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**MANAGEMENT AND GOVERNMENTAL CONSULTANTS**

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**DRAFT  
FINAL REPORT  
ON  
THE FUNDACION ACCION SOLIDARIA**

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## EXECUTIVE SUMMARY

### Introduction

Colombia, which historically and geographically has been at the center of drug production, processing, trafficking and export activities, is now experiencing ever increasing consumption of psychoactive substances by its own citizens. This increasing drug use, coupled with the criminal activities associated with drug trafficking, demands increased efforts in helping the populace deal with the problem. Recognizing that drug abuse is not restricted to the developed countries, early on Colombia initiated positive actions to alert its population to the problem of drug abuse. Government efforts, through the Instituto Colombiano de Bienestar Familiar and private sector groups such as SURGIR and PROMETEO developed posters, pamphlets, and other drug awareness materials for local use. The development and implementation of a National Drug Abuse Prevention Plan by the Government of Colombia in 1985 resulted in a proliferation of agencies and organizations interested in drug abuse prevention activities, resulting in increased demand for financial support and technical assistance.

Against this backdrop, a group of dedicated Colombian citizens (from the public and private sectors), assisted by a U.S. Embassy Officer and a representative of the United Nations Fund for Drug Abuse Control (UNFDAC), formed a private nonprofit social development foundation to promote drug prevention and education efforts in Colombia. Since the aims and objectives of this newly formed foundation, FUNDACION ACCION SOLIDARIA (FAS), were in consonance with USG priorities in Colombia, USAID entered into a grant agreement with FAS in August 1987 in the amount of \$200,000.00. Under the terms of the grant agreement FAS would: (1) publish and distribute a monthly drug awareness bulletin and other drug prevention materials; (2) organize and conduct a drug abuse training course; and (3) provide financial and technical support to eligible community-based prevention and education programs. The grant agreement has been amended twice, increasing the amount to \$470,000.00 and extending the period of the grant to March 31, 1991. A similar grant agreement for \$1,270,000.00 with the National Association of the Partners of the Americas is currently also in effect. The details on this agreement are contained in a separate report.

## Scope of the Evaluation

Development Associates, Inc., was contracted by the USAID in Bogota to conduct an analysis and evaluation of its two drug awareness programs. In particular, Development Associates was asked to analyze the institutional management and organizational factors and recommend courses of action to improve both programs in light of AID's objectives for the programs.

To conduct this evaluation, Development Associates deployed a two-person team to Bogota. Initially scheduled over a 20-day period, the onsite visit was subsequently reduced to five working days due to increased tensions in Colombia. The study team met with the USAID representative and his staff and with the Embassy Public Affairs Officer to obtain an overall view of the situation in Colombia. Subsequently, the team met with selected board members and the entire FAS staff. Interviews were conducted with randomly selected members of the FAS general assembly as well as with staff from four recipient agencies selected for a detailed site visit. The team reviewed all available documentation in the USAID and FAS offices and obtained copies of relevant documents for further review back at Development Associates' home offices.

Based on conversation with the local Mission staff, it was evident that USAID was primarily interested in assessing the progress of institutional development in the FUNDACION ACCION SOLIDARIA (FAS) and determining a means for improving or increasing progress in that area. Secondly, USAID was interested also in knowing whether or not recipients of FAS were benefiting in accordance with AID guidelines, i.e., were AID funds being used strictly for prevention and awareness activities and not in support of drug rehabilitation efforts.

Taking the above into consideration, the team looked at FAS from two aspects: (1) operations progress (has it done what it proposed, or was required to do?); and (2) institutional development progress (has the organization progressed beyond what it was when it was first started?).

## Findings

Based on a review of the files in the FAS and USAID offices and personal interviews with staff, board members, active members, and beneficiaries, the team determined

that FAS is complying with the requirements of the Operational Program Grant and is meeting most of its objectives. There are certain activities, such as the conduct of training courses, which FAS was unable to carry out due to circumstances beyond its control. Mass media campaigns were also hindered due to governmental and bureaucratic interference. Administratively, FAS has in place an adequate system for financial controls. Requests for advances and liquidation of advances appear to be proper and on schedule. The distribution to and expenditure of funds by beneficiaries are properly monitored. The staff have developed clear and simple guidelines and procedures for receiving and evaluating funding requests. The staff monitor, through reports and site visits, the progress of each program funded and upon completion conducts an evaluation of the program's activities. To see first hand what FAS funding support was accomplishing, the team selected and visited four programs in various sections of Bogota. Programs visited included an outpatient treatment program that was endeavoring to educate and mobilize parents in drug abuse prevention activities; a youth center operating in a housing project; a program that worked with parents, teachers, support staff, and children in a pre-school environment to foster personal and family development; and a program for homeless youth. All program personnel and clientele were enthusiastic about the support provided by FAS.

In the area of institutional development the team reviewed the articles of incorporation (statutes) and interviewed some of the original founders as well as other members that joined the organization at a later stage in its development. The team looked at the composition of the board and reviewed the minutes of all board meetings as well as other documents that had some bearing on the development of the organization. The team found that the statutes are not as clear or as complete as they could be. The objectives of the organization, as specified in the statutes, limit the organization to operating and acting through other organizations, making it difficult for the development of an appropriate mission statement. There are no provisions for election of board members, nor are the terms that board members serve specified. The composition of the board is rigidly specified in the statutes, placing control of the board in the hands of the original founders. Review of the files and interviews with members reveal that the general assembly and the board have struggled from the beginning with the task of defining an appropriate identity and mission for the organization. This issue was the topic of a special retreat-type meeting and a two-day planning workshop. The members would like to see the organization take on a more aggressive and

proactive role in drug abuse prevention and awareness activities but feel hampered by the statutes and by the attitudes of some of the board members. Any consideration of changing the statutes has been dampened for fear of not being able to muster the necessary two-thirds majority of all members.

The team also found that the board has not taken any action to delegate the necessary authority to the executive director that would enable that individual to properly run the organization and provide the necessary support to the board. There are no written policies or administrative procedures to guide the staff. Staffing is at a minimum, consisting of an executive director, secretary, messenger, and a part-time technical advisor recently hired to manage the beneficiary support program.

### Conclusions

The team was impressed with the dedication and professionalism of the staff and board members. The financial integrity of the staff and its efficiency in carrying out its duties and responsibilities have played a major part in the accomplishment of the objectives and activities specified in the Operational Program Grant. In spite of the violent situation in Colombia and its effect on several programmed events, FAS has participated in and supported numerous drug awareness and prevention events and has done an excellent job of providing technical assistance and financial support to numerous deserving organizations and groups involved in drug abuse prevention activities throughout the country. The board and other dedicated members, serving ad honorem, have devoted an inordinate amount of time and effort to the organization.

The foundation is doing an excellent job, with certain limitations. It has published and distributed six issues of its institutional bulletin to several thousand individual institutions and organizations throughout the country; it has developed some prevention materials and co-sponsored the development of others; and it has identified, assisted and funded over 25 local prevention programs in Colombia. The funds provided to these programs are being used in accordance with AID guidelines. Its efforts at conducting training programs have been stymied by circumstances beyond its control. A major training course had to be cancelled due to the unwillingness of the trainers to travel to Colombia.

In the area of support to local programs the foundation staff has developed clear guidelines and criteria for evaluating requests for financial assistance. Technical assistance is provided in developing appropriate programs and proposals. Once approved and funded, the staff monitors progress and expenditure of funds and, upon completion of the particular project, conducts an end of project evaluation. The staff is becoming more selective in its participation and sponsorship of events conducted under the control of other organizations.

Notwithstanding these positive points, it is clearly evident that FAS has not developed as a viable institution. The members of the foundation, particularly the board of directors, are extremely dedicated individuals and very capable in their particular field. However, as an institution the foundation has not progressed in its development since its initial founding. It is the team's assessment that several factors have hindered this progress. Probably the most significant factor is a philosophical one. It was the stated desire of the original founders to create an organization that would neither compete with nor duplicate the prevention activities of existing and future local programs. However, the founders never defined an operational purpose for the foundation beyond the fact that it would promote and support the prevention efforts of other programs. As a result, the members have continued to wrestle with the need to establish an identity and to define what its mission and functions should be.

A further impediment has been the Articles of Incorporation or Statutes. As currently written, some articles are lacking in definition and others are overly detailed. The composition of the board of directors is specified to a degree that control is vested in a small select group of members, thus denying fair representation to the majority of the active members. Conversely, there are no provisions as to how the board members are to be elected nor the length of term that each will serve. Although the Articles provide for delegation of authorities and assignment of functions to the executive director, the board has not done so. The small staff, comprised of the executive director, a secretary and a messenger, rather than operating as an organizational staff, serve more as an adjunct of the board. The board, through its president, is an operational entity rather than a policymaking entity that relies on an operational staff to plan and implement its policies.

Individual interviews with select members of the board, as expected, yield differing opinions. Some of the original founders feel that the foundation is fine as it is. It is complying with its original purpose of helping local prevention programs. Others are frustrated, knowing that the foundation has the potential to expand its scope of operations and influence beyond the mere function of identifying and funding other programs. They would like to see significant changes in the structure and operation of the foundation, but they feel hampered by the Articles of Incorporation and other members of the board. The president of the board has stated on more than one occasion his desire to see the foundation expand its activities and provide additional services that would increase its influence on drug prevention issues in Colombia. General assembly members, as a rule, would like to see the foundation take a more aggressive role and leadership in drug awareness activities.

Given the foregoing, it is the evaluation team's conclusion that the foundation has been doing a good job within the limitations stated. It is further our conclusion that the foundation, with its dedicated members and staff, has the potential for assuming a more significant role in drug abuse prevention and awareness activities in Colombia. It is our contention that there is a need for an organization that can take the lead in providing information, materials, training and technical assistance to institutions, organizations, local programs, and individuals engaged in drug abuse prevention and awareness activities. In its development stage, the foundation's founders saw a tremendous need for supporting the many struggling prevention programs and coordinating their activities. What the founders did not foresee is that there is a much greater need for leadership and guidance in mobilizing national and community leaders and a place where local programs and other institutions can turn to for assistance and training in drug abuse matters.

### Recommendations

From a larger perspective, FAS is clearly at a crossroads where it must decide whether to continue operating at its present level of effort or expand its operations. It is clear that FAS does not presently have the structure, vision and staff to do more than it is presently doing. To take on a greater role will require significant changes at a much broader level, involving its membership and its philosophy of operation. FAS has clearly accomplished what it set out to do.

Both FAS and USAID have expressed a desire to expand the scope of FAS's operations so that it becomes a more influential organization in the drug awareness field. It is the team's belief that implementation of the following recommendations will go a long way towards accomplishing that goal.

In general, the team feels that FAS and USAID should consider expanding FAS's role to one of providing information, education, training and technical assistance to organizations and individuals involved or interested in being involved in drug abuse prevention and awareness activities at all levels. The team recommends that the FAS board take the initiative in reviewing and modifying the organization's statutes to provide for a more definitive mission statement and more equitable representation on the board. The team recommends further that the FAS board develop and staff a viable organization capable of planning, designing, developing, and implementing drug awareness programs and activities that will further FAS institutional goals and objectives. It is recommended that USAID maintain its present level of support and be prepared to provide additional financial support if FAS submits an acceptable plan that supports USG priorities for Colombia. It is also recommended that USAID provide the necessary technical assistance to help FAS in carrying out the above recommendations.

## I. INTRODUCTION

Development Associates, Inc., a private management and governmental consulting firm, was contracted by the Agency for International Development to conduct an analysis and evaluation of USAID/Bogota's two drug awareness programs under an Indefinite Quantity Contract (PDC-5315-I-00-8127-00). In particular, Development Associates was asked to analyze the institutional management and organizational factors and recommend courses of action to improve both programs in light of AID objectives for the programs. The on-site review was carried out by a two-person team from Development Associates during the period August 21 through August 29, 1989. The field visit was originally scheduled to take place between August 21 and September 12, 1989; however it was cut short by Embassy and local Mission authorities because of concerns for security. Although extraordinary efforts were made to obtain as much information as possible on the activities and operations of the Fundacion Accion Solidaria and the three National Association of the Partners of the Americas partnerships, it is obvious that the team was unable to delve as deeply into those activities as it would have liked or was necessary. Nonetheless, it is the team's belief that enough information was obtained to enable the development of important and significant recommendations that can lead to substantive improvements in USAID/Bogota's drug awareness programs.

### A. Background

Over the past 25 years as the levels of drug abuse and drug trafficking worldwide have rapidly increased, national governments and private organizations have tried a variety of efforts to educate the public on the dangers of drug abuse. These efforts have achieved various levels of success, and have included media campaigns, the dissemination of literature, emphasis on local community programs and the development of school curricula, among other activities.

Colombia, which historically and geographically has been at the center of drug production, processing, trafficking and export activities, is now experiencing ever increasing consumption of psychoactive substances by its own citizens. This increasing drug use coupled with the criminal activities

associated with drug trafficking, demands increased efforts in helping the populace deal with the problem. Recognizing that drug abuse is not restricted to the developed countries, early on Colombia initiated positive actions to alert its population to the problem of drug abuse. For example, under the honorary leadership of the former First Lady, Colombia embarked on a National Campaign Against Drug Addiction, an effort that involved the Ministries of Justice, Health, Education, the Special District of Bogota and others.

(Currently, the wife of the Mayor of Bogota is spearheading very active drug prevention efforts in the city.) The operative organization for the campaign at the time was the Instituto Colombiano de Bienestar Familiar (ICBF), which still plays a major role in governmental drug abuse prevention efforts. Aside from various efforts sponsored by the national government, a local program was formed in Medellin in 1979 in response to a perceived need for activities that would foster implementation of effective policies for the control of alcohol and drug consumption. Founded by the Servicio de Farmacodependencia del Hospital Mental de Antioquia, ICAA International, and a group of doctors, the Corporacion Colombiana Contra el Alcoholismo y la Farmacodependencia (which is privately funded) relies on volunteers, its founders, and the community for its resources. The Corporacion, more popularly known as SURGIR, has been active in materials development and dissemination, outreach and promotion, and capacity building. It has promoted parent and community-based drug prevention programs and currently has several chapters operating throughout the country.<sup>1/</sup>

The development and implementation of a National Drug Abuse Prevention Plan by the Government of Colombia in 1985 (with UNFDAC assistance) generated an interest in drug abuse prevention and treatment activities. This interest resulted in an increased demand for drug abuse information, training, development of alternative activities, and establishment of treatment and rehabilitation facilities.

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<sup>1/</sup>Peru Narcotics Awareness Study, A Final Report, 1985. (Prepared for the U.S. Agency for International Development Mission to Peru, by Development Associates, Inc.

Concurrently, the Agency for International Development, through its missions in Latin America, began to encourage and support the formation of indigenous private voluntary organizations (PVOs) to carry the drug awareness message to the local communities and their leaders. In Colombia, a top U.S. Embassy priority activity was the reduction of drug trafficking. As part of that drive, the USG became increasingly eager to increase public awareness of the dangers of drug addiction -- and consequently drug production. It is against this backdrop that USAID/Bogota undertook the support of the two institutions which attempt to mobilize the community toward drug prevention, demand reduction, and increased awareness.<sup>2/</sup>

B. The USAID/Bogota Narcotics Awareness Program

The two institutions, which are the subject of Development Associates' evaluation, are a private foundation called Fundacion Accion Solidaria, and three partnerships of the National Association of the Partners of the Americas.

Fundacion Accion Solidaria (FAS) is the only private sector organization dedicated exclusively to drug awareness and prevention activities. It coordinates and helps support activities such as research on drug production, public awareness campaigns and training of personnel engaged in anti-drug programs. Established in 1987, the organization received an initial grant of \$200,000 from USAID in August 1987 to cover drug awareness activities through March 31, 1989. Subsequent amendments have increased the total amount to \$470,000 and extended the period of the grant until March 31, 1991.

The local (Colombia) offices of the National Association of the Partners of the Americas (NAPA) are engaged in similar but complementary activities. Partners is funded through AID/W to support grass-roots action, such as development of clinics and workshops on prevention of drug abuse, and counseling for parents and teachers. They utilize the technique of exchanges with U.S. partnerships

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<sup>2/</sup>Action Plan FY 1989-90 - Colombia, May 1988. Agency for International Development, Washington, D.C.

(in Florida, Massachusetts and South Carolina), travel and technical assistance, and small grants for specific sub-activities. NAPA has a total of \$1,270,120 in AID grant funds for drug abuse prevention activities starting in September 1985 through June 30, 1990.

C. The Scope of Development Associates' Evaluation

Development Associates' evaluation of the USAID/Bogota Narcotics Awareness Program focused primarily on examining the organization and operations of the Fundacion Accion Solidaria, the private sector organization. A cursory assessment of the three NAPA partnerships was also conducted. This limited review of the partnership programs was due to: 1) time constraints imposed on the evaluation team in country; and 2) inability to travel outside of Bogota due to the acute security situation as a result of the Government of Colombia's increased action against the drug mafias in the country.

Based on conversations with local Mission staff, it was clear that USAID was primarily interested in assessing the progress of institutional development in Accion Solidaria and determining a means for improving or increasing progress in that area. Secondly, USAID was also interested in knowing whether or not recipients of Accion Solidaria assistance (primarily financial) were benefiting in accordance with AID guidelines.

Accordingly, the Development Associates team concentrated on obtaining the following types of data:

- organizational development data to include review of the FAS statutes and by-laws, composition and operation of the general assembly, board of directors, and staff;
- data regarding method of selection and monitoring of recipients operations;
- data regarding the impact of FAS grants to local programs; and
- data regarding operations of the three NAPA partnerships.

Data gathering techniques included a complete review of internal files and documents, both at the USAID office and the offices of the two programs under

evaluation; interviews with management, technical personnel, support staff and members of the FAS Board of Directors and, at random, members of the FAS general assembly; interviews with the regional head of NAPA in Latin America, and representatives of the three Colombia partnerships; and visits to and interviews with randomly selected beneficiaries of FAS grants. Finally, the institutional assessment went beyond a determination of FAS's capability to implement the Operational Program Grant (OPG) project activities, and considered broader organizational issues which directly or indirectly affect FAS's ability to expand its scope of operations and take on additional responsibilities. Appendix 11 contains a list of organizations and individuals contacted during this evaluation.

The narcotics awareness program evaluation was greatly facilitated by the high degree of cooperation extended to the Development Associates team by all the individuals involved. In particular, special thanks are extended to the President and staff of the FAS for giving so generously of their time and to the Colombia Partners of the Americas partnership representatives for traveling to Bogota during a particularly dangerous period. Finally, the authors would like to acknowledge the technical guidance provided by USAID/Bogota, above all Ms. Laraine Mansfield, and the cooperation of the NAPA headquarters staff in Washington, D.C., whose inputs were important in properly structuring and focusing the evaluation.

## II. FINDINGS

### A. Institutional Mission and Governance

The Fundacion Accion Solidaria (FAS) was founded on October 23, 1986, as a non-profit foundation by a group of concerned citizens with the support of Colombian public and private sector organizations, and international organizations such as the U.S. Embassy and the United Nations Fund for Drug Abuse Control (UNFDAC). Legal status was obtained on February 20, 1987 under the sponsorship of the Ministry of Health. The foundation was formed to support private sector initiatives in drug prevention and education. The FAS charter is based on the belief that a need exists to coordinate human resources, both economic and logistical, to address with greater efficiency problems that affect the Colombian population -- particularly young persons -- with emphasis on the prevention of drug abuse through:

- actively supporting initiatives and practical projects which focus on reducing the use of drugs and substances that produce addiction;
- coordinating different national organizations engaged in research associated with drug-related subjects;
- supporting civic groups with didactic and economic resources in the development of preventive or educational activities associated with drug addiction; and
- facilitating an exchange of information among institutions who work in the prevention and treatment of drug addiction.

Towards these goals, FAS bases its actions on the participation of health professionals and social workers, organized groups working in the community, universities, specialized institutions and private firms and relies on advisory linkages and supervision by the Ministries of Education and Health, the National Council on Drugs and the Colombian Institute for Family Welfare (ICBF).

## 1. Membership

The FAS charter provides for three categories of members:

Founders -- Those individuals present at the Act of Foundation plus any others accepted for membership by the Board of Directors within six months following the creation of the Foundation. There are a total of 15 founders in the general assembly.

Active -- All others accepted for membership after the first six months. This category includes both institutions and individuals. There are 45 active members in addition to the original 15 founders. Twenty-eight of these 45 active members are institutions (public and private) whose designated representative attends general assembly meetings.

Honorary -- Individuals or institutions deemed by the Board of Directors as having provided exceptional services to the Foundation.

## 2. Board of Directors

According to the FAS statutes, the 11-member board is responsible for the administration of the Foundation. The board is comprised of three members elected from the original 15 founders, three members elected by the FAS General Assembly (i.e., all the members), a representative from the National Civic Committee, and a representative each from the National Drug Council, the Colombian Institute on Family Welfare (ICBF), the Ministry of Health and the Ministry of Education. The representatives from the public sector (the last four mentioned above) have a voice but no vote in board deliberations. Thus, with only seven voting members, the board is essentially controlled by the 15 original founders since the representative from the National Civic Council is the President of the board and an original founder. The term of service for elected board members is not specified in the statutes nor are there provisions for periodic election/re-election of board members. Unless a board member resigns or is deposed for lack of attendance at board meetings, the Board member apparently serves for life. Additionally, although the officers of the board are elected by the board for a period of one year, they can be re-elected indefinitely.

Review of the minutes of meetings conducted by the Board of Directors from July 1988 through the present and of internal files and documents and key informant interviews show that a conscientious effort was made to provide necessary leadership to strengthen FAS by introducing a more technical approach to its functions. However, it is evident that as far back as February 1988 board members were attempting to articulate what the Foundation was or should be, how to go about its business or what institutional objectives should be established.

While members of the board represent a wide range of professional skills and have ample experience, administrative direction was lacking and was partly resolved by the incorporation of a new executive director who did much to provide orderly management to FAS's institutional activities. However, continued lack of clarity by the board related to what their role and scope of work should be has contributed to duplication of efforts, lack of institutional focus and direct involvement in operational functions which could best be managed by the administrative division.

To its credit, the board recognized a number of shortcomings and attempted to resolve them at a participatory planning workshop conducted by an outside moderator on March 3-4, 1989. Participants included the president, executive director and other FAS members as well some representatives of non-governmental organizations that have received financial support from FAS. The major topics of the planning workshop were to: (1) identify the overall institutional mission and objectives; (2) define future strategies to meet established goals; (3) determine the types of organizations FAS should work with; (4) establish parameters to evaluate project impact; (5) identify problems which could hamper meeting institutional objectives; and (6) establish mechanisms to meet financial needs to fund individual projects and future activities.

According to the moderator, it was agreed that the overall mission and objectives of FAS, as developed by workshop participants, were fully in agreement or consonance with the mission and objectives that are

contained in all FAS bulletins. The moderator also observed that FAS has several strengths as typified by its ability to fill a vacuum, i.e., financial support to local programs; its administrative ability; and the credibility of its board. However, the moderator also printed out the need to: (1) focus on identification of alternate sources of funding; and (2) strengthen the executive component of the organization by hiring one or two professional staff members to work on program development and implementation. Appendix 6, A Summary Report of the Planning Workshop, contains more information.

### 3. Strategic and Operational Planning

In compliance with its statutes, FAS has instituted a regular schedule of board of directors' meetings once a month to review with the executive director pending administrative and operational matters and other program-related issues. While Article 24, Item 13, states that a function of the board is to "determine policies, plans and specific programs of activities of the foundation," the board does not have a formal planning process. Planning is more of an ad hoc affair with the board members heavily involved in the process. Considering the size of the organization and its activities and level of staffing this is about as formal as they can get.

The current work plan is an outcome of the planning workshop conducted in March 1989 to determine policies and direction from the board. However, while this procedure followed a logical development sequence, the resulting work plan for 1989 is weak since it only identifies special areas of interest for FAS without providing specific indications as to how, when, where, and with what organizations or human resources the plan will be implemented. Appendix 7 includes a copy of the 1989 Work Plan.

### 4. Decision-making

All major decisions are made by the FAS board with minor inputs from the executive director. This process often overlaps into administrative and technical areas of operations which normally are handled by management. While the current structure of the organization allows for this

decision-making process as a complementary effort between the board and management, leadership problems have arisen which hamper operations and place limits on the managerial role of the executive director. The board is excessively bureaucratic and gets too involved in daily operations including such mechanical functions as the initial review of proposals requesting financial assistance. Precedents have been established which might lead to possible conflicts of interest among members of the board and other associates, particularly, as many persons are associated with FAS in representation of other organizations which have the potential for receiving funds from FAS. Leadership (both management and the board) recognize that in order to sustain coherent growth and an expansion of activities, it is essential to institute changes in the organizational structure and the decision-making procedures as well. Key informant interviews and formal and informal surveys among board members and membership of FAS indicate (in the majority of cases) a need and willingness to accept and support organizational changes, and most of the persons contacted agreed that this would require modification of the existing statutes. However, no consensus was evident regarding what these changes should include or the depth of operational and/or administrative modifications which should be allowed to expand the management role.

##### 5. Executive Director

The executive director is chosen by the Board of Directors and is responsible for directing and coordinating all the management activities of the Foundation subject to the policies and norms established by the board. The executive director is further responsible for entering into contracts and agreements as delegated by the board. The evaluation team found no evidence of the existence of written policies, procedures, or delegations of authority that would guide the actions of the executive director. Financial management, accounting, and administration of the bank accounts is the responsibility of the Treasurer, who is named by the board.

## 6. Office Administration

Overall responsibility for management of FAS offices rests with the executive director who relies on the full-time support of a secretary/administrative assistant and a messenger who also attends to housekeeping duties. A review of internal files, administration and operations (although not written) indicated orderly and effective management, and more importantly, strict compliance with Colombian requirements which basically call for: (1) legal registrations with competent government authorities and fiscal agencies; (2) conducting regular meetings of the board of directors including recordkeeping of business discussed; (3) bookkeeping and accounting system and maintenance of financial records; (4) maintenance of a bank account; and (5) contributions to the Colombian Social Security Institute.

Significantly, while everything needed to operate is in-place, written internal regulations and job descriptions do not exist. In both cases, this is a function and responsibility of the board of directors as outlined in the statutes which also call for that group to create, assign and identify the positions and functions of anyone employed by the organization. Importantly, it should be noted that according to local FAS staff Colombian civil code does not require written internal regulations except for organizations with five or more employees.

The offices of FAS are located on the fifth floor of a private office building. The offices consist of three rooms, an office for the Executive Director, a small conference room where the board meets on a monthly basis, and a small room for the administrative assistant and messenger. The space is adequate for its current operations but it precludes expansion of activities. The President of the board has expressed a desire to look for a large house with space for a documentation center, library, training workshops/seminars, etc. FAS's furnishings consist of desks, chairs, conference table, all of which are adequate. Equipment includes an electric typewriter, which is rented, and efforts are underway to obtain a personal computer.

## 7. Financial Administration

According to FAS staff financial planning, budget management and the administration of funding support from the donor agency is the direct responsibility of the executive director with oversight provided by the Board of Directors. The secretary/administrative assistant manages a small petty cash fund of \$20,000 pesos (approximately U.S. \$50.00) for minor incidental expenses which is replaced every 15 days as needed. Outlays for major expenses are handled in accordance with accepted practices which require three quotations and are subject to review and approval of the Board of Directors, prior to making purchases. All program-related expenditures including administrative expenses and advances to cover support for individually-funded projects are covered by checks which are signed by both the president and treasurer of FAS. The organization maintains three separate bank accounts in the Banco Cafetero for financial accountability which include: (1) an account which is used for administrative expenses and funding for projects; (2) an institutional account where membership fees and donations are deposited; and (3) an account where legally required reserves are set aside to cover potential employee indemnifications and other related expenses.

Bookkeeping and accounting functions are managed by an outside firm as purchased services. A review of internal files, documents and financial ledgers showed that FAS books are maintained on a monthly basis and according to FAS staff comply with fiscal requirements established by the Colombian civil code. Required balances, posting and reporting requirements were current to July 1989, and it was evident that sound professional business practices are used in the financial administration of FAS activities.

## 8. Professional Staff

Apart from the executive director, the only other professional available to provide support is a psychologist who works on a part-time basis as a technical advisor. By and large, for the scope of work and current load

of activities now being implemented, the executive director and technical advisor are adequate to manage technical aspects of the present FAS program. However, any increase in both the scope of work and future field activities would result in the current staffing arrangements being inadequate. While relatively young, the executive director and technical advisor seem professionally competent in their specific functions. They work well together, and complement one another in management of technical issues related to providing assistance to beneficiary NGOs. Together, they have developed a comprehensive written protocol for review of proposals from organizations requesting assistance from FAS including: conducting negotiations with potential recipients for funding; provision of technical assistance in preparation of proposals; preparation of budgets; development of projects which meet FAS criteria for funding; and once funded, monitoring/supervision and evaluation of individual projects to ensure coherent implementation and effectiveness as a function of FAS program goals. Allocation of administrative and program-related tasks with limited staff available appears rationally organized and efficiently managed by the executive director.

## B. Operational Activities

As indicated earlier, FAS was formed for the purpose of coordinating human, financial, and logistical resources to address problems facing the Colombian people with emphasis on drug abuse prevention and assistance to drug rehabilitation programs. The Foundation was expected to rely on the active participation of health professionals, social workers, community groups, universities, mass media, private industry and special funding organizations to carry out its objectives. A priority activity for the Foundation would be the conduct of drug abuse prevention campaigns. FAS's activities have actually included the following:

### 1. Publication of a Periodic Bulletin

The bulletin is designed to keep all major public and private prevention groups and interested institutions informed of conferences, seminars, programs, and issues. Originally planned as a monthly publication, FAS has

actually prepared and distributed six issues since May 1988. According to the staff, FAS has over 8,000 persons and organizations on its mailing list. The Bulletin in addition to publicizing prevention activities nationwide also serves as the primary vehicle for publicizing its financial support of worthwhile prevention programs. Unfortunately, the format for the Bulletin varies with each issue which tends to detract from what is essentially a good professional publication.

2. Coordination, Planning and Sponsorship of Relevant Training Workshops and Conferences

FAS's first effort involved the conduct of a drug abuse prevention workshop for health professionals by a team from the University of Miami. Unfortunately, this had to be cancelled due to the unwillingness of the Miami group to travel to Colombia unless their personal safety could be guaranteed. Another effort to conduct a seminar on mass medical communications was cancelled at the last minute at the suggestion of the U.S. Embassy which contended that the topic was more appropriate to the Ministry of Communications. At the Embassy's suggestion this seminar will be replaced with a seminar on drugs in the workplace, currently scheduled for the month of September 1989. That seminar may have to also be cancelled due to the worsening security situation. A participatory Planning Workshop for FAS members was held in March of this year. The basic objective was to review FAS's mission, previous activities in light of stated objectives and to decide whether to continue along the same lines or try for new directions.

3. Materials Development and Information Dissemination

This is an area in which FAS could make significant contributions to prevention activities and at the same time enhance its image. In addition to the Bulletin, which to date has appeared sporadically, FAS has printed and disseminated 15,000 prevention leaflets for children, and edited and distributed 300 audio cassettes of the song "I Prefer to Live." However, with the exception of these items, FAS only appears as a contributor (usually monetary) in publications disseminated by other organizations. As

part of its financial assistance projects (see below) FAS has contributed to the development of materials by the Bogota Mayor's Office, the program LA CASA, and others. A book on "The History of Drug Addiction" was also funded by FAS, but the author provided FAS with only three copies, which have since been given or loaned to other parties.

#### 4. Television Spots and Mass Media Campaigns

Efforts in this area have been stymied by the Ministry of Communications and its bureaucratic processes. A series of spots were developed but were aired once and then filed away. Additionally FAS's budget for development and broadcast of TV spots is exceptionally limited.

#### 5. Identification and Support of Local Programs

A priority objective of FAS from the beginning has been to identify and assist promising prevention programs, both with technical assistance and seed money. It was envisioned that such a program would benefit a wide group of Colombians who live in an environment where drug abuse is growing at an alarming rate. FAS has set up a system for publicizing the availability of this assistance and has developed written criteria for determining eligibility. Proposals are reviewed first by the technical advisor. If the applicant group appears to be eligible but has not made clear its intentions or has not developed its program properly, the technical advisor will provide technical assistance to ensure that the proposed program can comply with stated objectives. Once the proposal clears this first review, it is submitted to the Board of Directors for review, analysis, and a decision on funding. Once the program is underway, FAS staff monitors its progress and evaluates the program upon completion. To date FAS has funded 32 public and private prevention programs throughout the country. The evaluation team selected four on-going programs at random for further review, and they were impressed with the activities that were being carried out. A brief description of each program visited is presented below with more details at Appendix 9.

The programs visited were:

- Fundacion de Trabajo Para el Muchacho de la Calle (FTMC), a volunteer group that works with homeless youth, or "gamines," between six and eighteen years of age in the City of Bogota. FTMC's activities include provision of basic health care services, outreach, family counseling and financial support to induce "gamines" to return home. Under the current project funded by FAS, FTMC designed and conducted a study of the use of psychoactive substances by this target population. A sample of 250 homeless youth was used. The findings will be presented at an upcoming conference on drug use in Latin America;
- Fundacion Programa de Intervencion Integral al Farmacodependiente y la Familia (PIIF), another volunteer non-profit organization that provides outpatient counseling to drug users with non-chronic dependency problems. Their objective is to help drug users keep up with their jobs or school work while undergoing treatment, primarily by promoting the involvement of the user's immediate social structure (family, friends, co-workers, etc.). The purpose of the FAS grant was to organize parents in the immediate community into an association of "Alert Parents," and provide them with information, and training on drug abuse prevention. The objective is to have these trained parents serve as educators and change agents in the community;
- Fundacion Para la Integracion y El Desarrollo (FID), a project that focuses on the earliest stages of personal development in pre-school children. The program involves parents, teachers, support staff and the children in health promotion and drug abuse prevention activities at the kindergarten or pre-school level; and
- Cruz Roja Colombiana, Bogota D.E., a Colombian Red Cross project in a private housing development of multi-family dwellings. The Red Cross is sponsoring a youth club in this housing development and FAS funding is being used to provide information on drug abuse prevention and to develop and support alternative activities.

In general, FAS's drug awareness and prevention activities have been developed and implemented in an ad hoc manner with none or minimal formal planning. The first written plan was prepared in April of this year. It is primarily a listing and brief discussion of activities to be carried out in 1989. Prior to that, FAS activities appear to have been generated in discussions by the Board, with individual Board members actively participating in the coordination and implementation. Many activities have taken place, not as a result of formal planning and projections, but primarily as a reaction to outside circumstances or events. Identification and financing of local projects depends to a large extent on who has heard about the availability of these funds and takes the initiative to apply. It

would appear that as the word spreads, FAS will be swamped with proposals and will need to adopt a more discriminating view on these proposals, since there will never be enough funds to go around.

C. Financial Operations and Accounting

Shortly after its legal incorporation as a Colombian private organization FAS applied for, and obtained from USAID, an Operational Program Grant (OPG) in the amount of \$200,000 for drug awareness activities during the period August 27, 1987, through March 31, 1989. The scope of work called for FAS to publish and distribute a monthly drug awareness bulletin and other drug prevention materials, organize and conduct a drug abuse prevention training course and provide financial support to community-based prevention and education programs, with the bulk of the funds destined for this last item. Two subsequent amendments executed by USAID in August 1988 and June 1989 increased the OPG total to \$470,000 and extended the period of the grant to March 31, 1991. While some modifications were made to the original scope of work, the emphasis (and the dollars) continued to be placed on providing financial support to community efforts and research activities by third parties, i.e., other institutions. Fifty-three (53%) percent of the total grant is currently programmed for these project activities, 25% for administration (salaries and office costs), 17% for training and the remaining 5% for equipment and miscellaneous.

A review of the financial documentation, to include budget documents, requests for advances, liquidation and disbursement reports, reveal that FAS is behind on its projected expenditures. This is due to several factors. First, a new organization needs time to become fully operational. Second, the lack of an operational staff impacts on an organization's ability to plan and implement its projected activities. For example, FAS has published only six information bulletins, which were originally scheduled to be published on a monthly basis. Other significant factors, such as the cancellation of a major training workshop due to the unwillingness of the training team to travel to Colombia and the postponement of another workshop, have postponed some expenditures. As of the date of this visit, FAS had not yet expended the amount originally programmed for the period ending March 31, 1989.

D. Fundraising

The initial patrimony of FAS consisted of those "goods, in cash or in kind, which the founders contributed at the time of its creation." Additionally, the statutes provide for maintaining that patrimony through fees paid by users of FAS services, annual dues paid by members, profits from social events and other fundraisers, and assistance and grants from private, national, and international donors. At the time FAS applied for its initial grant from USAID, FAS stated that it was aware that additional funding by USAID would probably be contingent on receiving significant support from corporate sponsors in Colombia.

Attempts to obtain funds from non-USAID sources have included contacts with multinational firms that make up the Colombian-American Chamber of Commerce and the Colombia firms Publicar, Carvajal, and Granahorrar, as well as with the European Economic Community and the Italian Embassy. A letter campaign to a variety of Colombian firms soliciting financial assistance was also initiated. Except for a 100,000 peso donation from the Banco Cafetero to finance the publication of the bulletin, these solicitations have not yielded any results. It appears that although FAS continues to talk about alternate sources of funding, the board does not feel under any pressure to take action in this direction, at least for the time being. This issue was raised during the March 1989 FAS Planning Workshop with the observation that FAS was not devoting sufficient time and effort to fundraising, with the moderator of the workshop stating that this is clearly a responsibility of the board, collectively and individually. Interestingly, the 1989 Work Plan, which was a direct result of this Planning Workshop, does not address fundraising at all.

E. FAS's Role and Image

1. Internally

FAS members, particularly the Board of Directors, have not been able to agree on what FAS's role should be in the drug abuse field. Some think it should play a major role in coordinating and implementing activities and

programs; forming subsidiaries or chapters throughout the country, establishing and maintaining a documentation center and reference library; establishing and operating a national training center, and funding deserving local programs. Others feel that FAS should concentrate on providing financial support and some technical support to local programs and collaborate with existing government and private institutions in their activities. In early 1988 (February 22, 1988), the board met to evaluate FAS activities for 1987 and plan the 1988 activities. The board could not agree on FAS's identity, goals, and objectives. The final result of the meeting was that FAS "should serve as 1) a funding mechanism/conduit for anti-drug abuse activities; 2) an institution doing its own programming; and 3) coordination point for private groups in Colombia working on drug abuse."<sup>1/</sup> In his annual report to the General Assembly, the President stated that for the immediate future FAS should go beyond the transfer of funds to local programs and establish a facility that would enable the organization to offer training courses for professionals and community workers, establish a computerized information center, and expand its support network to research, training, prevention and intervention programs with extensive participation and funding by private and public institutions in Colombia.

Interviews with the board and general assembly members by the evaluation team revealed similar results. There is no consensus on what FAS's role should be. The FAS staff feel that their mission is to serve as an adjunct to USAID, responding to requests for funding of prevention activities.

## 2. Beneficiaries

Beneficiaries see FAS's role primarily as that of financial provider. They feel that FAS is a key player in promoting community or local drug abuse prevention programs, since without that support they would not have been

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<sup>1/</sup>Memorandum, Narcotics Assistance Unit, Subject "Fundacion Accion Solidaria Special Meeting," dated February 23, 1988.

able to get their programs off the ground. When questioned as to how they heard about the availability of funds from FAS, the beneficiaries stated that they had either read about it in the Bulletin or had been told about it by FAS members.

### 3. U.S. Embassy/USAID

FAS was created in 1986 through the efforts of an Embassy officer with the support of the UNFDAC representative and several Colombians. The idea at the time "was to create a mechanism to assist private sector drug prevention initiatives by tapping international and national funding sources."<sup>1/</sup> USAID saw in FAS an opportunity to produce a distinctly favorable impact on a variety of Colombian organizations involved in one way or another in demand reduction activities. FAS is represented by a number of Colombian government agencies. International representatives include The American Embassy and the United Nations, through UNFDAC. Numerous private organizations are represented on FAS's board and it was expected that FAS would expand private sector involvement as it grew. The OPG agreement between FAS and USAID provided for FAS to conduct training, develop and distribute materials and support research and local drug abuse prevention groups. It was envisaged that through aggressive and visible leadership FAS would put drug abuse prevention at the top of the agenda in all important segments of society. Despite a fast and exceptionally good start on awarding grants, this has not occurred for a variety of reasons. The training programs originally planned, that would give FAS the visibility and respectability it needs, did not take place. The development and distribution of materials has been limited (as are the funds for that category). In supporting other organizations FAS has been relegated to a secondary role of financial provider rather than a leader in promoting research and innovative drug prevention programs. The above notwithstanding, USAID and the Embassy continue to see FAS as playing an important role in drug prevention activities in Colombia. The challenge now is to improve its image and its impact on drug awareness activities in Colombia.

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<sup>1/</sup>Operational Program Grant Proposal Outline, titled "Narcotics Public Awareness, date of submission to AID: May 14, 1987.

4. Governmental Attitudes

Although the team did not have an opportunity to talk to GOC representatives, other than the ICBF Director (who is on the FAS Board), the impression is that FAS is viewed as just another PVO. The Ministry of Health and Ministry of Education representatives on the FAS Board are frequently conspicuous by their absence at Board meetings thus indicating how they feel about FAS. The Ministry of Communications has not been overly helpful to FAS in the development and broadcast of anti-drug spots. The Bogota Mayor's Office sees FAS as primarily a source of funds.

5. Other

Although the team was in Colombia for only a short time and the news media was preoccupied with more traumatic events, we saw no evidence in either newspapers or television relative to FAS's activities. We did see one television spot for PROMETOD, a drug treatment and rehabilitation organization.

In summary, FAS's inability to define its role and mission relative to drug awareness and prevention activities in Colombia has impacted on its ability to become a recognized leader in the field. Its lack of an organizational structure and minimal operating staff have precluded the organization from organizing and implementing drug awareness activities that could give it more recognition than it has achieved to date. It is viewed primarily as a funding source to be tapped as much as possible rather than as an authority on drug issues and a coordinator of private sector program activities.

### III. CONCLUSIONS

1. Based on the evaluation team's quick review of FAS activities and accomplishments, it is clear that with a few exceptions, the organization has complied with the requirements of the Operational Program Grant. Although faced with circumstances beyond their control, the staff has diligently explored every possible avenue to accomplish their objectives. The financial integrity of the staff and its effectiveness in providing technical and financial support to a variety of drug abuse prevention programs throughout the country has had a significant impact on the various programs' target population. They have established simple and easy to understand guidelines for submission of proposals by local groups and developed the criteria for evaluating those proposals, as well as criteria for monitoring performance of these projects.

FAS's greatest strength lies in the group of dedicated professionals that make up the board, active members, and its small staff. The board, and other active members, who serve ad honorem, continue to devote an inordinate amount of time and effort to the foundation's activities. Considering their limited resources and the current violent situation in Colombia, FAS has managed to accomplish quite a bit in its short existence.

From a larger perspective FAS is clearly at a crossroads where it must decide whether to continue operating at its present level of effort or expand its operations. It is clear that FAS does not presently have the structure, vision and staff to do more than it is presently doing. To take on a larger scope of operations will require significant changes at a much broader level, involving its membership and its philosophy of operation. The following observations provide an indication of some of the areas that will have to be addressed if FAS is to fulfill the expectations of a large number of its members.

2. Notwithstanding these positive points, FAS is only operational on a very limited scale. More than a matter of financial resources, this appears to be more a result of a desire by the original board members to be directly

involved in operational matters rather than as a policy making and strategic planning body. This method of operation is vividly exemplified by the fact that the FAS board never went beyond hiring an executive director, secretary, and messenger. Only recently has the board seen fit to hire an additional professional, on a part-time basis, to oversee the local grant programs.

Since board members have other jobs besides serving on the FAS board, the lack of an adequate operational staff severely limits the organization's potential to make things happen and effect change. This is also very likely the reason the board has been unable to establish its identity and agree on what the organization should be. Without a staff to do things the board subconsciously may be refusing to take on additional responsibilities. This is reflected by the lack of planning and operational documents. There is no question that FAS can continue to be a provider of funds and collaborator with other institutions under its present system. However, a much greater potential exists within the overall body. This potential for bigger and better things is recognized by its President and several members, but until they hire a complete staff and charge them with the responsibility to plan and recommend, and implement approved plans and programs, those desires will never be fulfilled.

This desire to maintain control of the direction and operations of FAS is also evident in the makeup of the board as stipulated in the organization's constitution. Here we have a board where, currently, four votes are controlled by the original 15 founders and three votes by the entire general assembly. This distorted representation on the board can only serve to reduce interest and support to the organization as well as preclude what could be much needed change. The composition and operation of the Board is further distorted by the presence of government agencies. Although they do not have the right to vote, they do have a voice in deliberations and their involvement and participation can result in increased dissension among voting members. If input and advice from selected government agencies is desired, this can be obtained by forming advisory committees that are called on when needed.

3. The FAS statutes leave a lot to be desired. They are overly detailed and restrictive in some areas while overlooking others. For example, there is no provision for the length of the term that board members will serve nor provisions for electing or removing board members. The implication is that board members serve for life unless they voluntarily resign at which time the alternate steps in until the next general assembly votes on a replacement.
  
4. Although FAS is known and recognized for its efforts within its circle of "friends," it has not achieved national recognition. In the words of its members, "FAS is not an operational entity." It relies on providing support and assistance to programs and institutions, who get the recognition for implementing programs, conducting research, and publishing and distributing materials, all with FAS funding. Although it has filled a definite gap by providing funding to other organizations, a larger gap exists that should be filled by FAS. That is the need for national leadership by a private sector organization in promoting research, developing and disseminating appropriate materials and publications, doing community outreach, training community leaders and other adults to work with children and providing technical assistance in the development and implementation of drug awareness and prevention programs. Some financial assistance can be provided to deserving programs and researchers but that should be a minor component of a comprehensive drug awareness program.

In summary, as presently constituted, FAS does not have all the ingredients to become any more than what it is. The basic ingredients, however, are there and our recommendations, contained in the following section, are geared towards getting the organization there, if USAID and FAS agree.

#### IV. RECOMMENDATIONS

The major recommendations resulting from the Development Associates' evaluation of the Fundacion Accion Solidaria (FAS) are presented in the following pages. They relate to the main findings of the evaluation and each is followed by a discussion of the rationale for the recommendation. FAS has clearly accomplished what it set out to do. Both FAS and USAID have expressed a desire to expand the scope of FAS's operations so that it becomes a more influential organization in the drug awareness field. Development Associates believes strongly that these recommendations provide the foundation for positive change that will enable FAS to increase its drug awareness capabilities throughout Colombia.

The Development Associates evaluation team noted that there already exist numerous agencies and organizations (public and private) involved in drug abuse prevention activities, many of which could use additional financial resources. FAS has chosen the route of financial assistance to deserving organizations to avoid competing with them in drug abuse prevention activities. Although financial assistance has resulted in beneficial results, FAS's capability to continue in this mode is limited. As noted earlier, it is Development Associates general conclusion that FAS's role should be one of information, training, and technical assistance provider and advocate of existing and potentially new drug awareness and prevention programs.

##### Recommendation One:

That USAID provide a copy of this report to the FAS Board of Directors indicating USAID willingness to support any changes initiated by FAS in accordance with this report. This places the responsibility for change where it rightfully belongs.

##### Rationale:

FAS, a non-U.S. PVO, is a Colombian entity created with a specific purpose in mind. Since its institutional goals, which include drug awareness activities, are in line with U.S. policy objectives, USAID has seen fit to provide FAS with

an Operational Program Grant to further those activities. It is clear from interviews with selected FAS members and a review of existing documentation that FAS is still trying to find and establish its niche and increase its influence in the drug awareness field. The recommendations in this report provide a means of doing that. However, the decision for change and the responsibility to initiate change remains with FAS and its members.

Recommendation Two:

That USAID continue to support FAS in its current activities while the organization's board considers and takes action on the suggested recommendations.

Rationale:

FAS current activities and projected USAID funding support are in place. It is imperative that FAS maintain its current visibility and involvement in drug awareness activities while proposed changes are being considered and evaluated. Further, currently available funds can be re-programmed to support the proposed changes.

Recommendation Three:

That FAS appoint a 3-5 person committee, comprised of noted professionals whose reputation will facilitate the work of the committee, to review the FAS constitution and by-laws and recommend changes as appropriate. Although the statutes in general are appropriate and relevant, there are some areas that need to be strengthened and others modified. For example, the general objectives cover a multitude of topics which may or may not include drug awareness and prevention activities. Narrowing the scope should result in a definition of the role and activities to be undertaken by FAS. Rather than proposing to encourage the activities of and act through existing organizations, FAS should consider objectives that are more proactive with the institution proposing to plan, organize, and carry out activities that benefit organizations in the drug awareness field. Some examples would be to "establish a documentation center": a network of organizations involved in drug awareness activities"; "provide training and technical assistance to organizations, groups, and individuals"; "sponsor and/or conduct drug abuse prevention campaigns annually", etc. The composition of the board should be redefined to eliminate non-voting government representatives, remove the original founders from a controlling position, and open up the opportunity to be elected to all members in good standing. The terms of office for all board members should be specified, as should procedures for periodic elections and removal for cause. There are several other areas that need change, such as clarification of the duties of the executive director and the relationship between that position and the board and its President.

Rationale:

The statutes as currently written are vague and restrictive, leading to uncertainty and misinterpretation of the provisions and resultant disagreement among the membership, particularly on the board. The restriction that the general membership can only have three representatives on a 7-member board unfairly deprives the majority of the membership of their right to fair representation. The review of the statutes also leaves one with the impression of an organization that is to be managed, directed and operated by the board of Directors. In essence that is what has been occurring, since the Board has not developed any implementing directives and procedures that would allow the executive director to take a more active and comprehensive role in the operation of FAS.

Recommendation Four:

That the FAS board develop and staff a viable organization capable of planning, designing, developing and implementing drug awareness programs and activities that will further FAS institutional goals and objectives. At a minimum, this would require a core staff of three professionals (an executive director plus a drug education specialist, community outreach worker/trainer, or similar characteristics), a secretary/administrative assistant, part-time accountant (to be hired full time when the need arises), and a messenger. The executive director should be a strong management-oriented individual who is able to move and operate at all levels of Colombian society. This core staff, in addition to implementing existing projects and activities, would be charged with developing administrative and operational procedures for the organization and developing strategic and annual action plans for review and approval by the board. These action plans would then be submitted to appropriate donors for consideration and funding.

Rationale:

FAS does not currently have a viable operational organization. There are no written policies or procedures to guide the only full-time professional staff member, the executive director. The "staff" consisting of the executive director, secretary, messenger, and part-time technical specialist operate in an ad hoc manner under the direct supervision of the President of the Board of Directors. Furthermore, the division of responsibilities between the Treasurer, the President of the board, the fiscal reviewer (Revisor Fiscal) and the executive director in financial matters, need to be clearly specified in writing. Presently, the executive director has no authority to open and maintain bank accounts for FAS nor does she have authority to sign checks or approve payments. These restrictions severely limit the operational effectiveness of the key member in any organization.

Recommendations Five:

That FAS develop and propose, to USAID, the implementation of a national public information and education program designed to increase the awareness of the Colombian public on drugs and drug-related matters. The program, which would provide information, education and technical assistance on drug-related matters utilizing various media and other techniques, would employ a group-intensive approach to reach out to all segments of the population. This group approach should make maximum use of a network of existing organizations and dedicated individuals to further spread the program's message.

Rationale:

FAS does not have a formal logical program to address the drug awareness needs of the Colombian public. Although it does have access to a considerable network of organizations (through its bulletin mailing list and the FAS membership), it does not have the resources nor the credibility to use that network effectively. Its financial support and collaborative activities are reactive and not proactive in nature. Although many deserving programs and individuals benefit from FAS's grants, the results are not as extensive as they could be. Research financed by FAS is not always publicized and disseminated to interested individuals and organizations nor is such research focused on areas where it can have the maximum impact.

A well designed comprehensive program that provides information, materials, training and technical assistance, involving community, civic, and other adult leaders, will go a long way towards establishing FAS's credibility and improving local community programs, which is where prevention has to start. An essential element of such a program is the recruitment and involvement of strong and influential individuals that will give FAS access to areas which are now denied to it.

Recommendation Six:

That FAS continue to provide limited financial support to select drug awareness and prevention activities. However, since requirements always exceed availability of funds, FAS should take a more proactive approach in this area. Rather than react to open requests or proposals, FAS should consider establishing categories that it wishes to promote and then open those to competition and fund the most promising project that furthers FAS's overall objectives in each category. As much as possible, such financing should result in some type of product that FAS can publicize and/or distribute under FAS' auspices.

Rationale:

There will always be a requirement for "seed money" or other financial assistance in the area of drug awareness activities. FAS appears to have done an exceptional job with those projects that it has funded. However, reacting to unsolicited requests with limited funds availability can tend to open up the financing organization to charges of unfairly selecting a particular project over another, particularly if there is an outside sponsor involved with ties to the board.

Recommendation Seven:

That USAID provide the necessary technical assistance and additional financing to help FAS in carrying out these recommendations. The contractor, over a one-year period, would provide two persons part-time, through periodic visits to Colombia to enhance FAS's capability to implement the recommendations. In general, the technical assistance should consist of:

- liaison between USAID and FAS;
- assisting in the revision of the constitution and by-laws;
- providing organizational training and technical assistance to the board and FAS staff; and
- providing technical assistance in the development of a national public information and education program designed to increase the awareness of the Colombian public on drugs and drug-related matters.

Rationale:

Although FAS has expressed a willingness to undertake change, it behooves USAID to take advantage of AID experience in other countries and apply lessons learned to the Colombian situation. Furthermore, if FAS undertakes the changes recommended here, its operational costs will increase in direct relation to increased functions and activities. USAID should be prepared to underwrite those costs if the functions and activities are in line with USAID country objectives.

**APPENDICES:**

- Appendix 1:** Project Scope of Work
- Appendix 2:** Names of Original Founders
- Appendix 3:** List of Active Members
- Appendix 4:** Board of Directors
- Appendix 5:** Articles of Incorporation
- Appendix 6:** Summary Outcomes of Planning Workshop
- Appendix 7:** 1989 Annual Work Plan
- Appendix 8:** List of Projects Funded by FAS
- Appendix 9:** Summary of Local Programs Visited by Evaluation Team
- Appendix 10:** FAS Criteria for Assisting Local Programs
- Appendix 11:** Names of Persons Contacted

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**Appendix 1: Project Scope of Work**

UNITED STATES OF AMERICA  
AGENCY FOR INTERNATIONAL DEVELOPMENT

Consulting Services: YES( ) NO(X)

1. Country of Performance: Colombia  
2. Indefinite Quantity Contract: PDC-5315-I-00-8127-00, Del. Order No. 13

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NEGOTIATED PURSUANT TO THE FOREIGN ASSISTANCE ACT  
OF 1961, AS AMENDED, AND EXECUTIVE ORDER 11223  
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3. CONTRACTOR (Name and Address):  
Development Associates, Inc.  
2924 Columbia Pike  
Arlington, Virginia 22204

4a. ISSUING OFFICE:  
Agency for International Development  
AID/M/SER/OP/OS/LAC  
Washington, D.C. 20523

DUNS NO. 07-485-2252

4b. ADMINISTRATION OFFICE:  
Agency for International Development  
AID/M/SER/OP/OS/LAC  
Washington, D.C. 20523

5. PROJECT OFFICE

USAID/Colombia

6. SUBMIT VOUCHERS TO:  
FM/PAFD

Agency for International  
Development

7. EFFECTIVE DATE  
August 8, 1989

8. ESTIMATED COMPLETION DATE  
November 8, 1989

9. ACCOUNTING AND APPROPRIATION DATA

Amount Obligated: \$36,825.00  
Ceiling Price: \$36,825.00  
Appropriation No. 72-1191021

PIO/T No. 598-0616-514-05-01  
Budget Plan Code. LDEA-89-25514-KG12

10. The United States of America, represented by the Contracting Officer signing this Order, and the Contractor agree that: (a) this Order is issued pursuant to the Contract or Agreement specified in Block 2 above and (b) the entire Contract between the parties hereto consist of this Work Order and the Contract or Agreement specified in Block 2 above.

11a. NAME OF CONTRACTOR

Development Associates, Inc.

11b. UNITED STATES OF AMERICA

AGENCY FOR INTERNATIONAL DEVELOPMENT

BY: (Signature of authorized official)

BY: (Signature of Contracting Officer)

TYPED OR PRINTED NAME:

TYPED OR PRINTED NAME:

TITLE:

PETER B. DAVIS, PRESIDENT

TITLE:

Peter J. Howley

(BP)

Contracting Officer

DATE:

AUG 08 1989

DATE:

BEST AVAILABLE DOCUMENT

**ARTICLE I - TITLE**

Evaluation of Drugs Project 598-0616-14

**ARTICLE II - OBJECTIVE**

To provide short-term technical services in the area of institutional development and development management by analyzing and evaluating each of AID/Bogota's two drug-awareness programs. In particular the Contractor will analyze the institutional management and organizational factors and recommend courses of action to improve both programs in light of A.I.D. objectives for the programs.

**Background Information:**

Reducing drug trafficking is the Embassy's top priority in Colombia. A.I.D. is assisting in this effort through support to two institutions which attempt to mobilize the community toward drug prevention, demand reduction, and increased awareness. They are:

1. Accion Solidaria      Julio Alberto Diaz, President  
   Yamel Perez Diaz, Director

Accion Solidaria, a private foundation, is the only private sector organization dedicated exclusively to drug awareness and prevention activities. Accion Solidaria coordinates and in turn helps support activities such as research on drug production, public awareness campaigns and training of personnel engaged in anti-drug programs. The foundation was established approximately two years ago, in part through stimulation from a dynamic young embassy officer. A.I.D. supplied an initial grant, which is being used for the type of activity described, although Accion Solidaria also is promoting private sector support.

Estimated Total Funding (LOP) through FY-1991: U.S. \$700,000  
(Actual Funding: FY 88 \$100,000; FY 89 \$170,000)

2. Partners of the Americas Martha Cecilia Villada,  
   Regional Director

The local (Colombian) offices of the Partners of the Americas are engaged in similar but complementary activities. (Coordination is assured by the fact that the regional representative of the Partners is a very active member of the board of Accion Solidaria). Partners is using A.I.D. funding to support grass-roots action, such as development of clinics and workshops on prevention of drug abuse,

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and counseling for parents and teachers. In this effort Partners use its three-pronged technique of exchanges with U.S. partnerships (in Florida, Massachusetts and South Carolina) travel and technical assistantships, and small grants for specific sub-activities. We anticipate supplying additional funds to Partners for expansion of their efforts.

**ARTICLE III - STATEMENT OF WORK**

The following steps should be used as the basis for the evaluation plan. They are not considered at all inclusive or restrictive in nature and do not constitute relief from exercising due professional care and judgement.

- A. Review the literature on both organizations provided by AID/Colombia.
- B. Interview members of the Accion Board and random members of its assembly, to assist institutional management and organizational factors, which currently may be hindering its ideal functioning.
- C. On a selective basis, perform interviews with recipients benefitting from the project to determine the nature of the benefits received and if those beneficiaries were in accord with A.I.D. guidelines.
- D. Interview the regional representative of Partners and the Colombian volunteer leaders of the three sister cities (who will travel to Bogota for the interviews).

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- E. Attend a board meeting of Accion Solidaria to observe the interaction and functioning of its board.
- F. Evaluate, in general terms, the effectiveness of the groups in terms of USAID/objectives.

#### ARTICLE IV - REPORTS

A separate evaluative report on Accion Solidaria and Partners of the Americas Drug Awareness Programs and an additional report assessing the programs together in view of meeting AID/Bogota's goals. All reports to be in English.

#### ARTICLE V - RELATIONSHIPS AND RESPONSIBILITIES

The team will work under the technical direction of the A.I.D. Representative, USAID/Colombia or his designate.

#### ARTICLE VI - PERFORMANCE PERIOD

- A. The period of performance is August 8, 1989 through November 8, 1989.
- B. Subject to the ceiling price established in this delivery order and with prior written approval of the Project Manager, the contractor is authorized to extend the estimated completion date, provided that such extension does not cause the elapsed time for completion of work, including furnishing of all deliverables to extend beyond 30 calendar days from the original estimated completion date. The Contractor shall attach a copy of the Project Manager's approval for any extension of the term of this delivery order to the final voucher submitted for payment.
- C. It is the contractor's responsibility to ensure that the Project Manager approved adjustments to the original estimated completion date to not result in costs to the Government which exceed the ceiling price of this delivery order. Under no circumstances shall such adjustments authorize the contractor to be paid any sum in excess of the total amount obligated in this order for the performance of the work.
- D. Adjustments which will cause the elapsed time for completion of the work to exceed the original estimated completion date by more than 30 calendar days must be approved in advance by the contracting officer.

**ARTICLE VII - WORK DAYS ORDERED**

<u>A. Position</u>	<u>Fixed Daily Rate</u>	<u>Number of Days</u>	<u>Total</u>
Sr. Dev. Mgt. Spec.	\$499*	30	\$14,957
Inst. Dev. Mgt. Spec.	\$381*	29	\$11,039
Typist	\$159*	4	637
Total			<u>\$26,633</u>

\*Based on a Multiplier of 2.18

B. Subject to the prior written approval of the project manager, the contractor is authorized to adjust the number of days actually employed in the performance of the work by each position specified in this order. The contractor shall attach a copy of the project manager's approval to the final voucher submitted for payment.

C. It is the contractor's responsibility to ensure that the project manager approved adjustments to the work days ordered for each position do not result in costs incurred which exceed the ceiling price of the Delivery Order. Under no circumstances shall such adjustments authorize the contractor to be paid any sum in excess of the ceiling price.

**ARTICLE VIII - CEILING PRICE**

**A. Total Obligated Amount:**

The total amount obligated for the performance of this order is \$36,825.00. The contractor shall not be paid any sum in excess of the total amount obligated.

**B. Budget:**

For Total Work Days Ordered	\$26,633
For Other Direct Costs	<u>\$10,193.</u>
Total	\$36,825

**ARTICLE IX - USE OF GOVERNMENT FACILITIES AND PERSONNEL**

A. The Contractor and any employee or consultant of the Contractor is prohibited from using U.S. Government facilities (such as office space or equipment) or U.S. Government clerical or technical personnel in the performance of the services specified in the Contract, unless the use of Government facilities or personnel is specifically authorized in the Contract, or is authorized in advance, in writing, by the Contracting Officer.

B. If at any time it is determined that the Contractor, or any of its employees or consultants have used U.S. Government facilities or personnel without authorization either in the Contract itself, or in advance, in writing, by the Contracting Officer, then the amount payable under the contract shall be reduced by an amount equal to the value of the U.S. Government facilities or personnel used by the Contractor, as determined by the Contracting Officer.

C. If the parties fail to agree on an adjustment made pursuant to this clause, it shall be considered a "dispute" and shall be dealt with under the terms of the "Disputes" clause of the Contract.

**ARTICLE X - DUTY POST**

The duty post is Colombia.

**ARTICLE XI - ACCESS TO CLASSIFIED INFORMATION**

Access to classified information is not required.

**ARTICLE XII - LOGISTIC SUPPORT**

The contractor is responsible for all logistic support.

**Appendix 2: Names of Original Founders**

## FUNDACION ACCION SOLIDARIA AS

### SOCIOS FUNDADORES :

1. JULIO ALBERTO DIAZ GARAVITO - Comité Cívico Nacional : Clubes de Leones, Rotarios, Kiwanis, Cámara Junior.
2. Augusto Pérez Gómez - Presidente Federación Colombiana de Psicología, Universidad de Los Andes. Director Programa la Casa.
3. Gloria Inés De Salvador. - Psicóloga Centro de Documentación e Información de la Adicción - CEDA.
4. Angela Escallón Emiliani - Coordinadora del Plan Distrital de Prevención de la Drogadicción, Alcaldía Mayor de Bogotá.
5. Martha Cecilia Villada - Compañeros de las Américas.
6. Luis Angel Parra Garcés - Coordinador Nacional Oficina de Promoción Juvenil y Uso Creativo del Tiempo Libre, Ministerio de Educación Nacional.
7. Marietta Jaramillo de Marín - Comité Asesor, Dirección General Instituto Colombiano de Bienestar Familiar - ICBF
8. María Teresa Uribe de Caycedo - Directora Ejecutiva Fundación Nuevo Amanecer.
9. Padre. Albeiro Saldaña - Comunidad Terapéutica de Colombia.
10. Alba Salazar - Oficina de Promoción Juvenil Ministerio de Educación Nacional.
11. Hans Ulrich Hugo - Asesor UNFDAC - Naciones Unidas.
12. Mariana Quintero Torres - Proyecto de Prevención, Ministerio de Educación Nacional - UNFDAC.
13. Luis Helí Jara Riveros - Salud Mental, Ministerio de Salud.
14. Margarita Posada - Salud Mental, Ministerio de Salud.
15. Cecilia Restrepo de Uribe.

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## FUNDACION ACCION SOLIDARIA

Personería Jurídica No. 1991 de Febrero 20/87 de Min. Salud. Nit. 800008339  
Calle 79 No. 18-34 Oficina 501 Teléfonos: 257 84 06 - 610 40 30 Bogotá, D. E.

**Appendix 3: List of Active Members**

**LISTADO DE SOCIOS FUNDACION ACCION SOLIDARIA**

<b>NOMBRE</b>	<b>DIRECCION</b>	<b>TELEFONO</b>
1 JULIO ALBERTO DIAZ GARAVITO	Cll. 97 # 15-60. Apto 306	6103618
1 AUGUSTO PEREZ GOMEZ	Cll.33A # 13-58	2885030
1 GLORIA INES DE SALVADOR	Av. 68 #64-01	2314740
1 ANGELA ESCALLON EMILIANI	Alcaldía Mayor de Bogotá	2810150
1 MARTHA CECILIA VILLADA	Cra 14 # 77A-10. Of.301	2366390
1 LUIS ANGEL PARRA GARCES	Mín. Educación.-Promoción Juvenil Of. 316	2222250
1 MARIETTA JARAMILLO DE MARIN	Av. 68 # 64-01	2508645
1 MARIA TERESA URIBE DE CAYCEDO	Calle 76 # 78-32	2686582
1 PADRE ALBEIRO SALDAÑA	Av. Suba # 128B-51	2625227
1 ALBA SALAZAR	Mín. Educación-Promoción Juvenil	2222250
1 ANTONIO MARIA GUARIN	Cra 18 # 92-21. Apto. 201	2368719
1 JAZMINE GAITAN DE FORERO	Av. 68 # 64-01	2314740
1 MIRYAM L. OCHOA	Cra 16 # 95-27. Apto.301	2117418
1 JAIRO CEPEDA DIAZ	Calle 91 #64B-31 B/quilla	355748
1 MARGARITA CAÑAVERA	Transv. 14 # 115-65. Apto.201	2261635
1 GLORIA ECHEVERRY DE PARDO	Cll. 127A # 31A-34	2161816
1 DIEGO BERNAL		
1 MARIA CLAUDIA PATIÑO	Cra 11 # 78-22. Apto.902	2110846
1 ANTONIO GUERRA HARB	Cll.23 # 7-39. Cali	822697
1 WILLIAM CRUZ	Cra 7 # 24-89. Of.1804	2848321
1 LAYLA KOTT	Cll.76 # 2-84. Apto.406	2127903
1 CARLOS ALBERTO JARAMILLO	Cll.23 # 4-65	2839205
1 OCTAVIO ANTONIO PEREZ	Cra 11 # 78-22. Apto.802	2110586
1 MELBA CALLE		
1 ADRIANA NIÑO	Transv. 78 # 7-50. Apto.231	2928240
1 GERARDO VILLAMIL	Cll.73C # 102-02	2277595

1	DORIS PEREIRA	Cra 29 # 91-52	2577307
1	PEDRO ALVAREZ		
1	EDUARDO REALES	Cra 11 # 98-43.Cons.101	
1	SILVIA GOMEZ	Diag.112 #15-50.Apto202	2144654
1	OMAR RAUL MARTINEZ GUERRA'	Min.Educación-Promoción Juvenil	2222250
1	NELSON ROJAS RODRIGUEZ		
2	INSTITUTO ANDINO DEL TRABAJO	Cra 19# 58B-36	2559485
2	SURGIR CAPITULO DE MEDELLIN	A.A. 10199 Medellín	2637893
2	FECOLDROGAS Dr. Alvaro Trujillo Restrepo	Cra 19 # 39B-68 Presidente Ejecutivo	2854524
3	G.D. SEARLE INTERAMERICAN Dr.Gustavo Arango Cusca	Calle 18 # 44A-00.Int.3 Representante Legal	2691262
2	CORPORACION CAMINOS CALI Alta Ocampo de Patiño	Calle 56 # 11-25. Cali Presidenta Junta Directiva	489570
2	FENALCO Agustín Morales Riveira	Cra 4 # 19-85. P-62 Representante Legal	2411401
2	CAMARA DE COMERCIO DE VILLAVICENCIO Eduardo Espinel Riveros	Cll.39 # 31-49 V/vicencio	23221
2	UNIVERSIDAD DEL NORTE	A.A. 1569 Barranquilla	
2	SURGIR CAPITULO DE BUCARAMANGA Dr. Carlos Cortés Caballero	Cra 15 # 37-45. Of. 402 Representante Legal	57397
2	CENTRO DE INFORMACION SOBRE EL ALCOHOLISMO Dr. Alvaro Ramos Murillo	Cra 19 # 63-44 Representante Legal	2492807
2	FUNDACION PARA EL DESARROLLO FUNDAPE Dr. Carlos Aristizábal	Cll.24N #5BN-44. Cali Representante Legal	586276
2	TEATRO ESQUINA LATINA	Calle 3A # 36-00 Cali	585824
3	CLINICA CENIT Dr. Fernando Visco Gómez	Cll.23 Sur # 42B-36.Zúñiga Envigado-Antioquia.	2559304
2	HOSPITAL MENTAL DE RISARALDA Dr. Hernán Rodrigo Marulanda	A.A. 814 Pereira	70406
2	FUNDACION PARA LA INTEGRACION F.I.D. Teresa de Acelas	Cll.105 #47A-49 Representante Legal	2537408
2	COMUNIDAD TERAPEUTICA DE COLOMBIA Padre Manuel Parra Delgadillo	A.A. 11878	2795857
2	AEXANDES Carlos Alberto Jaramillo	A.A. 8212 Presidente	

2 COOPERAMOS	Cra 5ª Calle. 10 Esquina Ibagué	638609
2 FUNDACION PARA LA EDUCACION SUPERIOR Mauricio Villegas	Cra 6 # 26-85.P-10 Gerente Regional	3828811
2 CONACED Leopoldo Cabrera	Av. 28 # 34-20	2871036
2 COMPAÑEROS DE LAS AMERICAS Socorro Rendón.	Cra 45 # 52-49.Medellín Antioquia-Massachussets	2512222
2 COMPAÑEROS DE LAS AMERICAS Oscar Mejía	Av. 7ª Norte # 24N-08.Call Sur Occidente Col-América del Sur	683465
2 COMPAÑEROS DE LAS AMERICAS René Hauzer	Cll.37 # 17-21.Of.301 Florida-Bogotá	2452235
2 UNIVERSIDAD DEL ROSARIO Roberto Arias Pérez	Calle 14 # 6-25 Rector	2820088
2 ASOCIACION CRISTIANA DE JOVENES Josías Artsaga Arias	Cra 16A #28-33 Representante Legal	2324731
2 ACOTOFA Amina Castillo C	Cra 11 # 71-49 Representante Legal	2355335
2 SURGIR CAPITULO DE PEREIRA JORGE EMILIO BRAVO DE LA PAVA	Centro Comercial Alcides Arévalo. Of. 307 Pereira	53568
2 CORPORACION UNIVERSITARIA DE IBAGUE	A.A. 487 Ibagué	640011

**Appendix 4: Board of Directors**

## **JUNTA DIRECTIVA FUNDACION ACCION SOLIDARIA**

**Presidente** : Dr. Julio Alberto Díaz Garavito - Comité Cívico Nacional:  
Clubes de Leones, Rotarios, Kiwanis, Cámara Junior  
**Suplente** : Alberto Delgadillo - Comité Cívico Nacional.

**Vicepresidente** : Carlos Alberto Jaramillo Uribe - Presidente AEXANDES.  
**Suplente** : Angela Escallón Emiliani - Alcaldía Mayor de Bogotá.

**Vocal** : Mauricio Villegas Echeverry - Fundación para la Educación Superior  
FES.

**Suplente** : Adela Morales - Fundación para la Educación Superior FES.

**Vocal** : Hma. Camila de la Merced - CONACED

**Suplente** : Leopoldo Cabrera - CONACED.

**Vocal** : R.P. Albeiro Saldaña - Comunidad Terapéutica de Colombia.

**Suplente** : R.P. Manuel Parra - Comunidad Terapéutica de Colombia.

**Vocal** : Martha Cecilia Villada - Compañeros de las Américas.

**Suplente** : Alicia Ocampo de Patiño - Corporación Caminos.

**Vocal** : Gloria Inés De Salvador Ahumada - Centro de Documentación e Infor-  
mación sobre la Adicción - CEDA.

**Suplente** : Jazmine Gaitán Sánchez - CEDA.

**Representante del Instituto Colombiano de Bienestar Familiar** : Marietta  
Jaramillo de Marín.

**Representante del Ministerio de Educación Nacional** : Luis Angel Parra  
Garcés.

**Representante del Ministerio de Salud** : Margarita Posada.

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## **FUNDACION ACCION SOLIDARIA**

Personería Jurídica No. 1991 de Febrero 20/87 de Min. Salud. Nit. 800008339  
Calle 79 No. 18-34 Oficina 801 Teléfonos: 257 84 06 - 610 40 30 Bogotá, D. E.

**Appendix 5: Articles of Incorporation**

## ACCION SOLIDARIA (AS)

### ARTICLES OF INCORPORATION

In the city of Bogotá on the twenty-third day of the month of October of the year 1986, at 3:00 o'clock p.m., in the Board Room of the office of the United Nations in Colombia (No. 20-14 82 Street), a meeting was held by those persons who, on their own behalf or on behalf of the institutions which they represented, subscribed these articles of incorporation, for the purpose of establishing, as they in effect hereby establish, a nonprofit social development Foundation, the name of which shall be ACCION SOLIDARIA (AS) and which shall pursue the following general objectives:

- a) Organize and promote actions aimed at advancing human welfare through programs of infant and child development, family integration and community development.
- b) Make use of the resources and experiences of both public and private persons, whether national or international, carrying out similar or complementary programs, in order to channel, integrate and coordinate efforts in furtherance of its objectives.
- c) Channel, integrate and coordinate the efforts of persons and organizations, both public and private, in the area of prevention, assistance and rehabilitation with regard to substance addiction.
- d) Support research, interchange programs, scholarships, acts of encouragement and all other types of actions which will assist it in fulfilling its objectives.
- e) Suggest plans, norms and programs at the official or private level in an effort to achieve actions which are broader, more unified and more dynamic in support of its objectives and of the young people of Colombia.
- f) The Foundation may pursue its objectives either directly or through entities carrying out activities aimed at the common good and pursuing similar objectives.
- g) The Foundation shall not discriminate on the basis of political orientation, religion or race.

The assembly chooses Dr. Julio Alberto Díaz Garavito as provisional President.

Dr. Mariela Jaramillo and Mr. Hans Ulrich Hugo presented for the consideration of the Founding Members the following draft Bylaws, each article of which was read and approved by those present.

**FOUNDATION**

**BYLAWS**

**CHAPTER I**

**ON THE NATURE, DOMICILE AND DURATION**

- ARTICLE ONE : These Bylaws establish the rules by which the Foundation which is hereby created as an entity linked to the national Family Welfare system is to be governed.
- ARTICLE TWO : The entity is incorporated as a private, nonprofit social development institution, with its own patrimony and legal capacity granted by the Ministry of Health.
- ARTICLE THREE : The Foundation to be governed by these Bylaws shall be called ACCION SOLIDARIA (AS).
- ARTICLE FOUR : The Foundation shall have as its domicile the Special District of Bogotá and is empowered to establish branch offices in any city in the country.
- ARTICLE FIVE : The duration of the Foundation shall be indefinite, as long as fulfillment of its objectives remains possible.

**CHAPTER II**

**ON THE OBJECTIVES**

- ARTICLE SIX : The objectives of the Foundation shall as follows:
- a) Organize and promote actions aimed at advancing human welfare through programs of infant and child development, family integration and community development.
  - b) Make use of the resources and experiences of both public and private persons, whether national or international, carrying out similar or complementary programs, in order to channel, integrate and coordinate efforts in furtherance of its objectives.
  - c) Channel, integrate and coordinate the efforts of persons and organizations, both public and private, in the area of prevention, assistance and rehabilitation with regard to substance addiction.
  - d) Support research, interchange programs, scholarships, acts of encouragement and all other types of actions which will assist it in fulfilling its objectives.

- e) Suggest plans, norms and programs at the official or private level in an effort to achieve actions which are broader, more unified and more dynamic in support of its objectives and of the young people of Colombia.

ARTICLE SEVEN : The Foundation may pursue its objectives either directly or through entities carrying out activities aimed at the common good and pursuing similar objectives.

ARTICLE EIGHT : The Foundation shall not discriminate on the basis of political orientation, religion or race.

### CHAPTER III

#### ON THE MEMBERS

ARTICLE NINE : The Foundation may have the following categories of members:

A. FOUNGING : Those who subscribed <sup>to</sup> these articles of incorporation or who are accepted as such by the Board of Directors, within the six (6) month period following the creation of the Foundation.

B. ACTIVE : Those who are admitted subsequently in accordance with the norms set forth in these Bylaws.

C. HONORARY : Those who have provided services of an outstanding nature to the Foundation.

PARAGRAPH : Membership in accordance with any of the three preceding categories shall require a vote of two thirds of the members of the Board of Directors.

ARTICLE TEN : Members acting on their on behalf may designate a personal alternate who shall act as a substitute for the regular member during temporary or permanent absences.

ARTICLE ELEVEN : The duties of the members are as follows:

1. Comply with the Bylaws of the Foundation and with the resolutions issued by its governing councils.
2. Collaborate effectively in the pursuit of the objectives of the Institution and comply with the specific tasks assigned to them.
3. Participate actively, responsibly and on a permanent basis in the programs of the Foundation.
4. Keep constantly informed regarding the development of the Foundation.

PARAGRAPH : Honorary members shall participate in the Assembly with voice but without vote and may not be elected as members of the Board of Directors of the Foundation.

ARTICLE TWELVE : The rights of the members are as follows:

1. Form a part of the General Assembly and participate in deliberations with voice and vote.
2. Elect, and be elected to, the Board of Directors and hold office in the Foundation.
3. Present for the consideration of the General Assembly and Board of Directors draft modifications to the Bylaws of the Foundation, as deemed necessary, as well as Foundation plans and programs of a general nature.

#### CHAPTER IV

##### ON THE GENERAL ASSEMBLY

ARTICLE THIRTEEN : The General Assembly is the supreme authority of the Foundation and shall consist of the total number of members thereof.

ARTICLE FOURTEEN : The General Assembly may deliberate and make decisions by means of a majority consisting of half plus one of the members having the right to vote. If, on the first call to meeting, a quorum is not reached, the Assembly shall convene another meeting and may deliberate and make decisions on the basis of half plus one of those members in attendance having a right to vote.

ARTICLE FIFTEEN : The Assembly shall hold ordinary and extraordinary sessions. The former shall be held during the month of February of each year in a place to be designated by agreement of the Board of Directors and the extraordinary sessions shall be held when convened by the President of the Board of Directors, or by the Director of the Foundation, the Revisor Fiscal ["fiscal watchdog"] or at least 25% of the total number of members of the General Assembly.

ARTICLE SIXTEEN : The Assembly shall be convened, both for its ordinary sessions as well as for its extraordinary sessions, by notification made in writing with advance notice of at least ten (10) working days.

ARTICLE SEVENTEEN : The sessions of the Assembly shall be presided over by the President or Vice-President of the Board of Directors.

ARTICLE EIGHTEEN : The proceedings of each session of the Assembly shall be recorded in the corresponding minutes, which shall be signed by the President and Secretary thereof.

ARTICLE NINETEEN : The attributes of the General Assembly are as follows:

1. Approve the general work plans presented for its consideration by the Board of Directors.
2. Designate three (3) of its members to serve on the Board of Directors of the Institution.
3. Elect the Revisor Fiscal and his corresponding alternates, who must be certified public accountants.
4. Approve the annual balance sheet, as submitted with the approval of the Revisor Fiscal, and make observations as deemed appropriate.
5. Approve the annual budget of the Institution.
6. Resolve matters not provided for in these Bylaws.
7. Delegate to the Board of Directors, to the President thereof, or to the Director one or more of its attributes.
8. Approve statutory amendments presented for its consideration.
9. Other attributes as provided by Law, and these Bylaws, as well as those which correspond to it as the highest authority of the Institution.

## CHAPTER V

### ON THE ADMINISTRATION

ARTICLE TWENTY : The administration of the Foundation shall be entrusted to a Board of Directors composed of eleven (11) members, with their corresponding alternates, as follows:

1. Three (3) representatives of the Founding Members.
2. Three (3) members elected by the General Assembly of the Foundation.
3. One representative from the National Civic Committee.
4. One representative from the National Narcotics Council or the organization acting in its stead.
5. One representative from the Colombian Family Welfare Institute.
6. One representative from the Ministry of Health.

7. One representative from the Ministry of National Education.

PARAGRAPH No. 1: The representatives of the Government Entities shall have a voice but no vote in the Board of Directors.

PARAGRAPH No. 2: Each member of the Board of Directors shall have his corresponding personal alternate, who shall substitute for the member during temporary absences.

PARAGRAPH No. 3: The Board of Directors shall have a President and a Vice-President. The remaining members shall sit as regular members. The officers shall be elected by the Board of Directors itself. The Director of the Institution shall act as Secretary and shall attend the meetings of the Board with voice but without vote.

ARTICLE TWENTY-ONE: The members of the Board shall hold office *ad honorem*.

ARTICLE TWENTY-TWO: The officers of the Board shall be elected for a period of one (1) year, beginning on the date of their appointment, and may be re-elected indefinitely.

ARTICLE TWENTY-THREE: The initial period of the Board of Directors shall begin on the date on which it is first installed and all successive periods shall be counted as of that date.

ARTICLE TWENTY-FOUR: The functions of the Board of Directors are as follows:

1. Prescribe the internal regulations of the Foundation.
2. Appoint permanent and temporary committees and councils as it deems appropriate, and establish the functions thereof.
3. Establish the organic structure of the Foundation.
4. Create those offices of the Foundation which are not the province of the Assembly, establish their functions and duties and make the corresponding appointments.
5. Prepare draft proposals to amend the Bylaws of the Foundation and present them for the consideration of the Assembly.
6. Temporarily, and until a meeting of the Assembly can be held, substitute for those members of the Board of Directors who, as a result of their permanent absence, must be replaced by the Board.
7. Submit to the Assembly for its approval the inventories and balance sheet of the Foundation.
8. Establish the amount of the surety bond to be put up by the Treasurer of the Foundation.

9. Prepare the income and expense budget and submit it to the General Assembly for its approval.
10. Approve budget transfers as necessary.
11. Establish the monetary amount of the acts and contracts which the President of the Board of Directors can execute and which the Board of Directors can delegate to the Director of the Foundation.
12. Approve those acts and contracts which exceed the amount authorized for the President.
13. Determine the policies, plans and specific action programs of the Foundation.
14. Other functions as determined by the Assembly.
15. Approve the admission of the members mentioned in Article IX of these Bylaws.
16. Convene ordinary and extraordinary sessions of the General Assembly.
17. Appoint the delegates who are to represent the Foundation in Congresses or activities carried out within the country or abroad.
18. Promote the creation of subsidiary organizations and approve the rules and norms thereof.
19. Increase the Budget of the Foundation by up to thirty percent (30%). If the increase is greater than this percentage, it shall require the approval of the General Assembly.

ARTICLE TWENTY-FIVE: The Board of Directors shall hold ordinary sessions once a month, but may meet on an extraordinary basis when convened by the Director of the Foundation or by the President of the Board of Directors or by the Revisor Fiscal.

ARTICLE TWENTY-SIX: The Board of Directors may invite those persons or entities that it deems desirable for the attainment of its objectives to attend meetings of the Board.

ARTICLE TWENTY-SEVEN: The Board of Directors may meet, deliberate and make decisions with the attendance of half plus one of its members having voice and vote.

ARTICLE TWENTY-EIGHT: The actions of the Board of Directors shall be known as Resolutions and must bear the signature of the President and Secretary of the Board.

ARTICLE TWENTY-NINE: Failure of members to attend, after having been called to meeting in writing and without a justifiable cause, for more than three (3) consecutive meetings, shall in

effect render the office vacated; the vacated office shall be filled by the alternate until the period of office has expired.

ARTICLE THIRTY            The functions of the President are as follows:

1.    Legally represent the Foundation.
2.    Convene ordinary and extraordinary sessions of the Board.
3.    Preside over the meetings of the Board of Directors and General Assembly and prepare the corresponding agenda.
4.    Sign the Resolutions of the Board in order to legalize them.
5.    Execute those acts and contracts of the Foundation which are submitted for approval to the Board of Directors when they are for an amount exceeding the amount authorized.
6.    Comply, and insure compliance, with the Bylaws and Regulations of the Institution and with the decisions made by the Board of Directors and the Assembly of the Foundation.
7.    Sign work contracts with staff members as designated by the Board of Directors or General Assembly.
8.    Appoint legal counsel to represent the Foundation in legal matters.
9.    Authorize in writing the expenditures of the Foundation.
10.   Delegate to the Director of the Foundation those attributes deemed appropriate.

ARTICLE THIRTY-ONE:        The functions of the Vice-President are as follows:

1.    Assume the functions of the President during temporary and definitive absences, until a new President is named.
2.    Other functions as assigned by the Board of Directors.

ARTICLE THIRTY-TWO:        The functions of the Secretary are as follows:

1.    Keep the Member Registry Book, which shall contain information as determined by the Board of Directors.
2.    Keep the Book of Minutes of the General Assembly and Board of Directors.
3.    Issue calls to meeting as ordered.
4.    Answer correspondence, after consulting with the President or the Director of the Foundation.
5.    Serve as Secretary of the Board of Directors.

6. Sign those minutes which have been approved.
7. Organize and maintain the files of the Foundation.

ARTICLE THIRTY-THREE: The functions of the Revisor Fiscal are as follows:

1. Monitor all activities of the Board of Directors, President, Director, Treasurer and other members of the Foundation.
2. Exercise control over the management of the Foundation Budget. Toward this end, he shall countersign the expense vouchers issued by the Foundation.
3. Inform the Assembly and the Board of Directors regarding any irregularity with respect to the organization and functioning of the Foundation.
4. Attend meetings of the Assembly and Board of Directors, with voice but without vote.
5. Those other functions which fall to him as a result of the nature of his office.

## CHAPTER SIX

### ON THE OFFICE OF DIRECTOR

ARTICLE THIRTY-FOUR: The Director of the Foundation shall be appointed by the Board of Directors in accordance with the requirements stipulated thereby or in the Internal Regulations of the Foundation.

ARTICLE THIRTY-FIVE: The functions of the Director are as follows:

1. Direct and coordinate all activities of the Foundation, subject to the legal policies and norms currently in force and those established by the Assembly and Board of Directors of the Foundation.
2. Subject to the labor laws currently in force, grant vacation, leave and furloughs to the employees of the Foundation.
3. Impose sanctions on employees in accordance with the current labor laws and the internal labor code of the Foundation.
4. Inform the Board of Directors with regard to any irregularity or serious case of failure by an employee to comply with his obligations, so that the Board, with appropriate knowledge of the facts, may make a decision with regard to the termination of the work contract, if warranted.

5. Submit to the Board of Directors the draft income and expense budget of the Foundation.
6. Execute all acts and contracts delegated to him by the President of the Board of Directors.
7. Submit to the Board of Directors ordinary and extraordinary semiannual reports, when requested, on the activities and functioning of the Foundation.
8. Attend meetings of the Assembly and Board of Directors with voice but without vote.
9. Call the Board of Directors and the Assembly to extraordinary sessions when deemed necessary.
10. Promote linkages between family and community and the activities carried out by the Foundation.
11. Make contacts and promote activities with others entities in such a manner as to complement the activities of the Foundation.
12. Promote the creation of the Social Benefits Reserve Fund for the employees of the Foundation.
13. Other functions as assigned on the basis of his office.

## CHAPTER VII

### ON THE OFFICE OF TREASURER

ARTICLE THIRTY-SIX: The Foundation shall have a Treasurer, to be appointed by the Board of Directors, who shall be responsible for all matters related to the accounting operations of the Foundation.

ARTICLE THIRTY-SEVEN: The functions of the Treasurer are as follows:

1. Safeguard the assets of the Foundation.
2. Attend to the movement of funds of the Foundation, for which purpose he shall prepare, in collaboration with the Director, the Income and Expense Budget.
3. Manage the funds of the Foundation in current accounts or savings accounts in a bank or corporation offering the best investment terms.

## CHAPTER VIII

### ON INCOMPETENCY AND INCOMPATIBILITY

ARTICLE THIRTY-EIGHT: In accordance with the provisions of Article Five (5) of Decree 1856 of 1936, the following may not be appointed Director or member of the Board of Directors.

1. Employees or general contractors paid with Foundation funds.
2. Lessees of assets of the Foundation, as well as debtors, creditors and providers thereof.
3. Those having legal proceedings pending with the Foundation, or their agents.

ARTICLE THIRTY-NINE: Neither members of the Board of Directors nor persons related thereto in the fourth degree of consanguinity or second degree of affinity shall be appointed to hold office in the Foundation.

ARTICLE FORTY: No member of the Board of Directors nor any person holding any position or office in the Foundation may execute contracts or negotiate with the Foundation.

ARTICLE FORTY-ONE: No employee of the Foundation may form a part of the Board of Directors.

## CHAPTER IX

### ON THE LEGAL REGIME OF ACTS AND CONTRACTS

ARTICLE FORTY-TWO: In its acts and contracts, the Foundation shall be subject to the provisions of these Bylaws and other norms currently in force with regard to private social development entities.

ARTICLE FORTY-THREE: The Foundation shall be subject to the control and oversight of the National Government, acting through the ICBF, with assistance from the latter.

## CHAPTER X

### ON THE PATRIMONY OF THE FOUNDATION

The initial patrimony of the Foundation shall consist of those goods, in cash or in kind, which the founders contribute at the time of its creation.

In addition, the patrimony of the Foundation may consist of the following:

1. The movable and immovable property acquired by it in whatever manner.
2. Fees paid by the users of the services provided by the Foundation.
3. Dues paid by the members of the Foundation.
4. Assistance and grants made to the Institution, whether official or private, national or international.
5. Profits from social events carried out to the benefit of the Foundation, and the yields produced by the assets of the Foundation.
6. Any other income legally allowed by the Foundation.

## CHAPTER XI

### ON THE MANAGEMENT OF THE ASSETS OF THE FOUNDATION

- ARTICLE FORTY-FOUR: The management of the assets of the Foundation shall be carried out in accordance with the annual budget.
- ARTICLE FORTY-FIVE: The assets making up the patrimony of the Foundation shall be used exclusively to carry out activities related to the goals of the Foundation.
- ARTICLE FORTY-SIX: Checks shall be drawn by the President of the Board of Directors and the Treasurer, or by the Director and the Treasurer, as required, with the prior concurrence of the Revisor Fiscal, or his delegate.
- ARTICLE FORTY-SEVEN: With regard to all income, the Office of the Treasurer shall issue the corresponding receipt, which shall be consecutively numbered. The original shall be delivered to the payer and the copy shall be handled in accordance with fiscal norms.
- ARTICLE FORTY-EIGHT: The Treasurer shall submit to the Board of Directors, on request, a monthly report of the accounts and balance sheet, which shall be signed jointly by the Treasurer and the Revisor Fiscal.

## CHAPTER XII

### ON AMENDMENTS TO THE BYLAWS

- ARTICLE FORTY-NINE: These Bylaws may be amended only as the result of a vote of two thirds of the members of the Foundation having the right to vote, subject to the prior listing

of the proposed amendments in the corresponding notification.

### CHAPTER XIII

#### ON THE LIQUIDATION AND DISSOLUTION OF THE FOUNDATION

ARTICLE FIFTY: The Foundation shall be of indefinite duration and may be dissolved only in the following events:

1. Through destruction of the assets destined for its support.
2. Through cancellation of its legal standing, on the basis of a resolution handed down by the Ministry of Health.

ARTICLE FIFTY-ONE: The patrimony of the Foundation is indivisible and none of its members have any right thereto. In the event of the dissolution of the Foundation, the assets shall be placed at the disposal of a social development institution providing a similar service, to be selected by the Assembly of the Foundation or, in its absence, by the National Government.

In pursuit of its objectives, the Foundation shall seek the broadest participation possible of all sectors of the country in an effort to elevate those objectives into a grand, national goal. In witness whereof, these articles of incorporation are signed by the Founding Members.

The Assembly, after a recess, selected and accredited the following provisional Board of Directors.

A. For the Founding Members

Regular members

1. Mariela Tobón
2. Hans Ulrich Hugo
3. Martha Cecilia Villada
4. Augusto Pérez
5. Gloria de Salvador
6. Marina Quintero

The initial Provisional Board shall consist solely of Founding Members, inasmuch as the active members shall be admitted after a period of six months.

B. For the National Civic Committee

Regular Member

Julio Alberto Díaz Garavito

Alternate Member

Gustavo Cuevas

C. For the National Narcotics Council

Regular Member

Gladys Pulido

Alternate Member

Gloria Amparo Acosta

D. For the Colombian Family Welfare Institute

Regular Member

Cecilia R. de Uribe

Alternate Member

Mariela Jaramillo de Marín

E. For the Ministry of Health

Regular Member

Luis Jara Riveros

Alternate Member

Margarita Posada

F. For the Ministry of Education

Regular Member

Luis Angel Parra

Alternate Member

Angela Escallón

Following this, the Assembly proceeded to elect the following officers on a provisional basis.

President            Julio Alberto Díaz Garavito

Vice-President    Mariela Tobón

Revisor Fiscal    Alberto Lemus M.

Alternate           German Tovar

**Appendix 6: Summary Outcomes of Planning Workshop**

## APPENDIX 6

### "SUMMARY OUTCOMES OF PLANNING WORKSHOP"

March 3 - 4

Leadership and Programmatic Direction. Principal programming objectives and strategies for FAS were clearly laid out as a result of a planning workshop conducted by the board of directors during March 3-4, 1989. This exercise resulted in a number of specific conclusions and recommendations including:

- The workshop accomplished its purpose because the board was able to articulate and clearly define FAS's mission and future strategies for meeting institutional objectives;
- FAS has institutional strength which should be developed because it fills a void within the community of NGO's, it has the administrative ability to respond to needs identified within the community and board members enjoy ample credibility; and
- The mission and specific objectives for FAS during the workshop are compatible (in harmony) with those previously outlined in informational bulletins. However, three important problems/issues should be addressed including:
  - FAS needs to generate additional financial resources. Apparently FAS hasn't made enough of an effort to generate income, and without these additional financial resources, institutional actions will not have a significant impact. Further, this is a direct responsibility of the members of the board, either individually or collectively.
  - FAS's institutional role as the nucleus of a network of NGO's dedicated to the prevention of drug abuse. FAS should be a dynamic and binding component within this network. For this purpose, care should be taken by FAS to avoid becoming just another NGO and competing with established organizations. Additionally FAS shouldn't implement activities which other organizations can execute and have the human resources in place to conduct, and should always give greater recognition to the work of other members of The network at their own expense.
  - The responsibility of FAS as an active entity in the determination of policies and implementation strategies. In this regard, it would be appropriate for FAS to organize periodic workshops which review the "state of the art" for implementation of programs in prevention of drug abuse to update and rationalize governmental policies to new information available and experiences.
- Major actions which require urgent implementation include:

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1/Translated comments of the Workshop Moderator.

- Strengthening of the administrative division by incorporating one or two professionals to work under the executive director in programming and implementation of activities for the present year based on the objectives and strategies determined during the workshop;
- Eliminate the established limit of 500,000 pesos (U.S. \$1,265.00) to finance projects and fix a date to present proposals. This strategy will permit selection of two or three projects with greater potential impact and cost-benefits and concentrate available funds more effectively. The rest of the year should be devoted to generation of additional income and organization of planning workshops with the community of NGO's; and
- Take advantage of the Latin American Seminar of representatives of organizations who finance prevention programs in drug abuse to jointly agree to an action plan and possibly link up with other funding sources for FAS.

**Appendix 7: 1989 Annual Work Plan**

**PLAN GENERAL DE TRABAJO  
PARA EL AÑO DE 1.989**

La Fundación Acción Solidaria basará su acción en el año 1.989, en el desarrollo de sus objetivos estatutarios, los términos del convenio con la AID y especialmente en las conclusiones derivadas de la realización del Taller de Planeación Participativa realizado en el mes de Marzo del presente año, principalmente a través de la realización de las siguientes estrategias :

**1. APOYO A PROYECTOS COMUNITARIOS :**

Se promoverán, financiarán y evaluarán proyectos de impacto promisorio en la prevención de la farmacodependencia procurando que gocen de las características de : innovación, replicabilidad, generación de nuevos conocimientos, participación comunitaria y fortalecimiento de su organización; continuidad cuando termine la ayuda y evaluabilidad.

Es aquí precisamente donde se cumple uno de los objetivos fundamentales de la organización : Identificar y apoyar instituciones y grupos interesados en el problema, para lograr el mayor radio de acción y el más amplio beneficio social, mediante la organización, impulsión y realización de acciones que fomenten el bienestar humano.

Se desarrollarán proyectos de fortalecimiento institucional de las entidades afiliadas, específicamente mediante el desarrollo de la capacidad de gestión y formulación de proyectos.

**2. DIFUSION :**

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Se elaborará y publicará un compendio anual que reúna lo mejor de las actividades de prevención realizadas en el año, cualquiera que ellas sean como seminarios, publicaciones, trabajos, investigaciones, tesis, tanto en entidades públicas como privadas.

Se producirán y distribuirán materiales en prevención. Se publicará trimestralmente el Boletín de Concientización y se realizarán campañas antidroga en televisión.

Se facilitará la integración de esfuerzos y recursos y el intercambio de información entre organismos públicos y privados a través de :

La inducción del trabajo en red alrededor de actividades específicas como seminarios, boletines, talleres participativos y se acrecentará la imagen de los asociados.

Se propiciarán espacios para la discusión y concertación de políticas, programas y normas referentes a la prevención a través de la organización de foros o seminarios que discutan los planes y programas gubernamentales y no gubernamentales en este campo.

Se centralizará y distribuirá información sobre las actividades y proyectos que adelantan las instituciones que trabajan en el campo, a nivel nacional e internacional, a través del Centro de Información.

Relaciones con Organismos Internacionales e Instituciones Extranjeras. FAS es consciente de que sólo con un trabajo enfocado desde una realidad específica, pero a la vez desde una perspectiva inter-

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nacional, se irán logrando objetivos. Esta institución conoce la importancia de establecer relaciones y contactos permanentes con entidades internacionales e instituciones extranjeras que se encuentren trabajando en el ámbito de la lucha contra las drogas.

### 3. CAPACITACION Y EDUCACION :

Ir generando en la comunidad una conciencia hacia el problema y un deseo de participar y luchar contra las drogas requiere de un trabajo constante, desde una perspectiva de proceso, que incluya aspectos motivacionales muy concretos y permanentes.

La capacitación en Prevención del Abuso de Drogas constituirá una acción permanente de FAS que se desarrollará con diversos grupos, instituciones, gremios, colegios, profesionales y personas individuales a través de conferencias, seminarios, talleres. Su objetivo perseguirá que un número significativo de ciudadanos adquieran conocimientos y desarrollo en habilidades que les permitan reproducir los mensajes preventivos a través de programas en sus propias realidades.

Paralelamente se realizarán reuniones periódicas con especialistas, representantes tanto del gobierno como del sector privado y personalidades ligadas al ámbito internacional que discutirán en profundidad diferentes aspectos ligados a la problemática de la drogadicción como producción, tráfico y abuso.

En la ciudad de Bogotá, en el mes de Junio, se realizará un Seminario Latinoamericano en Prevención Empresarial, cuyo objetivo gene-

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ral, será el de involucrar al sector empresarial en el compromiso de realizar acciones preventivas frente al consumo de drogas y contribuir al mejoramiento de la salud mental del sector. Se espera obtener conocimientos acerca de programas y procedimientos a nivel industrial y laboral en general sobre farmacodependencia en otros países de América Latina, Estados Unidos y en Colombia.

Se recomendarán políticas de prevención en farmacodependencia en el ámbito laboral.

Se identificarán las características del uso de drogas en la población laboral.

Se espera responder de esta forma a una necesidad sentida tanto de el sector empresarial, como del sector laboral y de las entidades involucradas en programas de prevención de la farmacodependencia.

#### 4. INVESTIGACIONES :

Se definirán y promoverán las líneas de investigación que respondan a necesidades cognitivas en el manejo de la prevención, de igual forma, se contratarán estudios que formulen propuestas viables y coherentes en el campo de la prevención y se creará un programa de tesis universitaria.

#### 5. CENTRO DE INFORMACION :

Se realizará la adquisición del equipo necesario para empezar a implementar una red local que le permita desarrollar a la Fundación

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las siguientes prestaciones :

- BIBLIOTECA : Especializada en el tema de la farmacodependencia.
- BASE DE DATOS DOCUMENTAL : Para publicaciones periódicas y no periódicas, libros, trabajos de investigación, monografías.
- PROCESAMIENTO ESTADISTICO : Para estudios epidemiológicos, demográficos, socio-culturales, antropológicos, investigaciones, etc.
- SISTEMAS ADMINISTRATIVOS : Contabilidad, control de proyectos, etc.
- AUTOMATIZACION DE OFICINA : Por medio de software ofimático, telex.
- CONSULTA A BANCO DE DATOS INTERNACIONALES : Por medio de un servicio a contratar.

6. OTRAS ACTIVIDADES :

Dentro de estos grandes propósitos la Junta Directiva acordará los planes y programas que en un momento dado sea necesario realizar.

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PRESUPUESTO FUNDACION ACCION SOLIDARIA MARZO 1.989 - MARZO 1.990

I. COSTOS ESPECIFICOS DE PROYECTOS :

a. Boletines, Folletos e Impresos	2.920.000.00
b. Comerciales en T.V.	3.190.630.00
c. Apoyo a grupos locales : Proyectos Comunitarios de Prevención de la Farmacodependencia en las áreas de :	20.000.000.00
- Prevención.	
- Investigación y evaluación.	
- Desarrollo Comunitario.	
- Promoción Juvenil, infantil y de Padres de Familia.	
- Actividades Productivas	
d. Investigación Universitaria	5.232.850.00

II. ENTRENAMIENTO :

a. Seminario Internacional	11.123.100.00
b. Conferencias, Talleres y Seminarios	5.579.951.00

III. GASTOS DE ADMINISTRACION :

a. Salarios : Directora Ejecutiva, Secretaria, Mensajero, medio tiempo Contador.	4.600.000.00
b. Gastos de Oficina : Arriendo, Servicios Públicos, Administración, Papelería, etc.	2.890.450.00
c. Viajes y Transportes	2.266.416.00

IV. OTROS COSTOS	1.000.000.00
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TOTAL PRESUPUESTO..... 58.803.397.00

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CATEGORIAS	AGOSTO	SEPTIEMBRE	OCTUBRE	NOVIEMBRE	DICIEMBRE	TOTAL
<b>I. COSIOS ESPECIFICOS DE PROYECTOS</b>						
a. Boletines y Folletos		1.000.000.00			1.000.000.00	2.000.000.00
b. Comerciales en T.V.				3.190.000.00		3.190.000.00
c. Apoyo a Grupos Locales	3.000.975.00	2.000.000.00	2.000.000.00	1.000.000.00	2.000.000.00	10.000.975.00
d. Investigación Universitaria	2.232.850.00		2.000.000.00		1.000.000.00	5.232.850.00
<b>II. ENTRENAMIENTO</b>						
a. Seminario Internacional	5.561.550.00	5.561.550.00				11.123.100.00
b. Conferencias, Talleres.	800.000.00	(Camino, Cali)				800.000.00
<b>TOTALES.....</b>	<b>11.595.375.00</b>	<b>8.561.550.00</b>	<b>4.000.000.00</b>	<b>4.190.000.00</b>	<b>4.000.000.00</b>	<b>32.346.925.00</b>

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**APPENDIX 7a**  
**1989 ANNUAL WORK PLAN**

As a result of the above, a Work Plan for 1989 was developed by the Executive Director and approved by the board of directors which would focus the future work of FAS in five major components including:

1. Support for Community Projects

FAS proposes to promote, fund and evaluate projects with promising impact in the prevention of drug abuse by ensuring that these proposals include characteristics that are: innovative; replicable; vehicles for sharing of new information; actions which involve the community and strengthen the implementing organization; and include an element of continuity once financing has ended. This would ensure that FAS meets a principal institutional objective because they would identify and support institutions and groups interested in addressing the problem of prevention in drug abuse. Additionally, this strategy would contribute to an expansion of coverage and greater distribution of social benefits by organizing, promoting and implementing actions which format human welfare, by developing projects and strengthening affiliated institutions specifically in development of their implementation capabilities through effective preparation of their proposals.

2. Dissemination

FAS proposes to develop and publish an annual summary which includes the major activities conducted in prevention throughout the year in either the public or private sector which could include seminars, publications, research, academic papers or specific work conducted in the field. Materials in prevention of drug abuse will be produced and distributed, including a quarterly bulletin, and anti-drug campaigns will be developed for television. Additionally, the organization will strive for greater integration of efforts and resources through an exchange of information among public and private agencies by:

**Appendix 8: List of Projects Funded by FAS**

BEST AVAILABLE DOCUMENT

INFORMACION GENERAL DE LOS PROYECTOS APOYADOS POR LA FUNDACION ACCION SOLIDARIA

NOMBRE DEL PROYECTO	ENTIDAD - CIUDAD	TIPO DE PROYECTO	OBJETIVOS	FECHA INICIACION CULMINACION	MONTO	DESEMBOLSOS
HOT LINE - LINEA DIRECTA 86	UNIVERSIDAD DE LOS ANDES - LA CASA - Bogotá	Educación Preventiva	Inducir a partir de la asistencia psicológica a la comunidad a un proceso de planeación y ejecución de actividades encaminadas a prevenir el crecimiento desbordado del fenómeno psicosocial de la drogadicción.	Agosto/87 En marcha	500.000	Nov/87 500.000
PROGRAMA DE INTEGRACION COMUNITARIA	SURGIR CAPITULO DE BUCARAMANGA - Bucaramanga	Desarrollo Comunitario.	Educación en Prevención de la Drogadicción a un núcleo rural.	Diciembre/87 Mayo/88	120.000	Enero/88 120.000
TRATAMIENTO DE FARMACODEPENDIENTES.	FUNDACION NUEVO AMANECER - Bogotá	Tratamiento	Consecución de fondos para tratamiento de farmacodependientes sin recursos económicos.	Enero/88 Abril/88	500.000	Diciembre/87 500.000
CAPACITACION Y SEGUIMIENTO EN PREVENCIÓN DE LA FARMACODEPENDENCIA.	SURGIR CAPITULO DE RISARALDA - Pereira.	Educación Preventiva	Capacitación en Prevención de la Drogadicción con el fin de organizar y motivar grupos como agentes de prevención.	Febrero/88 Noviembre/88	250.000	Diciembre/87 250.000
MUJER Y DROGA	FUNDACION DIALOGO MUJER - Bogotá.	Educación Preventiva	Desarrollo de un programa de prevención primaria de la drogadicción a través de la ejecución de talleres de capacitación.	Diciembre/87	500.000	Diciembre/87 250.000 *NO se continuó la financiación por no seguir recomendaciones del equipo técnico de FAS.
PROGRAMA DE PREVENCIÓN PRIMARIA PARA EL ALCOHOLISMO.	CENTRO DE INFORMACION SOBRE EL ALCOHOLISMO CISA - Bogotá	Educación Preventiva	Educación a los estudiantes de enseñanza primaria sobre alcoholismo, consecuencias a nivel individual, familiar, social, laboral y educativa.	Marzo/88 Octubre/88	500.000	Diciembre/87 131.000 Abril/88 200.000 * No se continúa financiando porque la evaluación no fue favorable.

BEST AVAILABLE DOCUMENT

NOMBRE DEL PROYECTO	ENTIDAD - CIUDAD	TIPO DE PROYECTO	OBJETIVOS	FECHA INICIACION CULMINACION	MONTO	DESEMBOLSOS
PROGRAMA DE INVESTIGACION, CAPACITACION Y DESARROLLO COMUNITARIO DIRIGIDO A LA PREVENCIÓN PRIMARIA DE LA FARMACODEPENDENCIA	PREVENIR-FUNDACION PARA EL AVANCE DE LA PSICOLOGIA - Fusagasugá.	Investigación. Educación Preventiva	Desarrollo de un programa de prevención primaria de la farmacodependencia a través de un proceso continuo de investigación-acción.	Diciembre/87 Mayo/88	600.000	Diciembre/87 350.000 Junio/88 250.000
CLUB DE JOVENES	CRUZ ROJA COLOMBIANA - Bogotá	Promoción Juvenil. Desarrollo Comunitario.	Aplicar pautas generales de educación no formal, conjugadas con la educación para el tiempo libre, el cual propiciará que los jóvenes puedan organizarse libremente y elijan sus actividades.	Diciembre/87 Diciembre/89	250.000	Diciembre/87 300.000 Septiembre/88 200.000 Noviembre/88 250.000 Diciembre/88 250.000 Abril/89 250.000
PROYECTO POPULAR PARA EL USO CREATIVO DEL TIEMPO LIBRE Y FORTALECIMIENTO DE GRUPOS DE INTERES TEATRAL PARA EL DESARROLLO Y LA PARTICIPACION COMUNITARIA.	TEATRO ESQUINA LATINA-Cali	Promoción Juvenil. Desarrollo Comunitario.	Desarrollo de un plan creativo de prevención a través del teatro con jóvenes de diversos centros educativos de bajos estratos socio-económicos de Cali en 2 fases: - Consolidación de grupos que serán capacitados en la experiencia grupal. - Multiplicación hacia cada plantel y/o comunidad como líderes o guías de la actividad creativa.	Julio/87 Diciembre/88	500.000	Diciembre/87 250.000 Junio/88 250.000
ECOLOGIA HUMANA	CORPORACION INSTITUTO SER-Bogotá.	Educación Preventiva	Dotar a los jóvenes con herramientas conceptuales y vivenciales para el desarrollo de la interpersonalidad y detectar factores de alto riesgo que pueden llevar a la drogadicción.	Enero/88 Diciembre/88	400.000	Diciembre/87 400.000
IMPLEMENTACION TALLER DE CAPACITACION Y PRODUCCION	CORPORACION CAMINOS-Cali	Tratamiento	Contribuir a la resocialización del farmacodependiente mediante la participación en la labor-terapia que implica el trabajo de equipo, el	Agosto/88	500.000	Mayo/88 500.000

-1/5-

NOMBRE DEL PROYECTO	ENTIDAD -- CIUDAD	TIPO DE PROYECTO	OBJETIVOS	FECHA INICIACION CULMINACION	MONTO	DESEMBOLSOS
PROYECTO DE RECICLAJE DE BASURAS.	CORPORACION CAMINOS - Cali		desempeño de funciones, el cumplimiento de normas, el manejo del dinero y del tiempo.			
	FUNDACION PARA EL DESARROLLO FUNDAPE-Cali.	Desarrollo Comunitario.	Programa comunitario de prevención en salud y farmacodependencia, a través de la organización y educación de la comunidad para un manejo racional de las basuras y la adquisición de una conciencia ecológica.	Agosto/88 Julio/88	500.000	Mayo/88 500.000
HISTORIA DE LA DROGADICCIÓN EN COLOMBIA	UNIVERSIDAD DE LOS ANDES PROGRAMA LA CASA-Bogotá	Investigación	Construir la historia y evolución del consumo de sustancias psicoactivas en Colombia identificando factores económicos, políticos, sociales, personales, familiares que contribuirán a que el consumo de sustancias psicoactivas pasara a ser un problema de gran relevancia social y así está información pueda ser tenida en cuenta por personas y/o entidades que trabajan en el campo de la drogadicción.	Mayo/88	300.000	Mayo/88 300.000
PROGRAMA INTEGRAL PARA LA PREVENCIÓN DE LA SALUD MENTAL Y LA DROGADICCIÓN EN EL SECTOR EDUCATIVO.	UNIVERSIDAD DEL VALLE-Cali	Educación Preventiva BOLETIN CONCIENCIA	Difundir las reflexiones, estudios o investigaciones que profundizan en las causas y efectos que gravitan en la problemática de la farmacodependencia.	Junio/88 Febrero/89	280.000	Junio/88 280.000
UNA COMUNIDAD DE COMUNIDADES.	PARROQUIA DE CRISTO REY-Pasto.	Promoción Juvenil	Propiciar el uso creativo del tiempo libre con 500 jóvenes que residen alrededor de la parroquia.	Diciembre/88	353.000	Noviembre/88 353.000
EL CINE: ALTERNATIVA COMO RECURSO CONTRA LA DROGADICCIÓN.	COOPERAMOS - Ibagué	Promoción Juvenil	Propiciar el uso creativo del tiempo libre en los jóvenes a través de la actividad cinematográfica.	Diciembre/88	500.000	Diciembre/88 250.000 Junio/89 250.000

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NOMBRE DEL PROYECTO	ENTIDAD - CIUDAD	TIPO DE PROYECTO	OBJETIVOS	FECHA INICIACION CULMINACION	MONTO	DESEMBOLSOS
PERFIL EPIDEMIOLOGICO DEL CONSUMO DE TABACO, ALCOHOL Y OTRAS SUSTANCIAS PSICOACTIVAS.	FUNDACION DEL TRABAJO PARA EL MUCHACHO DE LA CALLE- Bogotá.	Investigación	Analizar el perfil epidemiológico del consumo de sustancias psicoactivas en la población de gamines entre los 6 y 18 años que viven en las calles de Bogotá, para diseñar un proyecto microempresarial buscando la personalización de los menores.	Noviembre/88 Julio/89	500.000	Diciembre/88 500.000
PREVENCIÓN INTEGRAL "PADRES ALERTA".	FUNDACION PROGRAMA DE INTERVENCIÓN INTEGRAL AL FARMACODEPENDIENTE Y LA FAMILIA - Bogotá.	Prevención. Fortalecimiento de Familia. Desarrollo Comunitario.	Organizar la asociación de "Padres Alerta" a través de la participación de los padres de preadolescentes en talleres teórico-prácticos en la prevención de la drogadicción, sirviendo a la vez como agentes educativos dentro de su medio familiar y comunitario.	Diciembre/88 Julio/89	500.000	Diciembre/88 250.000 Mayo/89 250.000
EDUCACION Y FAMILIA CONVIVIR.	FUNDACION PARA LA INTEGRACION Y EL DESARROLLO FID- Bogotá.	Fortalecimiento familiar. Desarrollo comunitario.	Vincular a los padres de familia al proceso educativo de sus hijos, mejorar la relación entre padres-hijos y la pareja. Incentivar la participación comunitaria de la familia.	Abril/89 Diciembre/89	500.000	Diciembre/88 250.000
PROYECTO PARA LA INVESTIGACION SOBRE EL ALCOHOLISMO Y CONSUMO DE SUSTANCIAS QUE PRODUCEN DEPENDENCIA EN LA POBLACION LABORAL.	CORPORACION COLOMBIANA CONTRA EL ALCOHOLISMO Y LA FARMACODEPENDENCIA SURGIR - Medellín.	Investigación	Encontrar elementos de evaluación sobre el comportamiento de la prevalencia del consumo de sustancias psicoactivas en la población laboral para dar la información necesaria sobre la ubicación de grupos de alto riesgo, para una mejor orientación de los recursos dedicados a la prevención.	Septiembre/88 Septiembre/89	500.000	Diciembre/88 250.000 Abril/89 250.000
USO ADECUADO DEL TIEMPO LIBRE - PREVENCIÓN CONTRA LA DROGADICCIÓN.	ASOCIACION CRISTIANA DE JOVENES - Lérica (Tolima).	Prevención. Promoción Juvenil. Desarrollo Comunitario.	Prevenir en la comunidad de Lérica el uso y abuso de sustancias psicoactivas a través de la conformación y capacitación de grupos de trabajo comunitario.	Enero/89 Diciembre/89	500.000	Diciembre/88 250.000 Abril/89 250.000

NOMBRE DEL PROYECTO	ENTIDAD - CIUDAD	TIPO DE PROYECTO	OBJETIVOS	FECHA INICIACION CULMINACION	MONTO	DESEMBOLSOS
PROYECTO PARA TALLERES PILOTO DE PANADERIA.	COMUNIDAD TERAPEUTICA DE COLOMBIA - Medellín.	Tratamiento	Ayudar a la recuperación del farmacodependiente posibilitándole su ingreso al campo laboral, por medio de una capacitación en talleres de panadería programados para ese fin.	Enero/89 Abril/89	500.000	Diciembre/88 500.000
CLUB ESCOLAR DE RECREACION TIBATI	COLEGIO SAN BENITO DE TIBAITI. - Bogotá	Promoción Juvenil Fortalecimiento de la Familia. Desarrollo Comunitario.	Desarrollo creativo del tiempo libre entre padres e hijos siendo los mismos jóvenes quienes administren y organicen su propias actividades, es zona de alto riesgo.	Julio/89 Indefinida	1.000.000	Junio/89 1.000.000
GRUPOS ARTISTICOS MUSICALES	ASOCIACION CRISTIANA DE JOVENES - Bogotá.	Promoción Juvenil	Prevenir la drogadicción facilitando la oportunidad de participar en grupos artísticos con el enfoque recreativo, cultural y formativo.	Julio/89 Indefinida	500.000	Desembolso pendiente
I ENCUENTRO DE JOVENES PARA LA PREVENCION DE LA FARMACODEPENDENCIA Y EL ALCOHOLISMO.	SURGIR - Bucaramanga	Educación Preventiva Desarrollo Comunitario.	Intercambiar la experiencia de los jóvenes sobre los objetivos de prevención que vienen cumpliendo, para el enriquecimiento personal y la unificación de criterios y alternativas de trabajo con la comunidad.	Julio/89	180.000	Desembolso pendiente
SOL NACIENTE - MUSICA	CENTRO CARISMATICO MINUTO DE DIOS - Bogotá	Promoción Juvenil	Suplir la necesidad que existe en el medio artístico de grupos musicales que transmitan mensajes constructivos.	Abril/89 Indefinida	500.000	Desembolso pendiente
PROYECTO INSTITUTO JUVENIL CAMINOS.	CAMINOS - Cali	Educación Preventiva Fortalecimiento de la familia y educativa. Desarrollo Comunitario.	Desarrollar una experiencia de entrenamiento y educación (T.I. Carolina del Sur) a adolescentes líderes, profesores, padres de familia, para que en un proceso multiplicador, implementen programas de prevención del uso de la droga y el alcohol entre la juventud de sus planteles educativos y en sus comunidades.	Abril/89 Indefinida	5.681.975	Junio/89 412.500 Junio/89 618.750 Julio/89 3.927.172

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NOMBRE DEL PROYECTO	ENTIDAD - CIUDAD	TIPO DE PROYECTO	OBJETIVOS	FECHA INICIACION CULMINACION	MONTO	DESEMBOLSOS
FIESTA A LA VIDA 1.989	PLAN NACIONAL DE PREVENCIÓN DE LA DROGADICCIÓN-Bogotá.	Promoción Publicitaria.	Campaña masiva de concientización a nivel nacional de FAS con el Plan Nacional de Prevención de la Drogadiccción a través de materiales impresos, comerciales de televisión y radio. Si a la Vida, no a la Droga.	Junio/89 Octubre/89	4.297.000	Junio/89 2.300.000 Agost/89 1.350.000

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**Appendix 9: Summary of Local Programs Visited by Evaluation Team**

## APPENDIX 9

### LOCAL PROGRAM SUMMARIES

#### Fundacion de Trabajo Para el Muchacho de la Calle (FTMC)

This organization grew from a group of volunteers (committees) who pooled personal resources for five years initially to work with "gamins" (homeless youth) between six and eighteen years old and subsequently incorporated as a non-profit foundation two years ago. According to Angel Alberto Lozano (ex-gamine) who serves as director, FTMC's activities have included: a program for provision of basic health care services (first aid); outreach, family counseling and financial support to induce gamines to return home by providing transportation expenses, with some cases being referred to the Instituto Colombiano de Bienestar Familiar (ICBF) for followup; and a program designed to conduct a yearly Christmas party outside Bogota for up to 200 gamines. Principal objectives of FTMC include conducting research and creating a data bank on drug use with subsequent publication and dissemination of information, and creating "prediction" centers which will form the basis for analysis of what has been done with homeless youth. A future focus of their work includes multiple projects designed to create income producing centers to provide gamines with alternatives to drug use.

Under the current project which was suggested by the Panamerican Health Organization and funded through FAS, FTMC designed and conducted an investigation titled Use of Psychoactive Substances with 250 homeless youths between six and eighteen years of age. The findings will be presented in the "Reunion Latinamericana Sobre Drogas E Crianças De Rua" which will be convened by the Paulist School of Medicine in Rio de Janeiro between September 28-29, 1989.

FTMC considers FAS's financial support essential to the development of their future work. When asked how the organization eventually linked up with FAS for funding assistance, Mr. Lozano indicated it resulted from a referral given by another organization visited for financial support to conduct the investigation.

Fundacion Programa de Intervencion Integral Al Farmacodependiente y La Familia (PIIF)

PIIF is another non-profit organization operated by volunteers in Bogota that specializes in the prevention and treatment of drug use and abuse. Their work focuses on providing theoretical and practical out-patient assistance to drug users with non-chronic dependency problems through psychological and psychiatric counseling and access to medical treatment. Staffing consists of a permanent group of seven volunteer professionals that includes four psychologists; one psychiatrist; and two physicians who provide individual, family and group counseling assistance to the community.

Discussions with Mr. Jose Palacios and Ms. Adriana Arevalo, who function as unpaid psychologists and managers of PIIF's activities, indicated that the institutional objectives for PIIF's work in prevention of drug use include: maintaining drug users active within their work and academic environments while undergoing outpatient counseling and treatment; promoting the participation and involvement of the user's immediate social structure (family, friends, co-workers, etc.) in prevention-related activities; providing an integrated approach to prevention through individual treatment, group support and family involvement; offering alternatives in prevention of drug use according to the characteristics of the population that are non-chronic drug users; and offering an intervention and treatment program that is based on the socio-economic resources of the target population.

The FAS-funded project called for PIIF to organize parents of pre-adolescents and adolescents in an association of "Alerted Parents" where they would: (a) have access to information on drugs and drug use; and (b) receive practical training in workshops for the prevention of drug use. Once trained, participants in the program will work as education agents both within the family and four surrounding urban communities in Bogota. Funded for approximately U.S. \$1,265.00, by incorporating 350 parents in outreach activities the cost per person amounts to U.S. \$3.61 which makes it very cost effective.

Both Mr. Palacio and Ms. Arevalo expressed satisfaction with FAS support and indicated that more assistance was needed to provide program continuity for work with parents at the community level. PIIF estimates that its yearly operational budget without professional fees or salaries amounts to 2,500,000 pesos (U.S.

\$6,329.00). It appears that this is a well-run organization that manages to conduct its work with a minimum of financial resources.

Fundacion Para La Integracion Y El Desarrollo (FID)

This project is managed by Mrs. Teresa Santander de Acelas, a psychologist, who is both legal representative of the organization and project director in a program designed to conduct informational meetings and workshops for parents, teachers, service staff and students from four different pre-school and kindergarten establishments that are part of the Instituto Colombiano de Bienestar Familiar (ICBF) network of schools. According to the project description, FID's permanent staff includes two psychologists, one physician/psychiatrist and one social worker/school counselor. Additional staff available for project implementation include another six psychologists, a psychiatrist and an organization called GENPAFAL that provides backup clinical and family assistance.

According to Mrs. Acelas, FID's program approach focuses on the earliest stages of personal development in pre-school children. By involving parents, teachers, support staff and the children themselves the program reaches everyone who should participate in drug prevention work as an integrated effort within the community. Continuity and follow-up to the FAS effort will require additional funding support, hopefully, through the parent/teacher associations of each individual school where the program has initiated activities.

Funding assistance from FAS was essential, according to the Project Director, to get this type of activity started with pre-school children. FID is extremely pleased with the support provided by FAS. With funding that amounts to 500,000 pesos (U.S. \$1,265.00) the project is very cost-effective because it will ultimately provide informational services to 1,250 parents, 85 teachers, and other support staff and 1,250 children at an average cost of U.S. \$0.49 per participant.

Mrs. Acelas indicated that FID's contact with FAS was established as a result of referrals from other organizations and she would like to continue and expand the program to other urban marginal areas in Bogota. As with other projects visited by the evaluation team, this organization is managed by unpaid volunteers and funding support from FAS is used to cover essential implementation expenses of their drug abuse prevention activities.

Cruz Roja Colombiana Seccional Cundinamarca Y Bogota D.E.

Under overall sponsorship of the Colombian Red Cross this project was designed and is funded by FAS to provide access to information services to pre-adolescents and adolescents in prevention of drug use through a youth club established within a private housing development of multi-family dwellings. Red Cross support consists of providing direct implementation assistance to a board of directors of the youth club through an advisory committee that includes: a delegate from Red Cross headquarters; a delegate assigned from the community; and member delegates that include a psychologist, social worker, and a coordinator of activities. This particular youth club focuses on the personal development of club members through participation in formal training, involvement in cultural/artistic activities and participation in sports-oriented programs.

Overall club membership includes approximately 481 members between 7-18 years of age from a total community of 5,000 inhabitants. Membership fees, donations, and fund-raising activities within the housing development have resulted in the club being almost self-sufficient. According to Mr. Cesar Uruena who is the Red Cross Director for Mid-level Education Programs, the principal components related to project implementation in the youth club include: Motivation to members for their participation in free activities, informational exchanges and training; and Personal Formation through access to a professional team of advisors available to provide guidance in prevention of drug use to both parents and club members in the community.

Mr. Uruena indicated that financial support from FAS was essential to the success of the outreach program conducted through the youth club to address prevention of drug use issues within the community. Given the results obtained thus far, he felt that this support should be expanded to other priority communities identified by the Red Cross organization. Again, linkage with FAS resulted from referrals provided from other organizations. This project was funded by FAS for two years from December 1988 through December 1989 for 1,250,000 pesos (U.S. \$3,165.00) and given the captive audience the project reaches it appears to be cost-effective.

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**Appendix 10: FAS Criteria for Assisting Local Programs**

## PROGRAMA DE APOYO A PROGRAMAS COMUNITARIOS

La Fundación Acción Solidaria en su Programa de Apoyo a Proyectos Comunitarios, busca la participación de instituciones de utilidad común de carácter privado en programas encaminados a la Prevención de la Drogadicción, y a Proyectos de Investigación especialmente en aquellos sectores de la población desprotegidos por otros programas oficiales o particulares.

La Fundación una vez aprobada la donación, supervigilará la inversión y los resultados del proyecto los cuales podrán ser utilizados por Acción Solidaria en otros proyectos. Las bases fundamentales están contenidas en los siguientes lineamientos aprobados por la Junta Directiva de la Fundación Acción Solidaria.

- a. El proyecto debe cubrir sectores desprotegidos de la población.
- b. Debe referirse a uno de los siguientes aspectos :
  - Prevención de la Farmacodependencia.
  - Investigación en el área de consumo de drogas.
- c. Las instituciones o grupos solicitantes deben ser particulares, no oficiales o del gobierno. Excepcionalmente se admitirán los del gobierno.
- d. Preferencialmente deben ser proyectos en funcionamiento que requieran una ampliación o busquen una proyección, aunque no se descartan las ideas nuevas.
- e. Los auxilios de FAS son limitados en relación con : honorarios, salarios, compra de activos, pasajes, viáticos y no cubre aspectos de infraestructura del proyecto.
- f. Deben ser programas que estimulan el desarrollo de actividades y organizaciones comunitarias.

Posteriormente, y conforme a los resultados presentados por la Entidad beneficiada y los fondos de F.A.S. se estudiarán incrementos.

## FUNDACION ACCION SOLIDARIA

Personería Jurídica No. 1991 de Febrero 20/87 de Min Salud. Nit. 800008339  
Calle 79 No. 18-34 Oficina 501 Teléfonos: 257 84 06 - 610 40 30 Bogotá, D. E.

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I. DATOS DE LA ENTIDAD SOLICITANTE

- a. Naturaleza jurídica de la organización, personería jurídica.
- b. Reseña histórica de la organización. Objetivos realizados. Campo de acción.
- c. ¿Ha hecho uso de otras donaciones? Explicar.

II. RESUMEN DEL PROYECTO

Se solicita una descripción de las causas, razones o justificaciones del proyecto con señalamiento de sus descubrimientos, objetivos y el proceso de ejecución.

V. ANTECEDENTES DEL PROYECTO

- Problemas específicos que el proyecto propone resolver. Indique cuales son las principales causas o factores que contribuyen a esos problemas o necesidades.
- Origen del proyecto. ¿Como se desarrollo? ¿Quienes lo planearon?

DESARROLLO DEL PROYECTO

- Sírvase resumir los objetivos del proyecto y sus actividades más importantes.
- ¿Quienes se beneficiarán del proyecto? Indique la condición socio-económica de los beneficiarios. (a nivel de ingresos, sexo, etc.) ¿Que participación han tenido los beneficiarios en el diseño del proyecto?
- Describa las ACTIVIDADES ESPECIFICAS del proyecto, incluso las fechas

de culminación, propuestas para cada actividad, ¿dónde? ¿con quién?  
etc.

- Sírvase concentrarse en actividades específicas e incluir las fechas y lugares de ejecución.

#### VI. COORDINACION Y ADMINISTRACION DEL PROYECTO

- ¿Cómo se administrará el proyecto? Sírvase dar el nombre de la persona directamente responsable de la administración.
- ¿En que forma participan los beneficiarios en la planificación y administración del proyecto?
- Indique el nombre de la persona responsable de los informes del proyecto.
- ¿Qué planes hay para continuar el proyecto una vez se hayan agotado los recursos disponibles?

#### VII RECURSOS DEL PROYECTO

- ¿Qué recursos humanos, materiales y financieros se necesitan para el proyecto? ¿Quién los proporciona? ¿De qué manera? ¿Podrán obtenerse localmente los materiales y equipos para el proyecto?
- Describa los organismos e instituciones que colaboran en el proyecto. ¿Cómo están colaborando?

CONCEPTO	FONDOS PROPIOS	FONDOS SOLICITADOS A LA FUNDACION	OTRAS FUENTES	TOTAL
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1.

2.

3.

VIII. IMPACTO/EVALUACION DEL PROYECTO

- Describa los resultados que se esperan obtener de este proyecto.
- ¿Cómo se sabrá si se han logrado los objetivos propuestos y que datos se reunirán para comprobarlo?
- ¿Cómo se efectúa la evaluación?

IX. CONTROL DEL PROYECTO

¿Cómo se sugiere un control de FAS sobre la ejecución del proyecto?

X. OBSERVACIONES

- La respuesta a las pautas de este esquema no pueden exceder de diez (10) páginas y enviarse con los anexos a la Fundación Acción Solidaria:

Calle 79 # 18 - 34. Of. 501. Bogotá, D.E.

Directora Ejecutiva : Dra. YAMEL PEREZ GUERRA

ANEXOS :

- Fotocopia de estatutos vigentes . . .
- Fotocopia de personería jurídica o Escritura de Constitución con certificación reciente sobre representante legal

FUNDACION ACCION SOLIDARIA

EVALUACION DE LOS PROYECTOS APOYADOS POR FAS

Concepto \_\_\_\_\_ Realizada Por \_\_\_\_\_

Nombre del Proyecto : \_\_\_\_\_

Institución - Ciudad : \_\_\_\_\_

Aporte FAS : \$ \_\_\_\_\_

Fecha de Asignación de los recursos : \_\_\_\_\_

Donaciones Pendientes # \_\_\_\_\_ \$ \_\_\_\_\_ Fecha: \_\_\_\_\_

\$ \_\_\_\_\_

1. Tipo de Seguimiento realizado :

Por Teléfono Solicitud de Información  
Reporte Verbal  
Fecha : \_\_\_\_\_ Realizado Por : \_\_\_\_\_

Por Escrito Solicitud de Informe  
Recepción de Informe  
Fecha : \_\_\_\_\_ Realizado por : \_\_\_\_\_

Presencial Visita de Observación  
Reporte Personal  
Fecha : \_\_\_\_\_ Realizado por : \_\_\_\_\_

Si NO se ha realizado ningún seguimiento especificar por qué ? : \_\_\_\_\_

FUNDACION ACCION SOLIDARIA

Personería Jurídica No. 1991 de Febrero 20/87 de Min. Salud. Nit. 800003329

Calle 79 No. 18-34 Oficina 501 Teléfono: 257 84 06 Bogotá, D. E.

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Informe Financiero:

Se cuenta con :

- Comprobante de consignación
- Descripción específica de los rubros y montos del dinero.
- Comprobantes de egresos
- Registros en libros, cuentas bancarias y/o Corporación.
- Presupuesto restante \$ \_\_\_\_\_

Se ejecutó de acuerdo a lo planeado ?

- SI
  - NO. Especifique: \_\_\_\_\_
- 

El apoyo de la Fundación se realizó con base a un proyecto, en este punto se pretende evaluar lo planeado/ejecutado :

El monto asignado se ejecutó de acuerdo a lo planeado ?

- SI
- NO

Si respondió negativamente :

**FUNDACION ACCION SOLIDARIA**

Personería Jurídica No. 1991 de Febrero 20/87 de Min. Salud. Nit. 800003329

Calle 70 No. 18-34 Oficina 501 Teléfono: 257 84 06 Bogotá, D. E.

Que modificaciones se realizarón ?

- Tiempo. Especifique : \_\_\_\_\_
- Actividades. Especifique : \_\_\_\_\_
- Estrategias de Acción. Especifique : \_\_\_\_\_
- Costos. Especifique : \_\_\_\_\_
- Recursos Humanos. Especifique : \_\_\_\_\_

Por qué ? : \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Marque con una X la opción que más se adecúa

- Estas modificaciones están justificadas para responder de manera adecuada a los objetivos propuestos ?
- Las modificaciones son improvisadas y obedecen a falta de planeación de los responsables del proyecto ?
- Las modificaciones son producto de eventos impredecibles ?

. En cuanto a los resultados obtenidos de acuerdo a lo esperado son :

- Satisfactorios
- Deficientes
- No corresponden.

Especifique : \_\_\_\_\_

Los resultados se han cumplido en \_\_\_\_\_ %

Especifique : \_\_\_\_\_

\_\_\_\_\_

### FUNDACION ACCION SOLIDARIA

Personería Jurídica No. 1991 de Febrero 20/87 de Min. Salud. Nit. 800008339

Calle 79 No. 18-34 Oficina 501 Teléfono: 237 84 08 Bogotá, D. E.

La entidad ha cumplido con los compromisos establecidos ?

- Totalmente  
 Deficientemente  
 No.

Especifique : \_\_\_\_\_  
 \_\_\_\_\_

La Fundación ha cumplido con los compromisos establecidos ?

- Totalmente  
 Deficientemente  
 No

Especifique : \_\_\_\_\_  
 \_\_\_\_\_

Análisis del apoyo al proyecto :

El apoyo por parte de la Fundación ha sido efectivo ?

- SI  NO

Por qué ? \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

Al apoyar este proyecto la Fundación cumple con sus objetivos ?

- SI  NO

Por qué ? : \_\_\_\_\_

### FUNDACION ACCION SOLIDARIA

Personería Jurídica No. 1991 de Febrero 20/87 de Min. Salud. Nit. 800008339

Calle 79 No. 18-34 Oficina 501 Teléfono: 257 84 06 Bogotá, D. E.

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Es necesario seguir apoyando este proyecto ?

SI

NO

Por qué ? : \_\_\_\_\_

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Es necesario hacer modificaciones a nivel :

Apoyo FAS (Monto)

Proyecto (Obj., Activ., Resultados)

Resultados

Administración

Otros : \_\_\_\_\_

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Qué de este apoyo puede utilizarse para publicaciones, cursos, asesorías, etc., en la Fundación Acción Solidaria ? \_\_\_\_\_

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Observaciones y Recomendaciones : \_\_\_\_\_

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**FUNDACION ACCION SOLIDARIA**

Personería Jurídica No. 1991 de Febrero 20/87 de Min. Salud. Nit. 800002222

Calle 79 No. 18-34 Oficina 501 Teléfono: 257 84 06 Bogotá, D. E.

- 96 -

**Appendix 11: Names of Persons Contacted**

APPENDIX 11

PERSONS CONTACTED

USAID/Colombia

James F. Smith  
USAID Representative

Loraine N. Mansfield  
USAID Representative

Paula Feeney  
Chief, Health and Nutrition Division  
Bureau for Latin America and the Caribbean  
Agency for International Development  
Washington, D.C.

Fundacion Accion Solidaria

Julio Alberto Diaz Garavito  
President

Mauricio Villages Echeverry  
Director

Martha Cecilia Villada  
Director

Gloria Ines de Salvador Ahumada  
Director

Marietta Jaramillo de Marin  
Director  
Representative Colombian Institute for Family Welfare  
(ICBF)

Josias Arteaga Arias  
Member  
Executive Director-Federacion Colombian de Asociaciones  
Cristianas de Jovenes (YMCA-ACJ)

Leopoldo Cabrera (CONASED)  
Board Member  
Represents all Catholic Schools

Yamel Perez Guerra  
Executive Director

Diana Diaz Zarate  
Technical Advisor

Shirley Giraldo Arboleda  
Administrative Assistant/Secretary

Fundacion Programa de Intervencion Integral al Farmacodependiente y La Familia (PIIF)

Adriana Arevalo C.  
Psychologist

Jose I. Palacios Osma  
Psychologist

Fundacion de Trabajo para El Muchacho de la Calle

Angel Alberto Lozano  
Director

Nidia Isabel Perez Calderon  
Psychologist

Fundacion Para La Integracion y El Dessorollo

Teresa Santander de Acelas  
Psychologist

Cruz Roja Colombiana

Cesar A. Urena Pulido  
Department Director

1835y