Savimbi refused to accept defeat. Violence broke out, escalated and was described as "crueler" than anything experienced during the previous period of civil war.

All U.S. humanitarian assistance was interrupted when violence forced the temporary withdrawal of international relief and private voluntary organizations. "The World Food Program estimates that more than 1.5 million people are affected by the violence and will need assistance," Daniels says. Thousands of people have been killed and more than 270,000 people have fled the fighting.

U.N. efforts to renew peace negotiations continue. Daniels hopes to return to Angola as soon as conditions allow the Agency to re-establish USAID relief and rehabilitation programs. The following excerpts are from Daniels' written account of his last few days in the country and illustrate the stressful conditions USAID staff can encounter in carrying out U.S. programs around the world.



Gussie Daniels, program officer for Angola, crawls into the U.S. safe haven area when gunfire is heard outside the U.S. compound in Angola last fall.

Friday, Oct. 30

9 a.m. - Business proceeds as normal. American personnel at the U.S. Liaison Office (USLO) believe that violence between MPLA and UNITA troops in Luanda, the capital, is inevitable.

1 p.m. - A firebreaks out in the Sao Paulo area, about two kilometers from the USLO.

4:30 p.m. - The U.S. staff prepares procedures to evacuate all non-essential personnel from post as soon as possible.

8 p.m. - The TV news leads off with the attack on the Luanda airport the previous night where nine or 10 persons were killed, including three Portuguese citizens and several women.

9 p.m. - Traffic in and around downtown Luanda is greatly reduced before 9 p.m. No U.S. staff venture outside the compound.

Saturday, Oct. 31

10 a.m. - John Zeigler, the contract executive officer, and I go to the USAID headquarters in the Hull Blight Administrative

Building, to secure the facility. (The building is located in the U.S. Liaison Office compound, which has offices for USAID and the U.S. Information Service. This compound is one-and-a-half miles from the residential U.S. compound, where the ambassador [Edmund De Jarnette] and American staff live in trailers and where the State Department has offices.) We hear sporadic small arms fire coming from the direction of the Ministry of Interior and the Hotel Touristico. An MPLA soldier blocks the intersection of the street which runs behind the Hull Blight building. The soldier is armed with a RPG (rocket propelled grenade) launcher, pointed in our direction. Zeigler and I approach slowly and proceed to the building. Angolans, mostly on foot, hurry from the downtown area. We send a general radio message to U.S. personnel, urging them to avoid the downtown area.

10:45 a.m. - At the ambassador's request, I contact the U.N. flight coordinator, David Schaad, to request space for eight Americans on the flight to Windhoek [Namibia] later in the afternoon. He says the airport is

closed. There is fighting on the main road to the airport. I insist that he reserve at least five seats on the flight. When I learn that no flight will take place, I call the USAID duty officer in our Office of U.S. Foreign Disaster Assistance in Washington, D.C. I ask the duty officer to contact Rome to assure us at least five seats on any World Food Program flight out of Luanda. She agrees. Communications are cut before we receive a reply.

11 a.m. - 2 p.m. - We hear sporadic gunfire from the downtown areas. Lt. Col. Richard Fritz, U.S. military, attends a meeting of the Joint Political-Military Commission and discovers no one there. He asks to be picked up, but Lt. Col. Bruce Jackan, U.S. military, says it is too dangerous to travel by car and that Fritz should remain where he is for his own safety.

2:15 p.m. - Firing increases in volume and intensity near the U.S. compound. Political officer Jaime Gutierrez tells us to take refuge in the designated safe haven areas. Firing diminishes after about 15 minutes.

2:30 p.m. - Firing resumes at an intense level. Gutierrez tells staff to return quickly to safe havens. Small arms fire increases in volume and intensity. A loud explosion is heard very near the U.S. compound. Most of the firing appears to be coming from three directions.

3 p.m. - Joseph Schreiber, administrative officer, instructs Americans to pack one bag and prepare to move out to either the Hotel Presidente or Ricardo Cardiga's house. (Cardiga is Portuguese and works for the USLO.) We now believe it is too dangerous to spend the night at the U.S. compound. Vehicles are loaded and passengers and drivers assigned. Sporadic firing is still heard from the downtown area, cemetery and hill facing the compound. When the gate opens, three UNITA soldiers refuse to allow the vehicles to leave. Jackan and political officer John Bash go to speak to them. I believe the soldiers are saying it is too dangerous to go outside. Before the vehicles can be parked and unloaded, Cardiga advises us that two trucks of [anti-riot police], plus armored cars and tanks, are headed in our direction. U.S. personnel are told again to seek refuge

quickly. Moving rapidly, U.S. staff split into two groups. One group runs for the laundry room while the other dashes for the main office building. This time the machine gun fire is punctuated by the boom of exploding mortars. Fighting is very intense, lasting almost non-stop for several hours. As evening gives way to night, I overhear on the radio that "UNITA is detaining Americans."

Sunday, Nov. 1

2 a.m. (approximately) - Jackan comes into the safe haven, saying the UNITA personnel are at the gate and we should be very quiet. Voices are heard outside and at least two people can be heard moving around the building.

4 a.m. - Soldier(s) in the alley behind the compound shoot out the lights along the wall. We are again warned to be very quiet. Firing continues to be very intense.

5 a.m. (approximately) - I detect one person walking behind the main office building. Impossible to determine whether this person is a UNITA soldier or a USLO guard.

8 a.m. - 2 p.m. - Improvise breakfast. Look at unexploded mortar which hit the wall close to where I was lying in the safe haven. Firing is still very intense. More U.S. personnel scurry into safe haven.

3 p.m. - 4 p.m. - Work with U.S. staff to fortify the safe haven with concrete blocks. Firing changes during the day from a steady stream to sporadic but intense exchanges with heavy and light machine guns and mortars.

4 p.m. - Firing intensifies. UNITA troops return to the gate. Over the radio, they are heard threatening to enter the U.S. compound and set the buildings on fire unless MPLA troops "stop firing explosive shells" at them. Cardiga has the guard pass a radio to one of the UNITA soldiers and explains that the U.S. installation is U.S. government territory; the personnel at the USLO are foreign diplomats who are helping Angola's peace process; and UNITA's entry and destruction of U.S. government property would anger and embarrass Dr. Savimbi, UNITA's president. After several minutes, the situation is resolved.

7 p.m. - Spirits are sober, but high. A

cease-fire is expected tonight. First hot meal since Friday — a USLO barbecue.
9 p.m. - Return to my trailer home to find that it is one of a few in the compound that does not have a bullet hole or mortar damage. Water — hot, cigarette — good.

Monday, Nov. 2

12:30 a.m. - U.S. staff are awakened and relocated within the compound for safety.
8 a.m. - Light banter about the wording on the T-shirts, "I survived Halloween in Luanda."

10 a.m. - People are told to pack one bag for the move to the Hotel Presidente.

11 a.m. - Tanks and armored cars arrive to escort us to downtown hotel. The caravan follows an indirect route. The troops are loudly cheered by people.

11:30 a.m. - Arrive at Hotel Presidente. U.S. Liaison Office dinner held that night.

Tuesday, Nov. 3

8 a.m. - 5 p.m. - Work with other staff contacting U.S. private voluntary organizations to advise them of security situation, arrange for Americans to be picked up, brought to the Hotel Presidente, briefed and given space on the flight to the United States. (These organizations include Catholic Relief Services and Africare.) Also assist locating other U.S. citizens and arrange to have them brought to the hotel for evacuation.

Wednesday, Nov. 4

8 a.m. - Leave Hotel Presidente in caravan with police escort for the Luanda airport.

10:30 a.m. - Lift-off.

Post Script: If it can be said that crises bring out the best or the worst in people, then I think in the Luanda case, we had an abundance of the former and very little of the latter. That this group would work so well under such adverse circumstances is not just a great tribute to those individuals, but it also reflects the high quality of people that work for the U.S. government around the world.

Editor's note: The U.S. Liaison Staff has been nominated by the State Department for a Group Superior Honor Award.

Europe Addresses Environmental Issues

BY LYDIA LAFERLA

In Bratislava, only half of the industrial waste and household sewage is treated before being released into the Danube. The rest is discharged untreated, contaminating surface water and groundwater supplies. Clean drinking water is in scarce supply. With 81 percent of its well water and 71 percent of its public water mains contaminated, the people of Slovakia face serious health threats.

The Environment and Natural Resources Division of the Bureau for Europe is helping the Slovak Republic and the other Central and Eastern European countries deal with such problems. The bureau has taken a lead in helping U.S. environmental businesses invest their capital, skills and technology to solve environmental problems in the Central and Eastern European region. For example, the bureau's Capital Development Initiative program is providing a grant to a small U.S. consortium for a municipal water reuse and wastewater project in Poland and Hungary. In Glogow, Poland, this private consortium will treat municipal wastewater and sell the treated water for a fee to a nearby copper mill for its cooling process. The treated water also can be used for irrigation to boost agricultural production. A premium is placed on the design of projects, like this one, which generate revenue.

Encouraging business partnerships for environmental projects is not only a practical way that USAID can show the commercial viability of doing "environmental" business—it's a way of dealing with the lack of financing needed to clean up and improve widespread environmental damage in the region.

The bureau launched the environmental component of the Capital Development

Initiative program in May 1992. This three-year, \$2.3 million effort offers technical assistance and a 50-50 cost-sharing program to encourage the U.S. private sector to invest its funds to transfer environmental technologies and to offer products and services for environmental clean-up and pollution prevention.

Promoting low-cost technologies is a

The bureau has taken a lead in helping U.S. environmental businesses invest their capital, skills and technology to solve environmental problems in the Central and Eastern European region.

cost-effective way to eliminate a portion of the pollutants that cause the most serious health and economic damage. The CDI environmental program is working with another U.S. company to promote the use of aquatic plants to enhance traditional wastewater treatment as a low-cost alternative. Traditional treatment would require levels of investment beyond available resources. Aquatic plants remove 60 percent to 80 percent of the organic material, and when additional resources are available these wastewater treatment facilities can be upgraded to remove the rest. This approach offers the prospect of significant environmental improvements at a reasonable cost.

The challenge in promoting innovative low-cost wastewater treatment technolo-

gies, like the use of aquatic plants, is acceptance of the technology itself. Countries in Central and Eastern Europe are understandably concerned about making bad choices and being sold obsolete or inferior products. In this case, municipal officials in Kochice and Czestochowa, Poland, were concerned that the aquatic plants would die during the winter. To address this, the CDI environmental team gathered performance data on the use of this technology at U.S. facilities in Minnesota during the winter months and presented the data to key municipal officials. Since this presentation, the U.S. company's aquatic plant technology has been accepted and is being used in Kochice and Czestochowa.

The CDI environment program has been active in promoting other cost-effective environmental improvements such as waste-to-energy and biomass fuels and leak detection systems. Waste-to-energy projects offer not only an alternative to traditional methods of waste disposal, like landfills, but profits from the sale of energy generated. Biomass fuels (the burning of agricultural and wood wastes) produce less air pollution than brown coal and avoid soil contamination. It is estimated that almost half of the water that leaves the central water pumping station in many Central and Eastern European cities leaks out before it reaches industries and households. Considering that water in the region will be in even shorter supply in the future, the CDI environment program is promoting leak detection systems to monitor municipal water distribution systems in the Czech and Slovakia republics.

The Europe Bureau is working to encourage investments by U.S. firms that are financially and technologically sound. The CDI environment program sponsors environment-business briefings. Thus far, these sessions were successful in attracting about 40 private sector participants at an August meeting at the Airlie House in Virginia and more than 80 participants in November at a joint briefing with the Department of Commerce.

LaFerla is an environmental business specialist for the Bureau for Europe.

Financial Systems

(from page 2)

management, began in 1990 when the Agency's Financial Management Office (FA/FM) developed the USAID/Washington Accounting and Control System (AWACS). An accounting and financial management network designed to replace the principal accounting software (e.g., FACS and MACS), AWACS is expected to reduce the costs of operating many of the financial systems and to provide more timely and accurate management information, resulting in improved decision-making. The core accounting function is the first business activity to be analyzed, re-engineered and developed under the Agency's Information System Plan (ISP). AWACS will be the hub of the Agency's integrated financial systems structure.

What will the new integrated financial system do and how is it being developed? First, imagine an information network that uses up-to-date technology to create and balance the corporate "checkbook," pay the bills and provide accurate and timely reporting to managers and "creditors." Think about user-friendly screens that begin with a work (or project) management structure to provide almost instant electronic access to accurate, relevant program and financial information across the entire USAID network. Lastly, contemplate a management instrument that accepts data from anywhere in the world to generate reports easily in any format desired, automates all labor-intensive financial processes, provides a program management information structure and integrates budget planning, property management and evaluation functions.

In this brave new world, people will be able to prepare all travel orders and supply requisitions on personal computers at their desks. Users will be able to eliminate not only paper, but also the excess time and resources caused by re-entering duplicate data from each current unique system. Administrative approvals will be given electronically to issue payment checks and capture expenditure data in a format that will help achieve management goals. For

example, missions will be able to access the Mission Accounting and Control System (MACS) electronically to prepare semiannual portfolio reports. Budget formulation information can be manipulated and linked to the new system's program operations and evaluation components. Users will be able to analyze planned vs. actual obligations and expenditures, accounting for resources by a variety of cost categories in a standard database, which links information on property control, personnel and contracting.

USAID's new accounting system is required to meet specific criteria. First, it must comply with OMB, Treasury and General Accounting Office standards and requirements. Second, it has to be "industrial strength"—that is, it will use standardized categories for tracking obligations and expenditures and incorporate the full range of critical functions for a variety of large, interactive, complex programs throughout the world. Such functions include the standardized general ledger, accounts receivable, accounts payable, budget formulation, credit management and property accounting, to name a few. Third, the system also needs to provide the flexibility to incorporate all the functions required by the field missions and conform to the strategic technological direction of the Agency, as described in the ISP.

FA/FM has considered procuring an off-the-shelf system, custom-developing a new system or using one developed by the Department of Defense. A cost-benefit analysis of the various options concluded that "tailoring" another agency's product was the most cost-effective. Tentatively selected for USAID's use is the Army Corps of Engineers Financial Management System, or CEFMS. FA/FM is evaluating this system to see if it meets the spectrum of the Agency's accounting needs, as defined by work already done on AWACS.

Developed by the Corps of Engineers at a cost of nearly \$10 million in DOD resources, CEFMS appears to provide a viable approach because it meets federal accounting requirements and is less costly than a commercial, off-the-shelf or custom-developed system. Also, CEFMS can be

modified without having to rely on a specific vendor or contractor.

The major attraction of the Corps' system for USAID, however, stems from its ability to provide more than straight accounting functions. In fact, CEFMS was designed to support the Corps' project management business and related administrative management processes, e.g. budgeting and property control. CEFMS is a fully integrated financial management system. It offers a unique design, low maintenance costs and comprehensive ability to account for appropriated funds, revolving funds and grants. Consequently, it presents an excellent opportunity for the Agency to integrate and link together its principal program and financial information systems. An added bonus is that CEFMS has been designed using the same database management software as the USAID standard (ORACLE) and supports corporate data sharing, ad hoc reporting and systems implementation in an environment consistent with ISP methods.

If the final decision is made this month to adapt CEFMS to suit the Agency's needs, the day may not be far off when official financial and program information may be entered into a single, program-driven database that will update accounting information automatically without additional input. Similarly, if information entered into the accounting module is used to meet another reporting requirement such as portfolio review, that system will be updated automatically. Full testing of the accounting portion of CEFMS is under way.

Will CEFMS solve USAID's financial management problems? Not by itself, but if it can be modified to fulfill at least the Agency's accounting needs, CEFMS will save considerable time and money and will be a giant step forward.

The Agency has gone a long way in meeting its goal of building a package of user-friendly, labor-saving, reliable and accurate software that is integrated, distributed and shared throughout the world. The resulting improvements will enable Agency employees to work "smarter" and to accomplish their mission more effectively.

Van Wert is senior adviser in FA.

Bolivian Villagers Embrace New Water System

BY VIRGINIA FOLEY

Bolivian farmer Patricio Callesaya lives with his wife and three-year-old son, Ricardo, in Tauca, a community on the shores of Lake Titicaca. At 3,810 meters above sea level, Titicaca is the highest navigable lake in the world. For years, Patricio's life has been the same. Now, things have changed. Patricio says he is a happy man because of water. The USAID-CARE Bolivia Child Survival and Rural Sanitation Project brought water to his door. Sanitation and improved health came to his community.

Water in Patricio's house means his family's dawn-to-dark workday is much easier. His wife saves an hour a day by not having to haul water. Because of the new sanitation system, Patricio's son is safe from sarna, a skin-penetrating parasite that infects and scars children. Improved sanitation also keeps the family safe from cholera outbreaks on the other side of the lake. As a result of the project, Patricio's son has a health card that indicates he is not suffering from malnutrition and his vaccinations are up-to-date.

Routing water to the house makes a difference in health conditions because water is then used for washing and other household purposes that lead to better hygiene and nutrition. "To be helpful for health reasons, water must be brought to the house," says USAID project manager Charles Llewellyn.

When families carried water for long distances, they were reluctant to "waste" it to wash hands or vegetables. With the current cholera epidemic in South America, washing hands and vegetables is crucial to maintain community health. Although it costs twice as much to bring water to the home, it is worth it. Once water is there, farmers often start

small irrigation projects for vegetable gardens. The result is better nutrition and more money from the vegetable sales.

Gravity-pumped water has made a difference in the Bolivian village of Phorejoni Junco, reached via a winding rocky dirt road. High up on the barren hillside, a stone building houses the source of the village's water system. Designed by a CARE engineer but built of local materials by local people, the system doesn't need pumps or electricity. Gravity brings the water down to each home in the village and changes the quality of lives there.

Two community-trained water operators and two community-trained health workers maintain the program. The Committee on Potable Water visits each home and inspects the sanitation system every month.

The water system leads to future plans. "We are looking for a way to get plastic for our greenhouse," say committee members. "Then, our vegetable gardens can get a healthy start without suffering from nightly winter freezes. We also want to build a playground for our schoolyard."

Llamacachi, a model community with 77 families served, has done more than just meet minimal material and labor commitments. With the additional money from water fees, the community built a clinic.



After inspecting the town's water spigot, Patricio Callesaya (right), former vice president of the Committee of Potable Water, joins his son, Ricardo, and Victor Bautista, operator and technician of Tauca's water system, to pose for a photo.

As a result, all 17 children under the age of 5 have received health cards. Only 10 percent of the children are malnourished, and half of the 79 community mothers know how to prepare oral rehydration fluid for children with diarrhea. Four community-based, trained citizens maintain the water and health systems put into place by the joint USAID-CARE project.

Four years ago the CARE project, funded by USAID's Office of Health and Human Resources, set out to enhance the health, well-being and self-sufficiency of some 48,000 people in 160 communities in the Bolivian departments of La Paz, Cochabamba and Santa Cruz.

Communities selected for the project lacked health and water services and were

(continued on page 13)

Agency Salutes Volunteers

BY JAYCEE PRIBULSKY

April 18-24 is National Volunteer Week. This month, Front Lines pays tribute to some of the many Agency employees who donate both time and talent to diverse projects as volunteers. As the following individuals illustrate, volunteers enrich not only the lives of the people around them, but also their own.

Nina Nathani

Nina Nathani has worked with many different people in her career as a lawyer in the public and private sector. In 1991 Nathani, an attorney in the Office of the General Counsel, decided she wanted to work with an entirely new group: children. In January 1991, she began volunteering at the Children's National Medical Center in Washington, D.C., for one night each week.

According to Nathani, since her days are filled with dealing with lawyers and clients under often stressful circumstances, she wanted to spend some time on a regular basis with children for a complete change of pace. "Children are so real in the emotions they show and the reactions they have to those around them," she explains. As a volunteer at the hospital, she works with "Project CHAMP," a program designed to help children who are HIV-positive and their families. The program is made up of two components, the "home buddies" and the "hospital buddies." The first group spends time with the children while they are at home, while the latter helps those children during their stays in the hospital.

Nathani, part of the hospital buddies team, explains, "We keep a file of everyone who is in our program, and each Monday night I go to the hospital and look to see which children are in the hospital that night, and then I go and find them."

According to Nathani, most of the children are under the age of 2 and they primarily need physical contact and attention.

Nathani says, "Some are developmentally delayed so it's more just hugging and rocking them and playing with toys."

Nathani says that one of the things that drew her to this specific program was the obvious commitment to the children and the amount of training that was required to become a volunteer.

"All volunteers are required to complete at least 24 hours of training before they can officially work in the program," she says. Although the number of HIV-positive children is increasing, Nathani knows that her contribution can make a difference.

"Many of the families have other children as well so it is nice to have volunteers who can come to the hospital and spend time with these children. It gets very lonely in the hospital," she observes.



David Fredrick

While a home provides most people with a place to eat, sleep and live, it is something that the poorest of the poor consider a luxury. Although most people take a home for granted, Habitat for Humanity does not. Habitat for Humanity is an organization that builds low-income housing for people in the United States, as well as around the world.

Habitat is more commonly known for its domestic work, yet the organization does maintain international programs in countries ranging from Uganda to Peru. David Fredrick, desk officer for Bangladesh, spent time in Morocco as a Peace Corps director, and in 1991 he decided to try to implement a Habitat for Humanity program in Morocco. He contacted the organization in Atlanta and spoke with the president, Millard Fuller.

"We started talking about Habitat and found out that we had both been in Zaire at the same time and then immediately began speaking in French. As the conversa-

Barbara Howard

Barbara Howard has a 15-year-old "Little Sister" with whom she regularly goes to the movies, visits museums and Washington monuments, talks on the telephone or window shops at the malls. They also attend various Big Sister-organized functions. Howard, the officer-in-charge of the Baltics program in the Europe Bureau, has been a Big Sister to Aneeka Harrison for the past year and a half.

Howard is a volunteer for the Big Sisters of the Washington Metropolitan Area. "When I came back to the United States in 1990, I decided that I wanted to do some type of volunteer work. I called the Big Sisters and that led to an interview and orientation, and now I am a full-fledged Big Sister," Howard recalls.

The training for the program consists of orientation, tests and evaluations, including a personal interview. The next step in the program is an introduction to the prospective Little Sister and her family. If all goes well, then a signature seals the relationship.

According to Howard, commitment is an essential element of the program. "The Big Sisters' guidelines recommend that we spend four hours together each week and this should be a committed relationship that lasts for a minimum of one year. I try to plan an activity with Aneeka at least every other week, but I talk to her on the phone each week, as well," Howard explains.

The program also sponsors activities, such as a February program that promoted the awareness of women in history in conjunction with Black History Month.

Howard feels that by being a part of this organization, she is really giving part of herself back to the community. Along with the enjoyable activities that she and her Little Sister undertake, Howard also is working to improve Aneeka's future by helping her apply to an Upward Bound program at the University of Maryland. This is a tutorial program that also provides a summer-long session



Barbara Howard (right) and her "Little Sister," Aneeka Harrison, share a moment with Santa Claus.

with more intensive learning opportunities to enable disadvantaged children to prepare for college.

"Being a Big Sister is a challenge in so many ways, but it's also very rewarding. I can't help but feel good when Aneeka's grandmother, her guardian, tells me that I am the kind of role model she has been searching for for her granddaughter. Aneeka and I have learned from each other during the past year and a half. For me, being a Big Sister is definitely worth the challenge. My life is richer since I met my Little Sister."

tion continued, he told me that it was in Zaire that he first had the idea for Habitat for Humanity," Fredrick explains.

According to Fredrick, this effective, powerful, people-to-people movement was established as a result of development work in other countries and then brought to America.

Fredrick received information on the procedure for starting a program in Morocco, and Habitat gave him the go-ahead to begin work. He spoke with and wrote to friends in Morocco and then visited the country last year to follow up on his initial contacts.

"I was able to talk with people directly and see if it was possible to get a provisional committee started to check out different possibilities," he recalls.

Fredrick explains that setting up a program is very complex.

One of the initial stages of the program was the collection of used eyeglasses, which are sold to needy people in developing countries. (Agency employees donated more than 100 pairs.) The

people in these countries pay a nominal sum of about \$3 per pair, and the money is used to finance housing, along with other contributions of materials, services and labor.

The long-term goal of the project, like all Habitat projects, is to provide low-income housing to those in need. This, however, is not merely charity because the family who receives the home is responsible for paying a small mortgage on the property.

"It will take a long time to get Habitat started in Morocco—I am sure it will be about three or four years to get it going—but we are confident it will all work out," Fredrick says.

Along with working on the Moroccan program, Fredrick also volunteers for local Habitat projects in Virginia.

"Like USAID, Habitat for Humanity is concerned about the issue of sustainability and, for us, this is what sustainability is all about—about ownership and about taking care of something that you pay for," Fredrick explains.

Charline Reeves

The police siren wails. The loud music blares. Voices call out from the street. The occasional gunshot rings out.

These noises were once a part of everyday life for Charline Reeves, a program analyst in the Office of Budget in the Directorate for Finance and Administration. She has lived in South Arlington, Va., in the Nauck Green Valley neighborhood, for over 15 years. In recent years, she witnessed the increased presence of drugs in her community and the events that have followed.

"In the beginning it was only small sales of marijuana but then it progressed to harder drugs like crack," Reeves explains.

"We started seeing more strangers in the neighborhood, more people out in the streets and the area became an even larger open-air drug market." She says it was at that point that people started to feel that it was necessary to do something—as a neighborhood—to stop the problem before it got out of control.

The group began in July 1990 with a rally and a march, which brought together about 300 supporters. One of the group leaders called on community members to join him the following evening to patrol the area, and over 60 people came to lend their support. "We wore yellow T-shirts that said 'Crack Down on Drugs' and, eventually we came to be called the 'yellow shirts' by the police," Reeves says. "People came out every night—30 to 50 in the begin-



ning—and it eventually leveled off to about 20 veterans," she remembers.

According to Reeves, the process was amazing because it was simply a group of people who were determined, although in the beginning a little frightened, to have some impact on the problem.

Group members positioned themselves on the main strip where most of the transactions occurred, and, at first, they were met with disdain. "The drug dealers didn't quite know what to make of us, and they initially tried to intimidate us with profanity and insults," she recalls. As time passed, many of the regulars stayed away from the area when the "yellow shirts" were present as they

continued their patrol night after night. However, the group did not merely stand on the corner each evening and hope that the problem would disappear; they got involved. They worked with the county board, the Alcoholic Beverage Control and local authorities.

In the end the group's dedication was worth the effort. "We stopped the nightly patrols last fall because there was really nothing to do anymore, and it had become boring," she says. Although Reeves knows drugs have not entirely disappeared, the group's work has prompted positive changes: The open-air market virtually no longer exists, the area received funding for a community-based police team to monitor the neighborhood and, for Charline Reeves, today her neighborhood is a safer place to live.

Craig Carlson

When most people become ill they schedule an appointment with their physician. Unfortunately, there are others who cannot afford to purchase food, let alone be concerned with medical bills. Where do they seek medical attention? In many areas they simply go without. But for over 20 years the Washington Free Clinic has provided those in the District of Columbia with no-cost, high-quality primary health care.

Craig Carlson, a program officer in the Office of Population, Research and Development Bureau, is one of the many volunteers who contribute time and expertise to the clinic.

The clinic operates a general medical clinic, which is open two nights per week. A prenatal clinic, a well-baby clinic and an HIV testing and counseling clinic are each open one night per week in Mt. Pleasant. Carlson, who volunteers in the general medical clinic, says, "Medical care, as well as patient counseling, education and administrative support, is provided by a combination of volunteers. While many who volunteer are already working in Medicare or public health, many others are drawn to the clinic because of its organizational mission."

Carlson explains that volunteers interested in patient counseling and education must fulfill a 12- to 14-week training program in medical procedures.

"The doctors, nurses, physician's assistants and nutritionists who volunteer bring a variety of different backgrounds and interests. It is this wide range of clinical expertise along with an extensive referral network that allows us to provide the quality health care we do," Carlson says. Along with the volunteer staff, which he estimates at over 150 people, the clinic also has a small paid staff of managers and directors. In the five years that Carlson has worked with the clinic, the patient load has expanded about 20 percent per year, and the clinic's budget has also grown in proportion to the increases.

The clinics serve about 30 to 40 patients per evening. Last year the clinic processed 5,600 patient visits.



Ed Lijewski

Santa Claus may deliver gifts only once a year but some Washington, D.C., residents receive another special present in the spring. Each April, elderly, disabled and low-income homeowners receive a gift that transforms houses in disrepair and in need of a paint job into clean, safe and functional homes. "Christmas in April," a non-profit organization that brings volunteers together to renovate and repair homes one special weekend in April, is the catalyst for this effort.

Ed Lijewski has participated in the program for the last eight years. A program analyst in the Bureau for the Near East, Office of Development Resources, he says "Christmas in April" organizes volunteers to work on specific homes that are selected through an application process.

The organization, established in Washington 10 years ago, has started local programs in 26 states. In the Washington-Baltimore area alone, 13 new programs have been added since 1987.

Although the actual work is completed over only one weekend



in April, the planning for the event is a yearlong activity.

"Substantial planning and preparation are necessary for the actual day to be successful. The work ranges from gathering the supplies and materials to previewing the potential homes," Lijewski explains.

Homeowners apply in the autumn, and potential homes are then previewed throughout the winter months to evaluate necessary damage and repairs. For the last four years the program has restored about 102 homes per year.

Lijewski says that each year the number of volunteers increases. "Working with 'Christmas in April' is really doing something to make a contribution to community improvement and helping one specific family with its needs," he explains. "After all, it really is only one weekend, but it is remarkable how much work is accomplished in such a small amount of time. The good feeling we experience after a full, hard day of volunteer work is a special pleasure no one forgets."

Christine Glaubach

Many volunteer programs offer worthwhile and rewarding opportunities to help less fortunate community members. However, few focus on the long-term changes needed for those being helped to support themselves. One new program offers a different approach toward those who need a guiding hand: the "New You Program."

According to Christine Glaubach, a procurement analyst in the Directorate for Finance and Administration, the "New You Program" does not merely focus on relief, it facilitates change.

"The program takes individuals who want to work—who want to make it—but for whatever reason have met obstacles, either external or internal, and enrolls them in a three-part course that basically focuses on self-esteem," explains Glaubach.

Run by the United Community Ministry, the first part of the course looks at "who you are on the inside" and focuses on self-discovery and awareness. The second area highlights "who you are on the outside" and provides image consulting and personal appearance advice to the participants. The final portion centers on the actual job hunt and offers job search skills and resume tips. Each student also receives a mentor, like Glaubach, who provides support throughout the program.

The "New You Program" works with about 10 students and mentors. In addition to the mentors, guest lecturers and speakers address the students on various issues.

The program, which runs from September to February and is in its fifth season, has a high success rate. "On average, seven out of 10 people continue to move forward and succeed," Glaubach says.

The mentors also gain from the experience of the program.

"During December, Rosafina,



Christine Glaubach (left) meets with her student, Rosafina.

my student, invited me to a reception at the Kenyan ambassador's residence to celebrate their independence day. It was a wonderful opportunity that I would have never experienced if I had not been involved with "New You" and met Rosafina. Most mentors and students continue their friendships long after they have completed the program," says Glaubach.

"New You" focuses primarily on people who live along the Route 1 corridor in Fairfax County, Va. "What I like most about the program is that it concentrates on people. I find it so rewarding because I am giving of myself," Glaubach says.

WHERE



In the World
Are USAID
Employees?

MOVED ON

Bowers, Patrice, COMP/YOC/COOP
Cassam, Mohamed, EUR/RME/ER/BLA
Chandler, Cassandra, FA/HRDM/R
Dewey, Arthur, NIS/TF/EHA
Fields, David, TDP/PEP
Hobbs, Cynthia, FA/FM/CAR
Kaiser, Joyce, R&D/OIT/RT
Littles, Shontel, COMP/YOC/COOP
Lopez-Tirado, Elsie, El Salvador
Meyers, Steven James, COMP/DETAIL SUP
Owens, Elmer, FA/FM/CONT
Pierce, Barbara, COMP/LWOP
Reinmund, David, FHA/PVC
Rucker, Michelle, FA/HRDM/PPM/PMC
Sabatini, Christopher, COMP/YOC/COOP
Shrivastav, Brij, COMP/DETAIL SUP
Tringale, Richard, FA/OP/B/LA
Wesberry, James, LAC/DI
Win, Kyaw, COMP/DETAIL SUP

PROMOTED

Adams, Patricia, XA/IDC, public affairs specialist
Bailly, Ellen, EUR/PDP/PD, program operations specialist
Brown, Maxine, AFR/CCWA/MS, secretary office automation
Carter, Netherly, EUR/DR/ENR, secretary office automation
Cauvin, Glenn, AFR/DP/PAB, supervisory program analyst
Chisley, Terry, OSDDBU, office automation assistant
Davis, Charlene, FA/AS/ISS/PG, printing clerk typist
Dixon, Wanda, IG/A/PSA, information analyst
Dubois, W. James, FA/FM/CMP/LC, accountant
Dudley, Theresa, NIS/TF/PAC, office automation assistant
Francis, Shelley, NE/EMS, office automation assistant
Greenlee, June, IG/A/PSA, program operations assistant
Grigsby, Carol, POL/SP, international trade specialist
Halmrast-Sanchez, Tamra, FHA/OFDA/DRD, disaster operations specialist
Herrman, John, TDP/O, international trade specialist
Humphrey, Sandra, EUR/EMS, administrative officer

Lauer, Dennis, AFR/MRP/PMI, supervisory program analyst
Maxwell, Diane, FA/AS/PP/AP, procurement analyst
Nagle, Gary, FA/AS/PP, general services specialist
Picard, Ilse, FODAG, administrative aide
Poehls, Renee, FA/AS/ISS/RM, supervisory management analyst
Price, Patricia, GC/ICE, secretary office automation
Rosier, Suzette, EUR/DR/HS, secretary office automation
Ross, Robert, IG/RM/PFM, budget analyst
Varrick, Lois, TDP/O, international trade specialist
Weaver, Daisy, IG/RM/PFM, personnel management specialist
Wheeler, Juanita, FA/FM/CMP/LC, financial management assistant office automation
Wilder, Felicia, AFR/EA/PAS, program operations assistant office automation
Williams, Lawrence, NE/DR/EP, program analyst
Zavestoski, Sharon, FA/OP/A/AOT, supervisory contract specialist

REASSIGNED

Anderson, James, R&D/OIT, supervisory development training officer, to deputy mission director, Niger
Baker, Stafford, Kenya, supervisory private enterprise officer, to program officer, Ghana
Barberi, Kenneth, COMP/NE/OJT, procurement analyst, to FA/PPE/E
Barwicke, George, Burkina Faso, controller, to financial management officer budget analyst, REDSO/WCA
Becker, Carol, Sudan, program officer, to special projects officer
Beckman, Robert, Indonesia, supervisory private enterprise officer, to supervisory energy officer, NIS/TF/EET
Cassidy, Daniel, FA/FM/LM, credit program assistant office automation, to information analyst, ES
Castagna, Marion, ES, administrative operations assistant, to information analyst
Chessin, Barnett, FA/OMS, executive officer, to supervisory executive officer, Chad
Cummiskey, James, COMP/FSLT, supervisory financial management officer, to COMPLT TRNG
Danart, Arthur, LAC/SAM, program officer, to USAID representative, Mexico
Day, Richard Jr., AFR/SWA/SG, program officer, to supervisory program officer, AFR/DP/PSE
Doyle, Justin, GC/LP, legal officer, to COMP/FSLT
Elliott, William Spencer, AFR/SA/SALAN, program officer, to project development officer, South Africa
Garcia, Leticia, IG/RM, secretary typist, to IG/SEC
Grigsby, S. Elaine, Nicaragua, program economics officer, to ASIA/FPM
Hagan, Cassandra, NE/ENA, clerk typist, to information analyst, IG/RM/GS
Hardy, Lawrence II, COMP/NE/OJT, IDI (project development), to Thailand
Heller, Roger, COMP/FS/REASSGN, supervisory executive officer, to executive officer, FA/OMS
Hogan, Elizabeth, COMP/FSLT, supervisory general development officer, to Guatemala
Huffman, Michael, ASIA/DR/PD/EA, project development officer, to private enterprise officer, Indonesia
Hunt, Anne, GC/EPA, paralegal specialist, to GC/ICE
Joslyn, David, Rome, Food for Peace officer, to program manager, FHA/FFP
Kepler, Michael, RIG/A/I/Honduras, inspector, to RIG/I/ANE/W
Kiranbay, Carol Bruce, AA/ASIA, secretary office automation, to program officer, ASIA/SA/P
Knight, Charles, Yemen, supervisory executive officer, to executive officer, Guinea-Bissau
Lewis, George, AFR/EA/U, program officer, to supervisory regional development officer, AFR/EA
Lindborg, Jon Daniel, Indonesia, private enterprise officer, to Sri Lanka
Lizwelicha, Kamau, REDSO/WCA, financial management officer budget analyst, to supervisory financial management officer, Uganda
Lyles, Shirley, FHA/PVC/MGD, secretary office automation, to AFR/DP/PAB
Majette, Ricky, COMP/NE/OJT, IDI (Food for Peace), to South Africa
Mansavage, Gary, COMP/FS/REASSGN, foreign affairs officer, to USAID affairs officer, Sudan
McIntyre, Mary Lee, FHA/PVC/IPS, registration analyst, to program analyst, EUR/DR/DPI
Meadowcroft, Jean, POL/CDIE/E/SS/D, program officer, to LAC/DPP/SDPP
Nichols, Sharon, FA/B/SB, budget analyst, to ASIA/FPM
Nissly, Curtis, NE/DR, natural resources officer, to COMP/FSLT
Park, Thomas, R&D/H, supervisory health development officer, to deputy mission director, Guinea
Pressley, Donald, POL, USAID coordination representative, to USAID representative, Poland
Redman, Gary, NE/DR/MENA, project development officer, to supervisory project development officer
Reintsma, Curtis, AFR/AFRT/FARA, natural resources officer, to supervisory agricultural development officer
Rogers, Frances, ES, administrative operations assistant, to information analyst
Rose, John, Tanzania, supervisory program officer, to COMP/FS/REASSGN
Ryan, Joseph Jr., COMP/FSLT, program economics officer, to Nicaragua
Sadler, Charles, COMP/FS/REASSGN, program officer, to AFR/SWA/SG
Sarhan, Mike, COMP/NE/OJT, program economics officer, to supervisory program officer, Malawi
Scarborough, Wilbur Earl, COMP/FS/REASSGN, program officer, to AFR/EA/M
Schill, James, COMP/FS/REASSGN, trade development officer, to private enterprise officer, PRE/IBD
Severn, Benjamin, Dominican Republic, program economics officer, to NIS/TF/ER
Silva, Alan, LAC/CAR, regional development officer, to program manager, NIS/TF/EHA
Sosebee, Carl, GC, attorney adviser general, to GC/ICE
Tiffany, Terrence, R&D/POP, supervisory population development officer, to supervisory general

development officer, Costa Rica

Trujillo, Audon Jr., COMP/FS/REASSGN, agricultural development officer, to COMP/FSLT
Turner, Karen, EUR/RME/ER/BLA, private enterprise officer, to USAID affairs officer, West Bank

Vapniarek, Thomas, FA/FM/CAR, supervisory operating accountant, to staff accountant
Vermillion, James, AFR/ONI/TBCV, supervisory project development officer, to program officer, ASIA/EA/TAB

Walsh, James, COMP/NE/OJT, CAP (project development), to IDI (project development), RED-SO/WCA

Ware, Theresa Anne, LAC/DPP/SDPP, program officer, to ASIA/FPM

Warren, William, COMP/FS/REASSGN, agricultural development officer, to agricultural development officer agronomist, R&D/AGR/AP

Will, Frederick, Egypt, supervisory contract officer, to foreign affairs officer, FA/OP/OD

Woodruff, Neil, Mali, health development officer, to health/population development officer, LAC/DR/HPN

Yeboah, Albert, COMP/FS/REASSGN, program economics officer, to Uganda

RETIRED

Brown, Reginald, AA/NE, assistant administrator, 4 years

Crawford, Willie, FA/AS/ISS/PG, printing specialist, 30 years

Davis, John Jr., FA/AS/ISS/MM, mail supervisor, 33 years

Dodson, Buddy, Mozambique, supervisory Food for Peace officer, 26 years

Duerbeck, Warren, FA/OMS, executive officer, 31 years

Falkiewicz, Andrew, AA/EUR, senior adviser to assistant administrator, 2 years

Ford, Alfred, AFR/CCWA/C, program officer, 29 years

Fuller, Dorothy, FA/FM/A/AS, operating accountant, 37 years

Johns, John, COMP/FS/REASSGN, executive officer, 28 years

Little, Mary, FHA/OFDA/PMP, disaster operations specialist, 14 years

Maushammer, Robert, POL/PAR, supervisory program officer, 24 years

Meenan, James, COMP/DETAIL SUP, project development officer, 24 years

Moffett, Doris, FA/OP/OD, secretary stenographer, 13 years

Negron, Israel, Peru/CONT, supervisory financial management officer, 23 years

Popovich, John Jr., IG, foreign affairs officer, 33 years

Steele, John, COMP/FS/REASSGN, supervisory executive officer, 22 years

Tapp, Delores, FA/FM/CAR, secretary office automation, 31 years

Years of service are USAID only.

USAID



Retiree Luncheon

A luncheon for USAID retirees will be held on Friday, May 7, in conjunction with Foreign Service Day. The luncheon is scheduled for noon at the American Foreign Service Association Club. Reservations may be made by calling Joseph Kemper at (703) 370-0210.

Obituaries

Daniel F. Shea, 65, died of a heart attack at Suburban Hospital in Bethesda, Md., on Feb. 18. Shea served the Agency for more than 25 years in various positions in the field of graphics and visual presentation.

Bolivia Water

(continued from page 7)

not the recipients of any other government or non-government services. In addition, CARE required community collaboration.

Improving the survival rates of infants and children under age 5 was a prime objective. Constructing reliable water supply systems, reinforcing community organizations and improving personal and domestic hygiene also helped contribute to child survival. The need for such programs is all too evident in Bolivia, the poorest country on the continent. Fewer than 31 percent of the rural population has water services, fewer than 13 percent of the people have latrines, and fewer than 30 percent have access to health services. Of every 1,000 children under age 5, 100 will die, and 75 percent of those deaths will be related to diarrhea or parasitic illness.

As a direct result of the Bolivia Child

Enroll Now For Life Insurance

Monday, March 29, marked the beginning of only the fourth open enrollment period for the Federal Employees Group Life Insurance since the beginning of the FEGLI program in 1954. The open enrollment runs through April 30. For more information, call Phedocia Downs of the Performance Management and Employee Services Division at (202)663-1718. She is located in room 1127, SA-1.

Correction

In the February issue of *Front Lines*, the article, "Senegal Loan Officers Pave Way for Success," was written by Andrew Simpson, a statistician now working for Chemonics International. The article was incorrectly attributed to Nicolas Rofe, director of the *Agence de Credit pour l'Entreprise Privee* in Senegal.

Survival Project, infant mortality in targeted communities fell from 210 deaths to 100 deaths per 1,000 children under age 5.

Recently funded for four more years and expanded to serve an additional 160 communities, CARE's Bolivia Child Survival Project demonstrates that a sound child survival program and a focus on health go hand-in-hand. The success of both depends on quality water systems.

Patricio Callesaya will sleep well tonight. Tomorrow is Tuesday. For two hours he will meet with the Potable Water Committee in Tauca to discuss the water system, the health program and other community issues. Judging from its impact, this is one community development program that has the potential to truly make a difference in the quality of life for Patricio and others in rural Bolivia.

Foley, now the public liaison specialist for USAID/Peru, wrote this article while living in Bolivia.

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