

A.I.D. EVALUATION SUMMARY - PART I

PD - ABK-501

1. BEFORE FILLING OUT THIS FORM, READ THE ATTACHED INSTRUCTIONS. 93237
 2. USE LETTER QUALITY TYPE, NOT DOT MATRIX TYPE.

IDENTIFICATION DATA

A. Reporting A.I.D. Unit: Mission or AID/W Office <u>USAID/Peru</u>	B. Was Evaluation Scheduled in Current FY Annual Evaluation Plan? Yes <input checked="" type="checkbox"/> Slipped _____ Ad Hoc _____ Evaluation Plan Submission Date: FY <u> </u> Q <u> </u>	C. Evaluation Timing Interim <input type="checkbox"/> Final <input type="checkbox"/> Ex Post <input type="checkbox"/> Other _____
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D. Activity or Activities Evaluated (List the following information for project(s) or program(s) evaluated; if not applicable, list title and date for the evaluation report.)

Project No.	Project / Program	First PROAG or Equivalent (FY)	Most Recent PACD (Mo/Yr)	Planned LOP Cost (000)	Amount Obligated to Date (000)
527-0347	Narcotics Education and Community Initiatives	1992	9/97	\$9260	\$6,760

ACTIONS

E. Action Decisions Approved By Mission or AID/W Office Director	Name of Officer Responsible for Action	Date Action to be Completed
Action(s) Required 1. USAID will assess the possibility of contracting CEDRO to assist it in support of USAID's health efforts in Peru and, if resources can be allocated, CEDRO may assist the Ministry of Education to design and include a drug prevention program in elementary school level curricula. 2. The Mission will transmit to CEDRO the mid term evaluation recommendations with emphasis on those related with CEDRO's administration and financial self-sustainability. 3. In a joint effort, CEDRO and the Mission will analyze and revise the levels of the program/project outputs of the Project's Logical Framework to reflect more realistic targets.	M. Choy A.Larrabure A. Larrabure	March 95 December 94 Jan. 95

APPROVALS

F. Date of Mission Or AID/W Office Review Of Evaluation: _____ (Month) _____ (Day) _____ (Year)
 October 28 1994

G. Approvals of Evaluation Summary And Action Decisions:

Name (Typed)	Project/Program Officer	Representative of Borrower/Grantee	Evaluation Officer	Mission of AID/W Office Director
Signature	Alfredo Larrabure	A. VASSILAQUI	Miriam Choy	George Wachtenheim
Date	2/2/95	3/2/95	2/3/95	2/10/95

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ABSTRACT

H. Evaluation Abstract (Do not exceed the space provided)

The purpose of the Narcotics Education and Community Initiatives is to stimulate awareness among public and private sector Peruvian institutions and individuals leading to activities that counteract drug production, trafficking, and abuse.

This mid-term evaluation was conducted in October, 1994 by a Development Associates, Inc. team. The main purpose was to assess the extent to which the NECI Project is achieving its objectives, describe any unexpected outcomes, and document lessons learned.

The major findings and conclusions are:

- CEDRO is meeting or exceeding the objectives of the NECI Project.
- CEDRO is a well-managed organization with appropriate procedures and controls in place. Reporting requirements are met on time, and relationships with USAID/Peru are excellent.
- CEDRO is taking steps to achieve self-sufficiency by PACD, including the establishment of an indirect cost rate and the initiation and growth of an endowment fund. The NGO still needs to seek funding from a variety of international donors to achieve this goal.
- Operational goals have been met or exceeded. Third parties use the mass media and establish conferences on drug-abuse prevention themes. Institutional TV campaigns are being aired on schedule.
- Epidemiological survey and public opinion studies have been completed and CEDRO has more than met its yearly goals of supporting 100 community-based institutions per year to organize relevant activities. Progress is being made with the Street Children Project.
- Incorporation of drug prevention curricula in secondary schools is ahead of schedule.
- CEDRO's support for microentrepreneurs in coca growing areas to include support for the cultivation and marketing of natural colored cotton is well-received by former coca growers.

Lessons learned:

- Recruiting and hiring people from the communities that are served improves program design and builds bridges to reach community residents.
- Always start a new program with a pilot project, and expand if it succeeds.
- Incorporation of drug prevention information into secondary school subjects requires training of teachers and support from top-level administrators.

COSTS

I. Evaluation Costs

1. Evaluation Team	Contract Number OR TDY Person Days	Contract Cost OR TDY Cost (U.S. \$)	Source of Funds																	
<table style="width: 100%; border-collapse: collapse;"> <tr> <th style="width: 50%;">Name</th> <th style="width: 50%;">Affiliation</th> </tr> <tr> <td>Development Associates, Inc.</td> <td></td> </tr> <tr> <td>John Garcia</td> <td></td> </tr> <tr> <td>Diane Urban</td> <td></td> </tr> <tr> <td>Gustavo Guerrero</td> <td></td> </tr> </table>	Name	Affiliation	Development Associates, Inc.		John Garcia		Diane Urban		Gustavo Guerrero		<table style="width: 100%; border-collapse: collapse;"> <tr> <td>527-0000-C-00-4327-00</td> </tr> <tr> <td>18 days</td> </tr> <tr> <td>18 days</td> </tr> <tr> <td>12 days</td> </tr> </table>	527-0000-C-00-4327-00	18 days	18 days	12 days	<table style="width: 100%; border-collapse: collapse;"> <tr> <td>Total fixed price contract</td> </tr> <tr> <td style="text-align: right;">\$52,762</td> </tr> </table>	Total fixed price contract	\$52,762	<table style="width: 100%; border-collapse: collapse;"> <tr> <td>PD&S</td> </tr> </table>	PD&S
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A.I.D. EVALUATION SUMMARY - PART II

SUMMARY

J. Summary of Evaluation Findings - Conclusions and Recommendations (Try not to exceed the three (3) pages provided)

Address the following items:

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| <ul style="list-style-type: none"> ● Purpose of evaluation and methodology used ● Purpose of activity(ies) evaluated ● Findings and conclusions (relate to questions) | <ul style="list-style-type: none"> ● Principal recommendations ● Lessons learned |
|--|--|

Mission or Office USAID/Peru	Date This Summary Prepared: November 29, 1994	Title And Date Of Full Evaluation Report: NECI Project, Mid-Term, Oct. 1994
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Purpose of evaluation: Development Associates, Inc. was contracted on September 29, 1994 by USAID/Peru to evaluate the Narcotics Education and Community Initiatives (NECI) Project of the Center for Education and Information on Drug Abuse Prevention (CEDRO). The main purpose of the mid-term evaluation is to assess the extent to which the NECI Project is achieving the intended objectives detailed in the Project Paper's logical framework, describe any unexpected outcomes and document lessons learned. Specific evaluation objectives include:

- Conduct administrative and financial assessments of CEDRO's organization and operation to identify strengths and weaknesses;
- Assess progress in identifying, and properly allocating indirect costs incurred under each grant, contract, and/or donation received to carry out specific programs;
- Assess adequacy of USAID management of the program, relationship between CEDRO and USAID, and timeliness of USAID inputs;
- Assess the need to finance all of the CEDRO activities currently supported with Mission funds, including a review and assessment of the level of resources demanded by each of the Project's components; and determining if CEDRO is, or is not, overloaded with too many activities.
- Assess progress to date towards achieving the Project's purpose and intended outputs;
- Assess validity of indicators, targets and Project assumptions contained in the Logical Framework; and
- Assess the internal evaluation of CEDRO's first year of operations, to include CEDRO's data collection, work plans, and the monitoring and reporting system.

Special emphasis will be placed on the activities jointly carried out by CEDRO with the Ministry of Education (MOE) and the Institute for Family Welfare (INABIF), and the Community Support Program where seed money is passed to qualified communities for their self-designed drug prevention programs.

Methodology: The evaluation team used a combination of in-depth interviews with key CEDRO and USAID staff, and individuals within organizations and public agencies that work with CEDRO; observations; and examination of existing project documentation and project products. Additionally the team conducted site-visits to CEDRO programs in Lima and in the Provinces of Huancayo and Tarapoto.

Purpose of activities evaluated: The purpose and primary focus of the NECI Project is to stimulate awareness leading to activities that counteract drug production, trafficking and abuse. Although the results of the 1994 public opinion survey are not available yet, there is some indication that more than 43% of the Peruvian population is aware that drug - related activities are a major national problem. This percentage was less than 2% when CEDRO was established in 1986. CEDRO is tasked with disseminating accurate information through the press, radio, TV, and information disseminated via the Documentation Center to inspire Peruvians to take counternarcotics actions to eradicate coca; as well as interpersonal communications activities that include workshops, seminars, etc. During the rated period, not less than 214 public statements were made by national opinion leaders against trafficking and consumption, exceeding by far the target of 9 statements. A secondary purpose is three-fold: the expansion of drug prevention programs in high schools; the development of locally designed prevention programs in high-risk communities, including those adjacent to coca producing areas; and the consolidation and self-sufficiency of the Street Children Program.

Findings and Conclusions: It is the consensus of the evaluation team that CEDRO is meeting the objectives of the NECI Project. In many cases the organization has exceeded its targets for the entire LOP.

Administration/Management--CEDRO is a well-organized and managed organization that is effectively carrying out its objectives with a staff of 12 core members and 180 individuals hired on a yearly contract basis to implement specific activities. A procedures manual is in place, and reporting requirements are met on time. The evaluation team is concerned that the staff is presently overloaded with activities, which is bound to have an impact in the long run. The team found that core staff don't fill out time sheets, and no provisions exist for other staff to allocate their time to various donor activities. Per Mission's initiative, CEDRO commissioned Price Waterhouse to conduct a study to determine its indirect cost rates, and CEDRO has set up a separate account to track all of its indirect costs, including those that are being paid by NECI. Management negotiates with each individual donor to recover a portion of its indirect costs currently financed entirely by USAID. The evaluation team found that relationships with USAID are excellent and USAID management of the program is excellent, with timely inputs consistently provided.

Self-sufficiency--To become self-sufficient by the NECI Project PACD, CEDRO established an initial endowment fund of \$150,000 and the total endowment stood at \$481,263 as of 9/30/94. Annual targets as stipulated in the log frame are being met. The NECI Project has already met its counterpart contribution at the end of the second year of the five year program. New projects are constantly being designed to obtain funding from other international donors, and many projects have been awarded or are in the pipeline.

Technical Programs--The information, education, and communication (IEC) unit has met or exceeded its goals for motivating third parties to publish editorials, make presentations on radio and TV, and conduct relevant conferences for professionals and the public. It has fallen somewhat short in motivating public and private sector institutions to produce publications. The institutional campaign for 1994 is in production and will be broadcast in January, 1995. The target of supporting 100 community-based institutions per year to implement key drug prevention activities has been surpassed. CEDRO has worked with churches, schools, parents groups, and community boards to accomplish this goal.

SUMMARY (Continued)

The research department has updated its methodology by computerizing its data input function, going from digital manual input to the use of an optical reader. All of the studies scheduled for 1993 were completed; all of the 1994 studies are in progress.

The work with the Ministry of Education (MOE) is ahead of schedule in implementing relevant curricula in the nation's high schools. To date, 709 schools have been incorporated versus the 500 scheduled for completion by the end of 1994. Relationships with the Ministry are excellent, and volunteers from the MOE staff man many of CEDRO's provincial child and youth centers. The goals for the private school program are not being met, due to the difficulty to support and monitor existing programs while adding new schools to the system.

Community support programs are making significant progress, training community volunteers in coca growing areas to improve their health, educational, and economic status. Microentrepreneurs have been given training, technical assistance and seed money on credit. A more ambitious project with great economic potential is cultivation of natural colored cotton; 2,500 hectares have been cultivated in the first year alone.

On the street children activity, CEDRO continues to maintain 5 centers in Lima. The rate of re-insertion of children back into their families is approaching 40%, with approximately 15-20 percent recidivism. INABIF feels that CEDRO is helping them handle complex issues and projects.

The Logical Framework is detailed and imposes a relatively heavy data management and tracking task on CEDRO staff; however, they have established a system to collect and provide USAID with necessary data. To change the system at this time would be counter-productive.

Principal Recommendations:

- Develop and implement a thorough strategic plan to ensure the viability of the project by NECI PACD.
- Train middle level management to enhance their management skills.
- Require time sheets for core personnel and create systems for other personnel to charge their time to more than one project.
- Establish a single provisional indirect cost rate to use as a point of departure with all donors.
- Provide training in ways to evaluate learning by low literacy adults in the parents schools.
- Provide computers to all supervisors to enable them to efficiently enter data in a manner that is consistent across all departments.
- Study the impact of drug prevention curricula on high school students.
- USAID should support the MOE's initiative to duplicate this program at the elementary school level.
- USAID should support expansion of the cultivation of the cotton and other alternative crops program through use of CEDRO's expertise in organizing farmers.
- Establish a formal Marketing Committee, composed of Board members, to study, target, and facilitate access to alternative sources of income.

Lessons Learned:

- Recruiting and using people from the communities that are served improves program design and establishes better relationships with community residents.
- Use of existing groups and organizations facilitates entry into a community. Involvement at all relevant levels facilitates communication, mutual support, and reinforces learning.
- Conducting of an extensive community survey (institutional analysis) is key to the selection of the most appropriate groups and strategies for start-up.
- Always start a new program as a pilot project.
- Find out how to satisfy your client, be it an opinion leader, editor, teacher, or street kid, and provide the best attention possible.
- A TV spot is just one tool among many that must be included in a prevention campaign. To treat the drug problem, you must treat the individual, the institutions to which they belong, and society in general.
- Research results show that peoples' perceptions are not always correct. Do not assume that leaders necessarily know more than the public about drugs.
- Obtaining reliable information about drug use requires constant study and updating of research procedures. Care must be taken to ensure the respondent understands the question clearly.
- It is possible to incorporate drug prevention into all secondary school subjects if teachers are trained and given ancillary materials, and there is top level support.

ATTACHMENTS

K. Attachments (List attachments submitted with this Evaluation summary: always attach copy of full evaluation report, even if one was submitted earlier; attach studies, surveys, etc., from "on-going" evaluation, if relevant to the evaluation report.)

Development Associates, Inc. Final Report of the Evaluation of the Narcotics Education and Community Initiatives Project.

COMMENTS

L. Comments By Mission, AID/W Office and Borrower/Grantee On Full Report

This is a highly successful project as confirmed by the mid term evaluation. CEDRO is currently achieving the Project's purpose of stimulating national awareness leading to activities that counteract drug production, trafficking and abuse. The best evidence of this is the development by the GOP of the first ever "National Drug Control and Prevention Plan" as well as the allocation of relatively large amounts of resources to diminish drug production and trafficking. The Mission recommends USAID/W assess this project carefully for possible further replication in other countries.

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**NARCOTICS EDUCATION
AND COMMUNITY
INITIATIVES PROJECT**

Mid-Term Evaluation

DEVELOPMENT ASSOCIATES, INC.

MANAGEMENT AND GOVERNMENTAL CONSULTANTS

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ARLINGTON, VIRGINIA 22208-2023

**NARCOTICS EDUCATION
AND COMMUNITY
INITIATIVES PROJECT**

Mid-Term Evaluation

Conducted By

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**Contract No. 527-0000-C-00-4327-00
United States Agency for International Development
Lima, Peru**

October 1994

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**CENTER FOR INFORMATION AND EDUCATION
ON DRUG ABUSE PREVENTION (CEDRO)**

**NARCOTICS EDUCATION AND COMMUNITY INITIATIVES PROJECT
Project Number 527-0347**

**Mid-Term Evaluation
October 1, 1992 - September 30, 1994**

Conducted By

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**Contract No. 527-0000-C-00-4327-00
United States Agency for International Development
Lima, Peru**

October 1994



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2. List of Persons Contacted
3. List of Documents Reviewed
4. CEDRO Organization Chart
5. CEDRO Outputs

LIST OF ABBREVIATIONS

CEDRO	Centro de Información y Educación Para la Prevención del Abuso de Drogas (Center for Information and Education on Drug Abuse Prevention)
COPUID	Comisión de Prevención del Uso Indebido de Drogas (National Commission for the Prevention of Drug Abuse)
DEPA	Drug Awareness and Public Awareness Project
EOPS	End of Project Status
GOP	Government of Peru
GTZ	German Technical Assistance Program
MOE	Ministry of Education
NAS	Narcotics Assistance Section
NECI	Narcotics Education and Community Initiatives
ODIT	Office of Democratic Initiatives and Training
ONDCP	Office of National Drug Control Policy
PACD	Project Assistance Completion Date
PAO	Public Affairs Officer
USAID	United States Agency for International Development
USEMB	United States Embassy
USG	United States Government
USIS	United States Information Service
INABIF	National Institute for Family Welfare
LOP	Life of Project
IEC	Information, Education and Communication
CIPRES	Centro de Información y Prevención del Hombre Andino (Center for Information and Prevention for the Andean Man)
UNDCP	United Nations Drug Control Program

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Executive Summary

Purpose of Activities Evaluated

The Center for Education and Information on Drug Abuse Prevention (CEDRO) was founded on May 20, 1986, under the Drug Education and Public Awareness (DEPA) Project. The purpose of the organization was to raise the level of public awareness relative to drug abuse and other drug-related problems.

Since its inception CEDRO has developed into a mature and highly respected nonpartisan institution that has taken the lead in identifying and publishing the extent of the drug problem and in mobilizing resources to counteract it. It has received financial and in-kind support from local and international organizations.

The purpose of the follow-on Narcotics Education and Community Initiatives (NECI) Project is to stimulate public awareness leading to activities that counteract drug production, trafficking, and abuse. The Project's purpose is to be achieved through the continued dissemination, by CEDRO, of accurate information on drug-related matters to awaken and inspire Peruvians to take counternarcotics action to eradicate coca. A primary focus of the project is the strengthening of CEDRO as a countrywide renowned private and non-partisan, financially self-sustaining drug information and education center, which can continue to promote drug awareness activities long after USAID financing stops. A secondary focus is threefold: expansion of drug prevention programs in high schools; development of locally designed prevention programs in high-risk communities, particularly those adjacent to the coca-growing areas; and consolidation and self-sufficiency of the Street Children Program.

Purpose of the Evaluation and Methodology Used

The purpose of the evaluation is to determine the extent to which the NECI Project, through CEDRO, is achieving intended objectives; to assess the cost-effectiveness of CEDRO's activities; and to ascertain whether those activities contribute toward achieving the Project's objectives. Special attention is devoted to CEDRO's capability to mobilize public opinion in order to demand GOP actions to counteract the drug problem while at the same time understanding the need to support the GOP's efforts to enforce the law. The evaluation involves the assessment of CEDRO's administrative and financial capability to effectively carry out, both now and after the completion of USAID assistance, different types of drug prevention activities geared toward achieving the Project's purposes.

The methodology used was determined largely by the time available (three weeks for a three-person team) and the evaluation scope of work. The evaluation was carried out by reviewing project-related documents and interviewing a large number of USAID, USIS, NAS, CEDRO, MOE, INABIF, and local program officials. Additionally, the team visited, and observed drug awareness activities in several high-risk communities in Lima, Huancayo, and the area around Tarapoto in the Huallaga River Valley. Sites visited include, among others, a street children safe house in Lima, micro-enterprise activities in Huancayo and Tarapoto, and a natural cotton field and warehouses in the Central and Lower Huallaga River Valley adjacent to the coca-growing areas.

Findings and Conclusions

Introduction

Prior to summarizing individual topic findings and conclusions, it is important to note that CEDRO's implementation of the NECI Project activities fully supports the four strategic objectives contained in the USAID/Peru Action Plan. In support of Strategic Objective #1, "Strengthen Democratic Institutions," CEDRO has contributed to the development of a National Drug Control and Prevention Plan and has promoted a democratic process as part of its community organization efforts. This process involves the entire community in planning and deciding what actions are best for its welfare.

At the micro level, CEDRO is laying the basis for individuals and communities to contribute to broad-based sustainable economic growth of the country in support of Strategic Objective #2. Activities include training, technical assistance, and financial support (seed money on a credit basis) for the establishment and operation of micro-enterprises in low-income communities in Lima and the provinces.

In support of Strategic Objective #3, "Improved Health of High Risk Populations," CEDRO is supporting the various activities of, and collaborating with, the Ministry of Health, Ministry of Education, and the National Institute for Family Welfare (INABIF) in enhancing the health status of high-risk populations. Support for the expansion of a national drug curricula in the nation's high schools, and training of teachers and health providers coupled with activities with young children (Cara a Cara Program), is already having a positive and healthy impact on the attitudes and behavior of the country's young children.

An essential element of CEDRO's activities is improved preservation and sustainable use of the natural resource base (Strategic Objective #4). Activities in the Huallaga Valley and in the Sierra include awareness and education on the impact that drug production has on the rivers, streams, and soils of the country. Support for production and marketing of natural color cotton--using organic fertilizers and pesticides coupled with technical assistance on the use of such other alternate crops as beans to maintain the productivity of the land--has been well received by former coca growers.

Findings and Conclusions

It is the consensus of the evaluation team that CEDRO is meeting the objectives of the Narcotics Education and Community Initiatives Project. In many cases the organization has exceeded targets for the entire LOP.

Administration

CEDRO is well organized and managed, effectively carrying out requirements of the Narcotics Education and Community Initiatives Project. Top management and field staff are highly committed and motivated individuals, whose main objective is to serve the needs of the community. They have mobilized, and continue to maintain, a national network of individuals and organizations/institutions that provide services, usually on a volunteer basis,

to the people in urban and rural areas, including coca-growing areas and areas affected by terrorism.

Procedures manuals are in place and followed. Quarterly progress reports of accomplishments, measured against the Logical Framework and the organization's action plans, are submitted on time. USAID inputs are timely, and the relationship between CEDRO and USAID is excellent.

CEDRO is implementing the NECI Project with a core staff of 12; approximately 180 individuals are hired on a contract basis.

CEDRO is in compliance with all of its commitments with donors; however, the evaluation team is concerned about the present overload of activities evident throughout the organization. In discussions with CEDRO managers about activities that should or could be eliminated they felt that all are important and, in fact, that their range should probably be expanded. Although the number of activities will have to be reduced gradually, due to budget constraints, the need and demand for services from the community is so great that staff will probably continue to try to meet that demand as long as they can. The dedication and competence of CEDRO's staff is not in question, but the team cannot help but be concerned about the impact that the present pace of work will naturally have on CEDRO over the long run.

Information, Education, and Communication

The information, education, and communication unit has met or exceeded its goals for motivating third parties to express their opinions in the media and at conferences; expanded and serviced the international network through publications written and distributed by the Documentation Center; and created innovative programs for youth and distance learning. The institutional campaign for 1994 is in production and will be broadcast January 1995 for a brief period, and then pick up again in April 1995 after the national elections. The Documentation Center continues to provide the necessary material support to individuals, institutions, and international organizations. The national network of organizations continues to expand. Under the NECI Project, two national and two international seminars have been held to date.

The goal of supporting 100 community-based institutions per year to implement key drug prevention activities, and motivating 30 communities in 1993 and 40 in 1994 to conceive and implement such activities, has been surpassed. Activities with churches have involved over 4,976 persons, and the "Face to Face" youth program in 343 communities has involved 9,448 children in cultural activities, opened 4,197 community libraries, and involved 22,278 children in sports activities.

Research

The CEDRO research unit has made significant advances over the past two years. The team is well trained and qualified to carry out its various studies. The research methodology has been modified to take maximum advantage of the latest technology. Data input and analysis have been computerized, going from digital input of data by hand, to the use of an optical reader that takes the data (answers to interview questions) directly from a special form

designed for that purpose. It has met its goals for carrying out the various research studies for 1993, and studies scheduled for completion in 1994 are expected to be complete and published by the end of December 1994. The 1993 Public Opinion Study found that 43.5% of the people interviewed considered drugs as one of the three most serious problems, compared to 31.5% in May 1993, and less than 2% in 1985. A Case Study on Coca Producers and the Drug Problem--Opinions, Attitudes, and Values, conducted in both the illegal and legal growing areas, found that in areas where coca paste is being produced, 30% of the people interviewed are users, whereas in the legal areas coca use follows a more traditional mode. CEDRO continues to promote and support drug research by third parties through sponsorship of annual competitions among graduate students and professional researchers.

Support for Ministry of Education Programs

The Ministry of Education (MOE), working through its drug abuse prevention unit, COPUID, and with the help and supervision of CEDRO, is ahead of schedule in implementing the drug abuse prevention curricula in the nation's high schools. To date, 709 schools have been incorporated versus 500 scheduled for completion by end of 1994. An additional 70 private schools have incorporated COPUID's drug prevention curricula. The relationship between CEDRO and MOE staff, at the national and regional level is excellent. CEDRO's work in promoting the establishment and operation of urban and provincial child and juvenile centers (Centros Infantiles y Juveniles) has been well received, with many of the centers staffed by volunteers from the MOE system.

Community Support Programs

These are probably some of the more significant achievements of the NECI Project. The promotion and training of volunteers in communities in the coca-growing areas has contributed to the resurgence of efforts by the populace to work together to improve their educational, health, and economic status. Support of micro entrepreneurs with training, technical assistance, and small amounts of seed money on credit is contributing to the economic base of the communities. A more ambitious effort, one that has considerable potential for impacting the coca growers, is the support for cultivation of native (natural colored) cotton with an emphasis on use of organic fertilizers and pesticides. In the first year alone, this effort has resulted in over 2,500 hectares under cultivation, with many former coca growers participating in the program.

Street Children/Child Abuse

CEDRO is continuing to maintain the five street children houses in the Lima Metropolitan Area. Under the NECI Project this effort is being consolidated into a prevention, training, and more-extended network that is beginning to address the causes that result in children leaving home. Actions include the implementation of a child abuse and runaway prevention system at the community level; reinforcement and extension of the reinsertion to the family subprogram; training of personnel and assistance for the reorganization of other public and private street children-care facilities; support of vocational training workshops and other activities to help the centers to eventually become self-sustaining; and establishment of a computerized data bank of children in high-risk areas in Lima. It has also provided training and technical assistance to the city of Piura in the north in the establishment of a city-run

center. CEDRO is working with INABIF, providing training, technical assistance, and material support to that agency's residential houses for children, as well as technical assistance in the construction of a shelter for homeless children in the coca-growing areas in the upper jungle.

Research studies on street children started under the DEPA Project have been completed, with seven published, five at the printers, and seven in process. Studies conducted by CEDRO show that the percentage of new cases of street children, i.e., new entrants to the streets, is decreasing in Lima, with 27-35 new cases per month in the 1989-1990 time frame compared to 18-22 new cases per month during the first semester of 1994.

According to CEDRO staff, the rate of reinsertion of children into their families is approaching 40 percent, with approximately 15-20 percent recidivism.

A combination of financial support (USAID, European Union, and the German Government) will keep the street children program going until 1999. CEDRO is looking at initiating a "sponsor" program to continue support after that time.

Public Awareness and Opinion Leaders

CEDRO has been successful in raising public awareness to the dangers of drugs and drug-related problems through mass media (radio, television, press), dissemination of relevant materials, and face-to-face meetings and discussions.

Results of the latest public opinion survey show that 43.5% of respondents now consider drugs among the three most serious problems in Peru, compared to 18.1% in 1987. The people are beginning to view production and trafficking as a more serious problem for the country than drug use. Also significant, the percentage of people that feel that drug trafficking does not result in any benefit to the country has risen from 82.5% in 1987 to 91.7% in 1993.

Self-Sustainability

CEDRO is taking action to achieve self-sustainability by the time the NECI Project ends. That includes establishment of an endowment fund, which is growing, and support from other donors for specific activities.

It is the evaluation team's opinion that CEDRO will reach its endowment target. To date all indicators contained in the log frame have been met. Although the evaluation team feels that CEDRO will meet all of the sustainability indicators set forth in the logical framework, the different scenarios explored by the team indicate that CEDRO will probably not be able to function without access to international/local sources. In addition CEDRO must be able to charge indirect costs to them, a practice which is being resisted by most donors who insist on financing only project activity costs and not administrative costs. Currently, CEDRO negotiates with each donor to recover any indirect costs.

The evaluation team considers that CEDRO's current practice of negotiating different indirect cost rates with each donor is cumbersome, which implies a certain degree of inefficiency in the use of its financial and managerial resources.

The Street Children/Child Abuse Program is currently receiving support, through USAID/Peru, from the U.S. Congress Displaced Children and Orphans Fund. This support will carry the program through 1996, after which time, assistance from the Ministry of Cooperation, Government of Germany, will carry it through 1998. Additionally, CEDRO is looking at a specific sponsorship program for continued support of this critical program.

Recommendations

That USAID take a serious look at CEDRO's accomplishments in support of the Mission's strategic objectives, and look for opportunities to contract CEDRO to assist the Mission in support of USAID's health efforts in Peru.

That CEDRO's management develop and execute a thorough strategic plan to ensure the viability of the organization at the end of the NECI project. The evaluation team suggests that CEDRO look for ways to lessen its upper-management overload in order to ensure that the corporate restructuring that NECI will need in the near future is done in a timely and orderly manner. An important step would be training middle management personnel to enhance their capability to move into any vacuum that might occur.

As part of its middle-management improvement efforts, CEDRO should computerize the entry of data by program supervisors and standardize categories for their collection. Under the present system, supervisors collect and hand-enter data relative to their program's accomplishments each week. The information is then passed to the computer center for entry into central statistical data bases. Each supervisor should have access to a computer so that data can be more easily collected and entered in accordance with standardized categories.

That CEDRO study the impact that the MOE's drug prevention curricula program is having on the attitudes and behavior of high school students. Periodic testing of the implementation of this program and its receptivity by the students can help optimize the training of teachers and the design of the materials used.

That USAID support the MOE in developing and implementing a similar endeavor at the elementary school level.

That USAID support an expansion of the cotton and other alternative crops program through use of CEDRO's expertise in mobilizing and organizing the farmers to take action to improve their economic well-being.

That CEDRO establish a single provisional indirect cost rate to use, initially, to charge all its donors.

That a formal Marketing Committee, composed of Board members, be established instead of relying on an informal one. The marketing committee will target and facilitate the sale of services to organizations and private sector companies. CEDRO is in a unique position in this respect as it can draw, at no extra cost, on the rich and diverse experience of its founding members.

Lessons Learned

- ▶ Recruiting and using people from the communities that are served is beneficial to a better understanding of the client populations to be served, resulting in improved program design and better relationships with community residents.
- ▶ Use of existing groups and organizations facilitates entry into a community.
- ▶ Conduct of an extensive community survey (institutional analysis) is key to the selection of the most appropriate groups and strategies for start-up.
- ▶ Always start a new program as a pilot project.
- ▶ Find out how to satisfy your client, be it an opinion leader, editor, teacher, or street kid, and give him or her the best attention possible.
- ▶ A TV spot is a door that opens for a brief time and lets people know that there's a problem to be solved. The more simple, direct, and concrete the message, the easier to make an impact. The spot is just one tool among many others that must be included in a prevention campaign. To treat the drug problem, you must treat the individual, the institutions to which they belong, and society in general.
- ▶ Research results show that peoples' perceptions are not always correct. Do not assume that leaders necessarily know more than the public does about drugs.
- ▶ Obtaining reliable information about drug use requires constant study and updating of research procedures. Care must be taken to ensure the respondent understands the question clearly. Respondents often do not answer properly because of terminology, particularly when medications are referred to as drugs.
- ▶ It is possible to incorporate drug prevention into secondary school subjects, providing teachers are trained and given ancillary material and top-level support.
- ▶ Base the curriculum on a national epidemiological survey and start with a pilot project to test the curriculum and materials. Encourage teachers to adapt the curriculum to their environment and support them with mass media messages, parent training, and community recreational and cultural programs.

Chapter I

Scope of Work and Methodology

A. Background

The Center for Education and Information on Drug Abuse Prevention (CEDRO) was founded on May 20, 1986, under the Drug Education and Public Awareness (DEPA) Project by a group of 82 interested individuals representing all sectors of Peruvian society. The purpose of the organization was to raise the level of public awareness relative to drug abuse and other drug-related problems. The organization was approved as a legally established non-governmental entity on September first of that year; a project proposal and action plan were submitted to USAID requesting financial support to mobilize the general public, key decision makers, and community leaders to advocate and carry out concrete actions against drug availability and use.

Since its inception, CEDRO has developed into a mature and highly respected non-partisan institution that has taken the lead in identifying and publicizing the extent of the drug problem and in mobilizing resources to counteract the problem. It has received support from several international organizations, including the European Community, World Vision and Caritas of Holland, as well as in-kind support from Peruvian mass media organizations and agencies of the Government of Peru (GOP). The DEPA Project reached its PACD on September 29, 1992.

As a result of the successful completion of the DEPA Project, the \$9.1 million follow-on Narcotics Education and Community Initiatives (NECI) Project came on line on September 30, 1992. The purpose and primary focus of the Project is to stimulate public awareness leading to activities that counteract drug production, trafficking, and abuse. The Project's purpose, according to the Cooperative Agreement, will be achieved through the continued dissemination by CEDRO of accurate information on drug-related matters, tailored to reach all levels of intellect, not only for informational purposes but also to awaken Peruvians to the urgent need to face the drug problem and encourage their government to take definitive actions to eradicate coca. The NECI Project focuses on the following activities:

- ▶ Dissemination of timely and accurate information to the Peruvian population;
- ▶ Assistance to the education sector to expand recently developed drug prevention curriculum in high schools throughout the country; and
- ▶ Assistance to local community organizations, mainly in populations close to coca-growing areas, to develop their own self-conceived drug prevention activities.

Additionally, the Cooperative Agreement identifies financial self-sustainability as an important target for CEDRO to achieve over the five-year life of the NECI Project.

B. Scope of Work of the Evaluation

Development Associates, Inc., was contracted on September 29, 1994, by USAID/Peru to undertake an evaluation of the Narcotics Education and Community Initiatives (NECI) Project. The main objective of the contract is to assess the extent to which the NECI Project through CEDRO is achieving the intended objectives listed in the main scope of work (Annex # 1) and detailed in the Project Paper's Logical Framework; describe any unexpected outcomes that have resulted; and document the lessons that can be learned so far from the Project. Additionally, the evaluation will review the Project's achievement of intended outputs and recommend, if deemed necessary, any revisions to the Project's end-of-project status (EOPS) indicators; assess the cost effectiveness of CEDRO's activities and ascertain if they contribute toward achieving the Project's objectives. Special attention is to be devoted to CEDRO's capability to mobilize public opinion in order to demand GOP actions to counteract the drug problem while at the same time understanding the need to support the GOP's efforts to enforce the law.

The evaluation involves the assessment of CEDRO's administrative and financial capability to effectively carry out, both now and after the completion of USAID assistance, different types of drug prevention activities geared toward achieving the Project's purposes. Specifically, the contractor will:

- ▶ Conduct administrative and financial assessments of CEDRO's organization and operation to identify strengths and weaknesses and make appropriate recommendations for improving and/or streamlining management and procedures to meet stated objectives, both during and after the Project;
- ▶ Assess progress in identifying and properly allocating indirect costs incurred under each grant, contract, and/or donation received to carry out specific programs;
- ▶ Assess the adequacy of USAID management of the program, the relationship between CEDRO and USAID, and the timeliness of USAID inputs;
- ▶ Assess the need to finance all of the CEDRO activities currently supported with Mission funds, including a review and assessment of the level of resources demanded by each of the Project's components; and determine whether CEDRO is, or is not, overloaded with too many activities.
- ▶ Assess progress to date toward achieving the Project's purpose and intended outputs;
- ▶ Assess validity of indicators, targets, and Project assumptions contained in the Logical Framework; and
- ▶ Assess the internal evaluation of CEDRO's first year of operations, to include CEDRO's data collection, work plans, and monitoring and reporting system.

Special emphasis will be placed on the activities jointly carried out by CEDRO with the Ministry of Education, the National Institute for Family Welfare (INABIF), and the Community Support Program where seed money is passed to qualified communities for their self-designed drug prevention programs.

C. Description of Methodology

To undertake the evaluation, the Development Associates team has used a combination of in-depth interviews, observations, and examination of existing project documentation and project products. Additionally, the team conducted site visits to CEDRO programs in Lima (La Victoria, Chorrillos, La Parada, and Manzanilla) and in the Provinces (Huancayo, Tarapoto) using the same techniques of interviews and observations. The team interviewed the key members of the CEDRO staff (Executive Director, heads of all divisions and departments, and other professional staff) and the President of the Board of Directors. The team also interviewed project-related personnel within the Mission (including the project manager and controller department staff) as well as individuals within organizations and public agencies that deal with CEDRO, e.g., the Ministry of Education, National Institute for Family Welfare, community organizations, etc. It reviewed all project documents available at USAID, including the Project Paper, Cooperative Agreement, project implementation letters (PILs) and/or letters of involvement (LOIs), semiannual reports (SARs), quarterly progress reports prepared by CEDRO, and internal evaluations conducted by outside firms contracted for that purpose. Additionally, the team reviewed, in depth, CEDRO's financial accounting and reporting system.

The team also reviewed the products produced by CEDRO, including research reports, television and radio spots, manuals and guides for training, posters and other printed materials for prevention education. Within CEDRO, the team reviewed current budgetary and financial control procedures and the operations of the management information system. In addition, the team reviewed the materials in the documentation center and observed a demonstration of the uses of CD-ROM to store and access data.

To assist in measuring program impact in the area of drug prevention and as a complement to site visits and interviews, the team reviewed the studies undertaken by CEDRO to evaluate its various program activities, including the internal evaluations conducted by outside firms. Details of that examination are contained below in the sections on drug prevention education and on research and evaluation. (Annex #2 contains a list of the individuals and organizations contacted, and Annex #3 contains a list of the documents reviewed.)

D. Measurement of Impact

Given the relatively short time frame of the NECI Project (two years) and the resources available to the team in terms of both time and money, the team focused on the indicators of project accomplishments to date versus planned achievements. This included self-sustainability goals, institutional strengthening, the skills of the technical staff, the quality of program design, and the impact observable through on-site inspections in the communities and schools where these programs are operating.

The evaluation team used the following general set of procedures in examining each of the NECI project components. Data reported by CEDRO through its reports to USAID was checked against the perceptions of the key actors in each component. A cross section of recipients of all the programs -- community-based, school-based, and joint activities -- were interviewed to verify that the stated objectives of each component's workplan was being realized.

E. Description of Team Qualifications

The evaluation team consisted of three members, the team leader, John L. Garcia, Ms. Diane Urban, and Mr. Gustavo Guerrero. Mr. Garcia is a Senior Associate of Development Associates, Inc., where he serves as Project Director for the Narcotics Awareness and Education Project. Mr. Garcia has been responsible for projects ranging from baseline prevalence research in Peru, to communications training in Sri Lanka and Afghanistan, to drug abuse prevention among minorities in the U.S. Mr. Garcia has worked closely with foreign governments, non-governmental organizations, and private voluntary organizations to establish coordinated effective demand reduction policies. Mr. Garcia was responsible for the design and implementation of the first national narcotics awareness and education project in Latin America and since that time has directed narcotics prevalence, awareness and education, and evaluation efforts in nine Latin American countries. In 1989, Mr. Garcia led a two-person team to Colombia to evaluate the institutional, organizational, and administrative aspects of the Fundación Acción Solidaria and the three Colombian Partners of the National Association of the Partners of the Americas.

During his current tenure as Project Director, Narcotics Awareness and Education Project, he has personally conducted an assessment of FUNDASALVA's First Year Action Plan for USAID/El Salvador. Under his leadership, NAE Project staff have conducted a comprehensive cross-cutting evaluation of Ecuador's drug awareness and prevention programs; an evaluation of USAID/Jamaica's national drug awareness program; and an end-of-project evaluation of FUNDASALVA in El Salvador. Also, prior to assuming responsibility for the NAE Project, Mr. Garcia conducted an evaluation of the Peru Private Sector Management Improvement Project

Ms. Diane Urban has over 20 years of IEC experience in the health field. Prior to coming to Development Associates as Senior Technical Advisor, her most recent assignment was Associate Project Director of the HEALTHCOM Project operated by the Academy for Educational Development (AED), where she was responsible for, among other things, design and implementation of training workshops, and production of training materials and videotapes to implement social marketing programs. She has developed and produced video programs and workbooks for interactive medical training programs for the Network for Continuing Medical Education in New York. For the University of California Medical School, she produced self-instructional training packages for cardiologists and developed a curriculum and video materials to teach nurse practitioners at satellite training centers. She has designed curricula to train physicians in drug and alcohol abuse early case identification and management; translated questionnaires for a national household survey on drug use; served as a member of a three-person team to evaluate USAID/Bolivia's Drug Awareness and Prevention Project; and trained media leaders in use of social marketing techniques, message development skills, and intercultural communications for alcohol and other drug abuse programs in Caracas, Venezuela.

Mr. Gustavo Guerrero, a Senior Program Officer with Development Associates, has over ten years experience as an accountant, budget and financial analyst, project manager, and production manager. His skill areas include financial management, contract management, computerized database systems, training program logistics, USAID-funded participants' tax liability, and production of project statistical and financial reports. He has substantial

experience in designing program fiscal controls and managing all financial analysis reporting and accounting functions for several large USAID-funded contracts.

In the next chapter, we shall describe the findings of the first evaluation of the NECI Project, following the categories contained within the scope of work, and reporting specific conclusions and recommendations for each area covered. In Chapter III, we will present an analysis of the sustainability issue. Chapter IV presents overall conclusions, recommendations, and an assessment of the NECI Project's contribution to USAID's Strategic Objectives. Chapter V contains lessons learned.

Chapter II

Evaluation Findings

A. Background and Prior Assessments

As indicated in Chapter I, USAID/Peru signed a cooperative agreement with CEDRO in September 1992. One condition was that CEDRO conduct an internal evaluation of the Project each year. These annual evaluations are to focus on "process" issues to determine whether activities are being implemented according to the implementation plan and in compliance with the terms of the agreement. These evaluations are designed to identify problems that need to be resolved and what mid-course corrections need to be made. Two internal evaluations have been completed, the first by Arthur Anderson and the second (draft report available) by Coopers and Lybrand. Both evaluations focused primarily on progress of accomplishment of the indicators and outputs contained in the Logical Framework. The only recommendation emanating from the first report (October 1, 1992 - September 30, 1993) was that CEDRO should provide maximum flexibility in its annual action plans, allowing for different objectives, qualitative and quantitative, that might surface during the period covered.

The second report covering the period October 1, 1993 through 31 August 1994 concluded that CEDRO has enhanced its prestige over the past eight years. According to that report CEDRO has met all its objectives in informing, educating, and raising the level of awareness of the Peruvian populace to the dangers of drugs and drug-related problems. Additionally, the organization has developed new prevention strategies designed to address the country's complex problems related to drug production, trafficking, and use, making the organization a model prevention institution throughout Latin America. There were no recommendations emanating from this latest internal evaluation by Coopers and Lybrand.

B. Administrative

Organization

While CEDRO has been evolving as an organization over the past eight years, it still maintained its basic structure consisting of three major components; Information, Education, Communication; Research; and Training and Technical Assistance. In the past two years, the organizational structure has been expanded to include Assistance to Governmental Organizations and Activities and Programs of the Educational Sector (Ministry of Education and other elements) as separate components. Within these functional components CEDRO has identified specific target groups and special program activities. (See Annex #4, CEDRO Organization Chart).

Since its inception, CEDRO has reduced the number of Deputy Directors from two to one, and has expanded the span of control for the one Deputy Director, while at the same time giving Office Directors or Chiefs greater autonomy and responsibilities. The Chief, Office of Research, with its computer center, now reports directly to the Executive Director; while the

other two--Chief, Training, Technical Assistance and Community Assistance and the Chief, Information, Education, and Communication--report to the Executive Director through the Deputy Director. As further evidence of a "lean organization," the Deputy Director is also functioning as the Chief of the Training, Technical Assistance and Community Assistance Division.

At first glance this appears to be an overload of responsibilities for both the Executive Director and the Deputy Director. However, the technical experience and quality of the principal office chiefs serve to lighten the load of top management. Additionally, the evaluation team has been impressed with the level of commitment, dedication to work, enthusiasm, energy, and belief in CEDRO's mission evident in all of the institution's staff.

CEDRO, at present, is in compliance with all of its commitments with donors; however, the evaluation team is concerned with the present overload of activities evident throughout the organization. The dedication and competence of CEDRO's staff is not in question, but the team can not help but be concerned about the negative effects that the present pace of work will naturally have on CEDRO over the long run.

Staffing and Personnel Policy

The evaluation team reviewed CEDRO's Procedures Manual; actual division of responsibilities; and its employee selection, compensation, monitoring, and staff evaluation practices. In addition, the team conducted individual interviews with CEDRO's management and selected employees. Following are the findings of the evaluation team.

Personnel Allocation: CEDRO has a core staff of 12 individuals, 5 of whom are assigned to programs. The asterisk identifies the individuals who are directly assigned to programs.

Executive Director	Alejandro Vassilaqui
Deputy Director	Carmen Masias
Special Projects	Dwight Ordoñez*
Research	Maritza Rojas*
Field Coordinator	Antonio Lara*
Documentation Center	Liubenka Obrenovich*
Controller	Carmen Leveratto
Secretary	Zoila Dulanto
Documentation Assistant	Carlos Suarez
Maintenance	Francisco Cordero
Driver	Raul Caceres

It is understood that the above referenced allocation refers only to non-USAID projects. During FY94 the institution had approximately 180 individuals working directly for its different programs. CEDRO's accounting system allocates expenditures by program and by funding source. For example, the suffix 01 represents AID, 05 World Vision, 06 Caritas, 07 G.T.Z., and 08 Kellogg Foundation. The system allows CEDRO to combine the suffix with the employee number together with the specific line item that the individual is charged against. The system also enables the individual to charge his/her time among different line items within a single donor. The accounting system does not allow the individual to allocate time among several donors.

The present system is too rigid as it does not allow an individual to charge time to more than one donor. While this practice ensures that no project or donor will be double billed, it also fosters a certain inefficiency, since it assumes that a particular person will always be fully utilized on the same project. The system as presently designed does not give information to CEDRO management if, when by necessity, individuals devote their time to projects other than the one to which they were originally assigned.

Contract and Compensation Packages: CEDRO uses personal services contracts not to exceed six months as its main vehicle to manage its personnel. This system gives CEDRO the flexibility to quickly reduce or increase its staff according to needs without being hampered by the GOP's onerous labor laws. A review of CEDRO compensation practices indicates that all of its personnel salaries are within the compensation parameters established for each personnel category.

CEDRO personnel management practices are described adequately in its Procedures Handbook. CEDRO offers competitive salaries to attract and retain high-quality employees. CEDRO also has a well-developed system in place to assess personnel performance.

The only apparent discrepancy in the team's findings was the large variation in compensation that exists within Category I employees. At present four employees are in this category. Three have roughly comparable salaries; however, the fourth has a compensation package amounting to twice the average salaries of the remaining three individuals within that category.

The team addressed the apparent discrepancy in salaries within Category I employees with CEDRO's management. According to management, the individual that commands this high salary within Category I employees has greater responsibilities that fully justify the compensation package. These include heading NECI's Project Development and Education and the Street Children and Child Abuse program components. In addition, this individual plays a crucial role in the design and development of new projects.

It is the evaluation team's observation that CEDRO is adhering to all of the personnel policies established in its handbook. However, the evaluation team suggests that CEDRO institute formal timekeeping procedures to differentiate the time an individual spends on program-related activities and on new projects.

Accounting Procedures and Financial Management Controls: The evaluation team's review of CEDRO's administrative and accounting procedures indicates that they adhere to commonly accepted accounting procedures. Table 1 shows the NECI expenditures as of September 30, 1994, with budget projections through September 1997.

All of CEDRO's ongoing activities are kept separate. Each donor has its own bank account, general ledger, and separate reporting mechanisms. The institution has clearly defined and developed an appropriate system of checks and balances. For example, it requires up to four separate signatures to process and pay for a charge. The checks generated by CEDRO must be signed by its executive director and its deputy director. An additional member of the board is authorized to sign checks when one of the above mentioned individuals is out of the office.

**TABLE 1
NECI PROJECT BUDGET STATUS**

COMPONENT	TOTAL EXPENDITURE YEAR 1 OCT 92-SEP 93	TOTAL EXPENDITURE YEAR 2 OCT 93-SEP 94	BUDGET YEAR 3 OCT 94-SEP 95	BUDGET YEAR 4 OCT 95-SEP 96	BUDGET YEAR 5 OCT 96-SEP 97	TOTAL	TOTAL ORIGINAL BUDGET	AVAILA
INFORMATION & EDUCATION	437	400	438	233	247	1,755	1,920	165
EDUCATIONAL ACTIVITIES	120	119	40	52	28	359	348	(11)
RESEARCH	250	325	223	117	111	1,026	996	(30)
TRAINING & TECH. ASSIST.	354	452	247	126	98	1,277	1,126	(151)
OTHER PROGRAMS	0	12	52	20	20	104	270	166
CEDRO I	1,161	1,308	1,000	548	504	4,521	4,660	139
SUPPORT NATIONAL EDUCATION	93	122	140	130	170	655	720	65
COMMUN. SUPPORT	409	532	450	331	243	1,965	2,020	55
SUPPORT FOR STREET CHILDREN	152	151	0	0	0	303	300	(3)
OPERATIONAL COST	156	294	105	161	163	879	800	(79)
TECHNICAL ASSIST.	7	0	0	0	0	7	100	93
EVALUATION	14	4	20	15	10	63	100	37
AUDITORS	8	13	20	15	10	66	100	34
	2,000	2,424	1,735	1,200	1,100	8,459	8,800	341
INABIF SUPPORT	0	44	256	0	0	300	300	0
STREET CHILDREN	0	0	80	40	0	160	160	0
OTHER ACTIVITIES	0	0	27	0	0	27	27	0
	2,000	2,468	2,098	1,240	1,100	8,946	9,287	341

CEDRO's corporate practice is to transfer their corporate and program accounts to a different bank every two years. This system, according to CEDRO's management, ensures efficiency because the banks strive to provide quality services. Currently, CEDRO is using the Wiese Bank.

No major discrepancies were found in CEDRO accounting and financial controls. However, the team found that no formal accounting procedures manual exists for the operation of the institution. While this finding does not seriously impact CEDRO's financial operations, the team's opinion is that this manual must be developed to facilitate future training of accounting personnel. The team was informed that the accounting procedures manual is, in fact, being written and will be finalized within the next four weeks. The manual will use as its basis CEDRO's memoranda dealing with its financial procedures.

A more significant finding was that no time sheets are required for CEDRO's core staff, even though all of its non-core staff are required to submit them. CEDRO's rationale is that all core staff are presently covered by NECI, and thus, there is no need for core staff to submit one. Currently, CEDRO approximates the time that core staff devote to each donor. However, it does so without having written records.

C. Sustainability

The potential for continuation of CEDRO's services after the Project Assistance Completion Date (PACD) of the NECI Project depends to a large extent on the organization's capability to attract other donors, national and international, as well as its ability to sell its services to the private sector. In addition to developing credibility and the capability to sell its services, the organization must also emphasize containment of costs. CEDRO is already working on both of these areas.

Income Generation

CEDRO envisions being able to offer its services to private industry during the course of the NECI project. The net income generated from those services would be transferred to CEDRO's endowment fund. Thus, during the life of the NECI Project, valuable experience would be gained in marketing and pricing these services.

CEDRO's income generation plan includes possible rental of its installations for conferences; sale of its "Habilidades para la Vida" (Skills for Life) and "Lideres Naturales" (Natural Leaders) preventive programs to private schools; production services for radio and television; and drug prevention programs to private industry. Recently, CEDRO signed an agreement with Southern Peru Copper Corporation to provide drug prevention programs. However, no income from these services has resulted so far.

A possible future source of revenue was shown to the evaluation team. CEDRO has recently developed cartoon characters, in comic book format, promoting drug prevention themes. CEDRO will sell advertising space to qualified companies in its comic books. The evaluation team considers that CEDRO's income generation plans are realistic.

The team would like to caution that special emphasis be placed on pricing these programs, especially with regard to CEDRO's indirect costs. While it is understood that NECI will cover

all of CEDRO's direct and indirect costs during the life of the program, realistically pricing its services before NEC's completion date will give the institution valuable experience to compete in the marketplace. The evaluation team suggests that CEDRO include a financial analyst as part of its marketing committee to assist in pricing its services.

The evaluation team suggests that CEDRO consider marketing to international companies that acquired recently privatized industries in Peru. The institution could offer training for the upper management of newly arrived companies, leadership training for its local management, as well as offering training programs for drug abuse prevention for their staff and families.

Cost Containment

The following cost containment strategy has been undertaken by CEDRO's management:

Consolidation Plan: A plan to consolidate operations and services has been developed by CEDRO. This plan, while not yet reflected in the institution's organization chart (Annex 4), is currently being implemented as indicated by the following actions taken by CEDRO's management to contain costs and optimize outputs with presently available resources.

Salaries: All of CEDRO's core staff salaries have been frozen since April 1994. Important to note is that CEDRO salaries are frozen in soles, not dollars.

Travel: Travel will be kept to the absolute minimum necessary. All travel will be optimized by the regrouping of CEDRO activities. CEDRO has negotiated special rates with Faucett Airlines and when possible, also uses institutional transportation in exchange for its services.

Presentations to Schools on Request: CEDRO will no longer travel to the different schools to give lectures. Instead, it has instituted a twice-weekly series of lectures at its headquarters to provide non-program related lectures. Additionally, it requests that the individual schools send their teachers for drug prevention training workshops to optimize the multiplier effect. This practice will enable CEDRO to contain travel costs and optimize personnel resources.

Staff Sensitization: During the month of September 1994, CEDRO's management gave a series of lectures to its staff. The lectures were designed to inform all of CEDRO core and program-related personnel on the absolute need to contain costs and of the need in some cases to reduce, integrate, or eliminate some services in the near future. The lectures served to remind CEDRO personnel that all of its personnel contracts were in fact project driven, such as NECI's planned reduction in staff, directly affecting 45 of its 180 non-core personnel during October 1994. The remaining CEDRO personnel are aware of the need to set priorities in several of CEDRO's programs in order to ensure the future viability of the institution.

Suggestion Box: A suggestion box has been placed in the organization, and all of CEDRO's employees will be encouraged to submit their suggestions on how to contain costs. Special prizes will be given to the most viable and innovative suggestions.

Ongoing Cost Containment: CEDRO management's intention is to continue cost containment policies on an ongoing basis. Management will regularly meet with its employees to develop this corporate culture.

CEDRO is to be commended for taking aggressive action to reduce costs of operations and begin to generate income from alternate sources. The involvement and understanding of the staff of these cost containment actions is essential, particularly when these actions require a reduction in staff, with a consequent reduction in services.

CEDRO's Future Sustainability

Chapter III contains a detailed description and analysis of CEDRO's work in establishing an indirect cost rate and steps taken toward establishing a state of continuing sustainability. Also included in Chapter III is an analysis of various scenarios and their impact on self-sustainability.

D. Technical Programs

Information, Education, and Communication Unit

The Information, Education, and Communication Unit (IEC) is devoted to distributing information about the different aspects of drug production, trafficking, and consumption through the mass media, libraries, periodical publications, and interpersonal communication channels, such as conferences and youth workshops. International audiences in the U.S. and Latin America are a special target for the exchange of ideas, methodologies, and experiences relevant to drug abuse prevention.

To date, 1,056 articles have been published in newspapers and magazines.

Part of the IEC unit's work includes supplying media and public and private sector individuals and organizations with data about the drug problem so that third parties will be inspired to deliver relevant messages to the public.

An especially effective program conducted in coordination with Peru's leading newspaper, El Comercio, trains young journalists in high schools. The newspaper dedicates a page every Sunday to articles written by students. They get a by-line for stories and photos.

Besides writing articles, students are trained to create "Wall Newspapers," or articles posted on bulletin boards; write radio scripts, which are produced in CEDRO's studio and broadcast on public address systems in schools; produce health education materials with preventive messages; and write pieces for an interschool bulletin. In the summer, they dedicate their time to working with youth in CEDRO's "Face to Face" community programs. CEDRO is active with more than 118 journalists in 12 schools, training students who act as multipliers in their schools by attracting other students to join the Journalists' Clubs.

Under NECI, CEDRO has produced 109 30-second radio spots, 37 of which deal with preventing child abuse; 30 5-minute short programs on preventive themes, including 9 produced by the young journalists; and 15 distance education programs with their respective teleguides and trainers guides, for a total of 156 productions.

The distance education program is especially important. The target audience is located in isolated areas of the country where media penetration is very limited and the quality of education is poor. Every month CEDRO sends a radio cassette; an accompanying text that includes pre- and post-test; bibliographic materials; self-instructional materials; and a comic book that can be used with students. The promoters convene and train teachers and health

care providers to learn and pass on drug prevention messages to children and adults in their communities.

Under the NECI project, 13 TV spots have been produced. Two were for the 1993-94 mass media campaign, 4 for distance learning, 4 for child abuse prevention, 2 for no smoking, and 1 for International Drug Abuse Prevention Day. Four half-hour programs have been produced on street kids, basic drug concepts, smoking, and CEDRO activities.

Two mass media campaigns involving cartoon drawings have been produced and aired. Both show a character with problems who is rescued by his friends. The message is "look for good friends, don't look for drugs." A third campaign is in process for broadcasting in January 1995.

According to data provided monthly by the ad agency, in 1993 the spots were broadcast 2,817 times; in 1994, only 743 times, surpassing the goal of 500 broadcasts per year. The information unit feels that two reasons explain the reduction: (1) tax breaks are no longer available to stations that broadcast public service announcements; (2) some NGO's, such as APROPO, are now paying for air time.

The TV spots are produced by a process that involves pre-testing concepts designed by the ad agency with input from CEDRO, producing, broadcasting, and evaluating the impact of the campaigns. Evaluation reports on process and impact are extensive; some have been published in *Psicoactiva*, CEDRO's research journal. Although focus group techniques are not conducted before the creative staff at the ad agency begins to design materials, CEDRO does provide them with the results of an opinion survey on what the target group would like to see.

The IEC unit also develops materials to support the training programs that CEDRO offers. Under NECI, 5 manuals, 6 instructor's guides, 12 brochures which describe different CEDRO activities, 12 posters, and one sticker have been produced.

The unit also published 3 issues of *Psicoactiva*, a journal with scientific articles; 5 Informativo bulletins meant for national distribution; 12 International Informativo bulletins with short articles meant for opinion leaders; 5 Latin American Nexo bulletins with articles meant for international distribution; 8 one-page bulletins for decision-makers on pertinent topics; and two monographs. A special edition included proceedings from the Fifth International Seminar which occurred in 1993.

CEDRO has incorporated 111 institutions into its international network and is regularly supplying it with publications. CEDRO has participated in 25 international conferences.

Documentation Center

The well-run documentation center (DC) houses a collection of over 101,000 materials on themes related to drug abuse prevention. The center distributes scientific journals, monographs, informative bulletins, summaries of research studies, manuals, flyers, brochures, posters, guides for trainers, CEDRO's bulletins, books, memoranda, and videos. Recipients of information include 600 institutions overseas that are within CEDRO's international network, CEDRO staff and the organizations with whom they work, embassies,

health specialists, members of Congress, and 70 Peruvian institutions that regularly exchange publications with the center.

Under the NECI project, approximately 15,000 individuals have used the center's services for consultation and reference purposes for searches of its three databases, IADIS-CICAD, newspaper articles, and CD-ROM, for borrowing videos, and for making photocopies.

The center has acquired 3,481 documents since October 1992 through purchase, donations, subscriptions to magazines and journals, and exchanges with other documentation centers and libraries.

Books and services have been provided to 621 community promoters, and materials distributed to 78 community libraries, especially those in coca-producing regions.

In addition, in September 1994, the center conducted a course on the use of CD-ROM databases for 26 individuals representing libraries in health agencies; the faculties of medicine, nursing, and dentistry in the University of Lima; and physicians and psychologists from CEDRO.

Research

The research unit and the computer center organize, implement, process data, and analyze the findings of various studies that CEDRO undertakes.

In 1993, the research department more than met its goals, carrying out one public opinion study about drugs, a national epidemiological survey, and a study of leaders' opinions. In 1994, to save time and money, the unit computerized its data input function, going from a digital input of data by hand, to the use of an optical reader of a special answer form where the data collector enters the responses to questions in a particular study. This effort required considerable training and orientation of the data collectors and a pilot study prior to implementation. However, the effort has paid considerable dividends. Two studies, the 1994 public opinion study and the epidemiological survey, were combined. The director expects that data will be available by the end of the year. The two other studies stipulated for the NECI program this year, one on opinion leaders and the other on youth attitudes, are scheduled to be processed by December.

Additional studies carried out in 1993 and 1994 included research on the economic impact of growing coca, and one on rural attitudes and practices.

The TV spots created for the fifth mass media campaign were based on the results of epidemiological surveys, which were analyzed to identify the high-risk target audience made up of individuals between the ages of 12-25, both sexes, and all socio-economic levels. Focus group discussions (FGD's) were conducted in Lima and Callao to pretest the spots and a post-test was conducted after the campaign had been on the air for three months. Results showed that the message of this campaign was well received and gave youth an alternative to drugs, i.e., finding and associating with good friends. Lack of music was cited as a drawback. An unexpected result was that youth learned that by being a good friend, they could help others to avoid drugs.

The second campaign produced two spots which combined cartoon characters and real people. The spot employed the concept of "having and being a good friend" and tried to get

the message across that life has ups and downs. This latter metaphor wasn't always understood by members of the target audience with a lower educational level.

The research unit is helping the training department by adding pre- and post-tests to five training manuals that are in production. They also designed a complex rating scale to help CEDRO select promoters most likely to succeed, as well as implement remedial training which can eliminate deficiencies.

The research unit developed a national database which covers drug research. Two contests for best drug research projects were held at the junior and senior researcher levels. The junior researcher category includes graduate students who submit thesis projects for consideration for funding. Senior researchers are practicing specialists who want to look at some special aspect of drugs and/or drug-related problems. Qualifying projects receive \$1,000 and \$2,000 respectively. CEDRO, over the years has found that this minimal investment in funds provides significant returns in valid research. CEDRO staff now plan their solicitations well ahead of time and give maximum publicity to the program, resulting in an increase in applications and a much richer quality of proposed research.

The results of CEDRO's research has been widely publicized in the press, and over 3,300 requests for research information has been requested by users of the dDocumentation center in the last two years.

Community Programs

The Department of Training, Technical Assistance, and Community Assistance has as its goal the support of public and private sector community groups, both secular and religious. CEDRO provides training and technical assistance to enable these groups to learn about and implement programs relevant to drug abuse prevention and preservation of the environment. CEDRO has formed a national network of communities which meet annually to discuss problems and progress. Priority geographical areas are those which are at highest risk for producing, trafficking, and consuming drugs.

Organizations included in the program include: mothers clubs; churches; voluntary youth organizations; community governing bodies; businesses; high-risk groups, such as street children; government institutions that work with high-risk groups, such as INABIF, justices for minors, the office of the president, etc.; and community development entities. The evaluation team observed only a few activities due to the lack of time.

Training is provided through seminars, round table discussions, and workshops. The evaluation team observed a seminar which is part of an ongoing course for education and psychology students on the theme of child care. Techniques used by the guest lecturer were not participatory.

The department also provides training to new and existing staff according to their needs. Sometimes staff travel overseas to gain knowledge of the latest advances in their fields. The evaluation team observed a class provided by a visiting Fulbright scholar, who taught staff how to use dramatization and theatrical skills to communicate ideas. The participants learned by doing and decided to meet weekly to produce a play on the theme of alcohol and drug abuse.

CEDRO's philosophy for working with community groups is to select and train promoters to work with youth, parents, community boards, and other community agencies. A democratic focus is essential, with participation of the target population in all cases.

Individuals with ability to organize, lead discussions, analyze ideas, and propose actions that will help individuals and communities to cope with health promotion and prevent abuse of drugs are recruited to be trained as promoters in 17 two-hour sessions. Topics are taught in a participatory manner and include: the role of the promoter, risk factors, legal and illegal drugs, prevention models, family dynamics, child development, communication skills, etc.

Upon graduation, each promoter receives a manual which guides his work with youth. The manual advises promoters to begin their work in the community by meeting with the community board and with parents to get their approval of and understanding for the program. Parents are told that part of the training with youth involves joint parent-child activities and asks them to participate.

Besides working with youth, promoters work with parents. One difficulty mentioned in Huancayo is that it is hard to evaluate the parents' mastery of the subjects in the parents' school because many of the participants do not know how to read and write. CEDRO should look into the acquisition of a manual, "Capacitando sin Letras", for working with low-literacy adults. This manual, available from Development Associates, Inc., focuses on learning activities that do not require pencil and paper.

Before being trained, youth interested in the program are carefully screened by adult promoters who apply a sophisticated instrument to evaluate their abilities in the following skill areas: motor, intellectual, emotional, social, and work. Each candidate is carefully measured because each youth has to be a multiplier agent and train others in the community.

Successful applicants are trained in nine 90-minute sessions. Topics covered in a participatory and reflexive manner include: self-esteem, communication skills, decision making, drugs, use of free time, and job orientation. The latter two sessions are important because deserving youth are invited to develop a business plan with help from CEDRO and apply for seed money to start micro-businesses. The evaluation team visited nine micro-enterprises in Huancayo and Lima. They included: a taxi service, a sewing factory, a welding shop, production of glass showcases, and a booth in the marketplace for selling cookies and candies, etc.

Programs for Children 7-10: Another program, Face to Face, is directed at children between the ages of 7-10. The philosophy of the program is to encourage children to use their free time positively.

The community dedicates a space that has multiple uses and CEDRO provides trained adults and youth promoters to run the library and help children learn about drugs by participating in cultural events (theater, puppets, music festivals, etc.), playing games, growing vegetables, and developing business skills by creating and selling items (such as desserts). During the summer period, youth volunteer to help children develop skills in these areas.

CEDRO has developed training manuals to enable promoters to implement varied activities which help children improve their skills. The evaluation team visited Manzanilla II, a community in the outskirts of Lima, and observed youngsters using straws to create pictures

of the community. The group had formed a club, "Cultivating Life," which meets after school in a center with a library and materials.

Programs with the Church: CEDRO also works with churches and religious groups in Peru by helping interested parties within the church hierarchy or clubs linked to the church to develop plans for drug abuse prevention activities. Designated change agents are trained as promoters.

A manual, with pre- and post-tests, is being developed to enable pastoral promoters to work effectively with youth groups. Topics include human rights, the role of pastors as change agents, leadership, self-esteem, developing action plans, etc.

Churches are encouraged to reach out to the community and organize events which highlight drug abuse prevention themes. Song festivals, poster contests, video forums, etc. are modalities which have been applied.

Educational Programs

Program with the Ministry of Education: The Comisión de Prevención del Uso Indebido de Drogas (COPUID) was created by the Ministry of Education (MOE) in 1979 to comply with the requirements of Decree Law No. 22095, "The New Law Against the Traffic and Illicit Consumption of Drugs." This coordinating committee on drug abuse prevention provided information and orientation to parents and students, developed some materials, and trained teachers, primarily in extra-curricular drug abuse prevention activities. In 1982, a National Drug Abuse Prevention Plan was developed. Although one of COPUID's objectives was the development of an integrated drug abuse prevention curricula, little was done until 1987. At that time, with the assistance of Development Associates, under the USAID DEPA Project, the MOE signed a Limited Scope Grant Agreement with USAID/Peru to design and validate a drug program which would be incorporated into high school subjects for youth between the ages of 12-18. Under the grant, the MOE, through COPUID, conducted its first and only epidemiological survey of drug knowledge, consumption, and values among high school students. The results were used to draft a curriculum and methodological guide for high school teachers.

The materials were validated in 17 schools, which used them on an experimental basis for one year. Adjustments were made, and the MOE formally decreed in 1991 that all secondary schools in Peru progressively would implement a standard drug education curriculum. In October 1991 the MOE received a one-year grant from USAID to expand its Drug Prevention Program nationwide. Twenty-five percent was used to finance technical assistance from CEDRO. This included one full-time staff member to coordinate the project.

In 1992, the MOE expanded its drug prevention program to 114 schools, trained 8,598 teachers and trainers of teachers, and reached 192,143 students.

Under the NECI project, CEDRO has been tasked to work with, and oversee the efforts of, the MOE to refine the curriculum for secondary teachers and to begin work on a curriculum and teaching guide for primary school teachers. The latter will be drafted this year and needs to be validated and refined next year.

So far, 709 schools have been incorporated into the drug education project, 29,306 teachers trained, and 626,306 students reached. In addition to the public schools, 70 private schools have incorporated COPUID's drug prevention curricula. The MOE, through COPUID, uses

a decentralized approach to prepare teachers on the use of the curriculum. Teachers are trained by specially trained multidisciplinary training teams that are located in regions, subregions, and in the various educational districts in Lima.

Two types of training are used, self-study and group training. In the former, materials are sent to teachers in isolated areas. The texts describe the drug education program and show how it can be incorporated into the curriculum. The group training is carried out by the multidisciplinary training teams under CEDRO staff supervision.

Each year the MOE issues a directive which prescribes the training, supervision, and follow-up activities which must be carried out to attain the project's annual objectives. Regions highlighted include Chimbote, Huanuco, Huancayo, Lima and Callao, Cusco, Huaraz, Arequipa, Trujillo, Puno, and Tacna, all having high concentrations of at-risk students.

An independent evaluation conducted in 1993-94 found that 81% of the teachers who had been trained thus far incorporated drug prevention content and strategies into their classes. Ninety-three (93%) percent had positive attitudes toward the program, and 80% had added or modified elements of the program to adapt to the needs of their students. Forty-seven (47%) percent felt that the program was having a positive effect in preventing drug use, and 25% felt it wasn't. Clearly, the results indicate that the COPUID program is very effective.

Besides curricular activities, community activities have been emphasized as part of an extracurricular program designed to bring together students, parents, teachers, and community leaders. These include the organization and training of local committees and clubs composed of teachers, parents, and community leaders. These groups have organized various activities to increase awareness about drug abuse, such as organizing marches on "No Smoking Day," and displaying posters and special newspapers. Collaboration with CEDRO's Parents' School trains teachers to train parents to treat children at home in ways that help them develop high self-esteem. Local community activities have not been quantified.

CEDRO is currently collaborating with COPUID in Lima to sponsor art and drama contests that involve youth in creating various expressions of their vision of the way that drug abuse affects youth. Professional artists and actors judge the entries, and prizes are awarded. CEDRO has drafted a manual to train teachers to organize similar events, and needs money to publish it.

CEDRO has helped the MOE to develop materials. This year, the curriculum, instructor's guide, methodological guide, and training folder were reprinted to satisfy the needs of new teachers who entered the network. The materials incorporate the latest approaches used in the U.S. and Latin America.

Suggestions from the regional technical teams, the multidisciplinary train-the-trainer teams, and teachers who use the materials, led to the creation of additional materials. These include an anthology of articles written by experts in Peru and abroad about drug prevention themes, and ideas about how to include this topic in the curriculum. Case studies are presented to help teachers understand and perform this task.

The program with COPUID is very cost-effective. CEDRO's financial input under the NECI project has been approximately \$325,000 from 1992-94. The MOE estimates that their in-kind contribution of teacher, supervisor, trainer, and director person hours nationwide from October 1993 to July 1994 amounts to \$601,051.

According to COPUID staff, relations with CEDRO have been consistently cordial and productive. Their technical assistance with training courses and methodology is very much appreciated. They help with activities that are beyond the scope of the contract, such as logistical support for supervision. Evidence of the regard that the MOE has for the drug education program is the issuance of annual program training and teaching directives that come from the Minister.

In related activities that are sponsored by the U.S. Embassy, COPUID created radio and television programs that are distributed to schools or are broadcast on national networks.

Parents' School: The Parents' School program works directly with parents through Parent-Teacher Associations in schools and community committees. The objectives are to enable parents to develop skills to prevent and identify high-risk behavior associated with their children's drug use in the home. Parents are taught the stages of child development and learn ways to discipline and talk about touchy subjects, such as suspected drug use, with their children without damaging their self-esteem.

The evaluation team observed a Parents' School class and was impressed by the sociodrama the parents developed to dramatize how to handle a teenager who is secretly using drugs. Interviews with parents revealed that they were satisfied with the course, had applied their learning at home, and used it in recreational activities with youth. One woman explained the methodology to all of her relatives, who now are interested in taking a similar course.

The student teachers said that at first they had resisted working with adults but now were convinced that it was important because "parents are with their children for many hours, and we have them for just a few."

The program has more than met its annual goals under the NECI project for number of schools involved in the program (76 to date), parents involved (8,684), seminars for teachers (63), number of teachers reached (4,119), and number of youth affected (34,641).

An attempt at monitoring and evaluation is being made. Forms have been developed to register parents and collect personal data about them and their relationship with their children. Teachers have been trained to observe classes and fill out forms to record their impressions.

Programs in Private Schools: CEDRO's programs in private secondary schools are similar to the programs in public schools: to train teachers or school psychologists and social workers to effectively deliver drug abuse prevention messages via participatory activities for students. Although the primary emphasis of COPUID's drug prevention curricula has been on the public school system, 70 private schools have incorporated drug prevention themes into their high school curriculum.

CEDRO also works with parents and community groups, as well as teacher training institutes, to increase the impact of the school programs. The primary audience is children between the ages of 11-14. CEDRO's services for each school that decides to participate include providing a manual, "Skills for Life"; conducting a workshop to train program coordinators; weekly visits to provide follow-up technical assistance; work with parents; and program evaluation. Evaluation includes observation of course coordinators, a questionnaire for students, and forms to record statistics.

Another activity involves selecting and training "Natural Leaders" who positively influence their peers and can organize group activities and provide individual counseling.

Under the NECI project, 37 private schools have been added to the network for the "Skills for Life" program and 47 schools enrolled prior to the NECI project have continued to receive supervision and follow-up. Forty-seven schools have been added to the "Natural Leaders" program since October 1992.

Twenty-two courses have been given to teachers, psychologists, and physicians who work with this age group. The "Skills for Life" manual has been revised to include a self-instruction format and pre- and post-tests. CEDRO expects to publish it in March 1995.

E. Special Programs

Community Support Programs

A key focus of the NECI Project is the development of locally designed prevention programs in high-risk communities, including those adjacent to coca-growing areas. The approach used in all instances is orientation, training, technical assistance, provision of materials, and continual follow-up and reinforcement to promote development and implementation of locally produced prevention activities. This is followed by information and incentives, in the form of seed money on credit, to foster the development of micro-enterprises. Twenty-two self-help projects have been developed in the areas around Huancayo, Tarapoto, and Lima.

The evaluation team conducted site visits to two areas; a rapidly expanding "Asentamiento Humano" (low-income community with high rates of unemployment or under-employment) in Huancayo in the Andean region east of Lima; and the Upper and Central Huallaga valley, a major coca-producing area. Until recently, both the Huallaga river valley and the town of Huancayo were plagued with terrorist activity by Sendero Luminoso (Shining Path) and the Huallaga valley was considered to be under the political domination of both the narco-traffickers and Sendero. Although CEDRO has been working in both areas for several years, their activities, until recently, had been severely limited due to lack of security. The GOP's pacification actions in the last two years have given CEDRO the opportunity to expand its activities in those two areas, as well as other areas around the country.

Huancayo: For the past eight years CEDRO has provided training and technical assistance and materials to Huancayo through CIPRES (Andean Center for Information and Prevention), a local private voluntary organization. In April 1993, CEDRO selected a high-risk neighborhood community "Justicia, Paz, y Vida" (Justice, Peace, Life) as the site for a pilot project on "Family Education." The community of 17,000 inhabitants (40% under 18 years of age) is well organized with its own governing body and is well on its way to improving housing and sanitation conditions for its people.

The work in Huancayo started with a situational analysis (3,000 interviews) to determine the status of the health, education, self-government, human rights, quality of life, and the ecological environment surrounding the community. This was followed by a process of orientation and sensitization of the community and its leaders in order to obtain their approval and support of the program. This initial effort has paid dividends; the community governing body has provided the group with space in its new community center. Once approval was obtained, CEDRO proceeded to form youth groups and train them on several of CEDRO's programs, "Community Mobilization", "Community Action Programs", "Communal Libraries", "Ecology and the Environment", "Sembrando Vida (Cultivating Life)", and "Micro-

enterprises." The youth trained are then expected to train other youth, creating a multiplier effect.

To date, over 100 young people have been trained. In turn, under the Sembrando Vida program, they have set up program activities for children 6-12 years old, using the CEDRO "Kirigami Prevention Manual." Two hundred youngsters have been reached through this effort. A training program for parents has been established, and over 100 parents have received training to improve communication, understanding, and role modeling. Additionally, the group has succeeded in convincing the community governing body that they should pool their efforts to establish a community library. The evaluation team was fortunate in being present at the inauguration of the library.

Depending on their capabilities and interests, selected youth members were asked to develop and present proposals for establishing a micro-enterprise. The proposals were reviewed by CEDRO, and those accepted were provided with "seed money" on credit, at no interest, to establish the enterprise. As of the end of September 1994, a total of \$3,740 had been granted to eight young potential entrepreneurs.

In addition, the Family Education Project is working with 55 mothers in conjunction with the local health center. They receive training in making toys and weaving.

Huallaga River Valley: *With the increased security conditions in the area, CEDRO began to intensify its activities in 1992.* Prior to that time, its activities had been sporadic and had been limited to sending materials to organizations concerned about drug use. Under the NECI Project, it was decided to make an intensive effort to focus on an area that has recovered some semblance of security. The area covered ranges from the city of Huanuco in the Upper Huallaga valley to Rioja in the north.

The approach employed is similar to the one described for Huancayo; orientation and sensitization of the community, followed by organization and training of selected individuals. The first step was to convince the people that they could and should begin to take control of their lives. The presence of terrorists and narco-traffickers in the area has forced people in the area to keep to themselves and not get involved in organized activities of any type. This reluctance had to be overcome in order to establish a social base that would allow an effective mobilization of the communities throughout the area.

Working with people from the ministries of education and health, as well as with local government officials and other NGOs, CEDRO identified groups of volunteers willing to work with youth and children. Training, technical assistance, and a basic package of materials was provided to form Centros Infantiles y Juveniles (child and youth centers) that served as a gathering place for implementation of CEDRO's menu of prevention activities.

Materials provided consist of a few games, training manuals, posters, and an activities manual. Depending on availability, local governments and the regional offices of the two ministries have provided physical facilities where kids and youth can get together at night (where electricity is available) and on weekends to play games, engage in knitting and sewing classes, make music, tell stories, etc. The objective is to raise self-esteem, promote leadership, and enhance the creative abilities of the youth. Formation of Escuelas de Padres (Schools for Parents) is also a major focus of the project, thus completing the cycle of educating the entire family and beginning to wean them away from a drug culture that has formed over the years.

The volunteers staffing these centers include parents, Ministry of Education (MOE) teachers, and local government officials. To date CEDRO has centers in 61 communities throughout the area, with Centros Infantiles y Juveniles in 40 of those communities. In one district, Leoncio Prado, which has ten centers, an association of Centers has been formed to enable members to share experiences and to help each other. Each center maintains a detailed daily record of program participants.

Teachers and local volunteers in the various centers visited stated that they are already seeing changes in the attitudes and behavior of the children that participate in the programs. When asked if they had conducted studies to verify this, they stated that they had not. There are no funds to do this. Most centers stated that they lack the resources to purchase the most basic materials, such as paper for posters, crayons, pencils, etc. While this is supposed to be part of the counterpart contribution, most centers are still unable to provide it. Some centers have been very creative in looking for alternative resources, such as making toys and puppets out of tin cans and other materials readily available.

Self-Help Programs

A key project component is promotion of self-help through vocational training, technical assistance and financing of small enterprise projects. Vocational technical training in plumbing and electrical wiring was provided to 79 individuals in 1993, and to 80 in 1994. The top seven graduates were provided credit financing to buy the necessary tool kits to start working in those areas.

As part of its orientation and training for beginning entrepreneurs, CEDRO prepared and distributed a guide for businesses. The guide covers administration, planning, organization, and the necessary steps to follow in developing a good business plan. It also shows how to calculate production costs and establish selling prices. To date CEDRO has provided training and credit financing to start 15 micro-businesses in Lima (\$17,150), 10 in Huancayo (\$5,040), and 3 in Tarapoto (\$1,700) in the central Huallaga valley area, for a grand total of \$23,890. Additionally, in the Huallaga area seed money has been provided for the expansion of a rural drug store, which not only provides medicines but also serves as a first aid center and maternity ward. A second project was approved for purchase of beehives and ancillary clothing and equipment to set up a honey-producing business.

During the months of August and September 1994, CEDRO staff conducted their first comprehensive monitoring visit to the micro enterprises in Lima. Four of the nine enterprises appear to be advancing well, while the others are encountering problems of one type or another.

A more comprehensive and far-reaching effort has been the support and promotion for alternative crops in the coca-growing areas surrounding the Huallaga river valley. CEDRO, through a group of interested individuals, provided farmers in the area with enough cotton seed to sow over 2,500 hectares of natural color cotton that is being produced using only organic fertilizer and pesticides. This particular type of cotton is a semi-perennial plant that can be harvested over several seasons.

CEDRO provides technical assistance and oversight (they have contracted a local expert on cultivation of cotton) in the cultivation and promotion of the practice. Part of this technical assistance includes information on the use of organic fertilizers and pesticides, as well as of rotation of crops to ensure a continuous nutrient soil environment. According to local sources, many of the farmers involved in cotton cultivation under this project were former

coca growers who see this as a viable alternative crop. The first crop under this program is currently being harvested, and it appears to have great potential for the future. CEDRO estimates farmers' gross first-year earnings at \$2.5 million.

CEDRO staff have been careful to emphasize that they are not in the cotton-growing and -marketing business but are only promoting (and providing seed money literally) the development of alternative crops for the farmers.

Street Children/Child Abuse

The NECI Project, with funding provided by the U.S. Congress' Disabled Children Program, continues a street children program that was started in Lima in 1989 by CEDRO, with initial funding from the European Union (formerly European Community). The five safe houses or shelters, interspersed throughout the Lima metropolitan area, provide a haven for street children who want to get off the streets. The facilities provide shelter, food, clothing, medical and psychological attention, drug rehabilitation and social re-education, small crafts training, support of attendance at public schools, and professional training.

The program runs carpentry, cloth-printing, broom-making, car repair, ceramic, sewing and knitting workshops, and a small bakery. The bakery and auto repair facilities are leased to outside firms that are required to work with and train children in these endeavors. Residence for children in the houses is transitory, i.e., children are free to leave at any time they choose. The program has a family reinsertion program, which works closely with each child and his family and/or the community to foster the child's willingness to return home.

The NECI Project extends and consolidates CEDRO's prior work allowing the Street Children Program to become a prevention, training, and more-extended attention network operating directly in all five target areas surrounding the location of the facilities. Planned actions include the implementation of a child mistreatment and runaway prevention system at the community level; reinforcement and extension of the reinsertion to the family subprogram; training of personnel and assistance for the reorganization of other public and private street children-care facilities; support of the professional training workshops; extension of the program's current attention capacity; establishment of a computer unified data bank of children in high-risk areas in Lima; reinforcement of the decentralized network's logistic operation; and support to the extension of a protected commerce and employment system for 230 street and working children, as well as to progressive self-financing of the Street Children Program through locally generated income.

CEDRO has made significant advances in accomplishing its goals under the NECI Project. A database system containing a complete physical, medical, and psychological profile of all the children that come under the street children program is in place. A child mistreatment and runaway prevention system at the community level was established in late 1992 in 12 centers serving 23 urban high-risk low-income communities in the Lima metropolitan area. Over 300 community promoters have been trained to implement and support the program; a guide for detection of mistreatment cases has been developed and distributed, and orientation and awareness campaigns have been carried out in the 23 communities mentioned above.

In July 1993 CEDRO began its program of direct intervention in cases of mistreatment. Arrangements were made with a network of institutions (hospitals, police, church) in 30 districts to notify program staff of cases of mistreatment or alleged mistreatment. Staff then follow up the reports and where necessary, invoke the intervention of the judicial system.

A community organization manual has been developed to help communities detect and prevent mistreatment, along with strategies for intervention in those cases where mistreatment is found to exist. Additionally, a shelter has been opened for street children in Piura, approximately 1,050 kilometers north of Lima.

Research studies started under the DEPA Project have been completed, with seven published, five at the printers, and seven in process. Mass media campaigns, television spots, and a monthly publication on children at risk have been implemented.

According to CEDRO staff, the rate of reinsertion of children into their families is approaching 40% , with approximately 15-20% recidivism.

To implement its protected commerce and employment program for street kids, CEDRO set up a system that provided technical assistance to the various municipalities to implement specific programs that would foster the protection and improvement of working conditions. This was followed by the construction of 100 distinctive kiosks that the children could operate in their free time, thus learning how to conduct a business and at the same time earn money. Initially, this worked well; however, since the kiosks are stationary and cannot be locked up in a secure location at night, they became the targets of vandalism, resulting in outright destruction at times. As of this writing, CEDRO is assessing the situation and looking for a solution to the problem.

Sustainability of the street children program is a prime concern for CEDRO. As presently constituted, current funding will carry the program through September 1997. At that time, the German Government will pick up the funding for the current program for another three years. Concurrently, CEDRO is presently working on a system to recruit "padrinos" or sponsors to raise funds for both CEDRO's street children activities as well as for those being run by other agencies. CEDRO management feel that the response will be adequate to the needs of the street children program.

National Institute for Family Welfare (INABIF)

CEDRO also works closely with the National Institute for Family Welfare (INABIF) by providing training, technical assistance, and material support to its residential houses. Since many of the staff caring for the children are largely untrained, usually adult inmates, CEDRO provides a useful service in upgrading the quality and skills of INABIF caretakers. Training in drug abuse prevention techniques and organization of activities is also provided to social workers, psychologists, and other professional staff.

An amendment to the NECI Cooperative Agreement, issued on August 30, 1993, tasked CEDRO with providing management, technical, and financial support to INABIF, extending its actions with tutors and children of INABIF's six tutelary centers, and begin a preventive effort through INABIF's Promotion Centers. This latter effort would require that CEDRO activate the centers and begin to provide prevention services for minors, adolescents, young adults, and families at risk of consuming and/or commercializing drugs and becoming involved in actions of violence.

Subsequently, INABIF decided that a higher priority is construction and operation of a shelter for homeless children in the selva (jungle) and provision of agricultural training for youth at risk in those areas. Based on that requirement, CEDRO has provided technical assistance in the design of a suitable shelter and in soliciting and evaluating bids for the construction of the shelter.

At the time of this evaluation, a feasibility study has been completed and a contract has been signed between INABIF and a local construction firm. CEDRO will provide oversight, monitoring, and disbursement of funds as construction progresses. Subsequently, CEDRO will arrange for the necessary training of adolescents in appropriate agricultural techniques.

In summary, CEDRO is doing an excellent job of addressing the problem of street children in Lima and selected provincial areas. Studies conducted by CEDRO show that the percentage of new cases of street children, i.e., new entrants, is decreasing in Lima, with 27-35 new cases per month in the 1989-1990 time frame, in contrast to 18-22 new cases per month during the first semester of 1994. CEDRO staff feel that, although the ingress of children into the streets will continue to be a problem, it can be reduced gradually over the long term. In conversations with the Director of INABIF, she felt that CEDRO was doing an excellent job not only in operating its program but also in assisting INABIF to deal with a complex issue. She expressed appreciation for the collaboration and excellent relationship that exists between the two institutions.

F. Public Awareness and Opinion Leaders

A key factor contributing to CEDRO's success over the past eight years has been the organization's sensitivity to, and focus on, raising public awareness to the dangers of drugs and drug-related problems. This has been accomplished through the use of mass media (radio, television, press), dissemination of relevant materials, and face-to-face meetings and discussions. From the very beginning, CEDRO has been very conscious of the need to interact with key representatives of local, national, and international governments. CEDRO makes it a practice to invite these representatives to its headquarters to see first-hand what CEDRO staff are doing, and at the same time provide an orientation on the dangers of drug production, trafficking, and consumption. A special effort is made to ensure that U.S. congressmen and other leaders visit CEDRO whenever they are in Peru. Key events are also held periodically, particularly those that involve children and youth at risk, to which the press and select opinion leaders are invited. National and international seminars are held on an annual basis.

During the period October 1, 1993, to August 30, 1994, CEDRO reached 214 opinion leaders, discussing the various aspects of drugs and drug-related problems, as compared to 207 opinion leaders during a similar period in the 1992-1993 time frame. This does not include USG representatives, such as members of the U.S. Congress, USAID/W, ONDCP, etc.

Results of the latest public opinion survey show that 43.5% of respondents now consider drugs among the three most serious problems in Peru, compared to 18.1% in 1987. While drug consumption is seen as the most serious aspect of the drug problem, over the past few years the populace is beginning to view production as a more serious problem for the country than drug use. Additionally, the public's perception of drug trafficking as a serious problem for Peru has also increased over the years, going from 14.0% in 1987 to 25.2% in the latest poll. Also significant is the fact that the percentage of people that feel that drug trafficking does not result in any benefit to the country has risen from 82.5% in 1987 to 91.7% in 1993.

CEDRO supports national and international representatives by responding to requests for information that will help them perform their jobs. For example, CEDRO's national network of institutions now numbers 2,470 throughout the country. In the international arena, CEDRO has had some type of interaction with over 60 institutions outside Peru and with 50 international organizations with representatives in Peru. CEDRO staff brief national leaders in preparation for attendance at international conferences and meetings, such as those

sponsored by the United Nations. Additionally, CEDRO staff provide the necessary information to help the GOP develop or modify existing legislation. A notable example is CEDRO's input to the development of a national master drug control plan, which was recently approved by the GOP.

G. Women in Development

Although the scope of work for this evaluation did not ask the team to address the issue of women in development (WID), it is important to take note and to acknowledge the role of women in Peru in drug abuse awareness, education, and prevention. CEDRO, from the beginning, has recognized the importance of, and the contribution made by women to the family and to the community in Peru and has been a leader in fostering the development of women in both the DEPA Project and the NECI Project.

While men in Peru as in all other countries in the region, are more likely than women to use alcohol and other drugs, the original DEPA Project early on recognized the impact that drug use by men has on the family, particularly on women and young children. The project also recognized the role of women in Peruvian society, particularly at the community level where they take on an inordinate responsibility for looking out for the welfare of the entire family. Thus, the project initially addressed issues that reflect both the interests and the role of women. This initiative and focus has been continued by the current Narcotics Education and Community Initiatives (NECI) Project, which focuses on preventing drug use in the family through school, community and community support programs. In school and community, NECI's efforts reach out to prevent drug use and are tailored to the sex of those who are targets of prevention. DEPA and NECI serve to strengthen the support given to maintaining family health and preventing family disintegration.

Women have been involved from the beginning in the design, development, and implementation of CEDRO's programs. Of the 82 founding members of CEDRO, 26 are women representing the various sectors of Peruvian society, from members of the legislature to community leaders from the Mothers' Clubs. Currently CEDRO's deputy director, director for research, controller, and the director of the documentation center are all women. A significant number of women are also involved as technical supervisors (13 women out of 32 total) and as promoters (40 out of 71). They work directly with children, youth, and community leaders. Regional coordinators in the provinces are women for the most part, as are many of the other volunteers staffing the community children and youth centers (Centros Infantiles y Juveniles). These women have been and continue to be involved in the design, technical direction, and management of all of CEDRO's programs through their day-to-day functions.

Beneficiaries of CEDRO's training workshops include social workers (mostly women), health workers, and teachers. In both the education and community-based programs, women are participants not only as targets of the programs but also as trainees and as trainers of trainers. In most cases, the majority of multipliers in a given school or community will be women. This is in part a reflection of their concern and in part a reflection of their availability (above all within the community) to serve in this function. This situation has increased their role and standing in the community as community organizers. This increased role as voluntary, unremunerated multipliers has not had a direct impact on incomes of women over men, while it may have increased the workload of women in a community, given that women are more likely to be multipliers. This increase needs to be weighed against the likelihood that multiplier activities enhance the overall health of the community through the prevention of alcohol and other drug abuse.

Chapter III

Self-Sustainability

The potential for continuation of CEDRO's services after the PACD of the NECI Project depends to a large extent on the organization's capability to attract other donors, national and international, as well as its ability to sell its services to the private sector. As part of this marketing effort, CEDRO must identify and justify the cost of doing business, i.e., establish an indirect cost rate. A key factor is that most donors (as is USAID's practice) usually do not cover the administrative costs of doing business. USAID, as a general rule, requires 25% counterpart funding of any cooperative agreement, although in most cases these counterpart contributions can be in-kind. USAID pays for administrative costs as part of the program's operational costs.

CEDRO has found that other international donors are not as flexible in this area. They normally will fund only program activities, and any allowances for administrative (indirect) costs must be negotiated on a case-by-case basis between the recipient and the donor. Nonetheless, USAID/Peru, in an effort to further strengthen the institution, has been urging CEDRO to establish an indirect cost rate and apply that cost rate to other donors' programs. Not only would this ensure that, in the future, USAID would not be covering the other donors' administrative costs but also would allow CEDRO to accurately calculate the cost of doing business.

Below we cover the issue of establishing an indirect cost rate followed by a detailed analysis of CEDRO's capability for self sustainability after PACD in 1997.

A. Indirect Costs

Establishment of Indirect Cost Rates

In June 1993, in response to USAID's request, CEDRO commissioned Price Waterhouse to conduct a study to determine its indirect cost rates in order to comply with section "G" of USAID/CEDRO cooperative agreement number 527-0347-A-00-2304-00.

The study identified certain elements upon which CEDRO could charge indirect costs. The study isolated the utilization percentages that CEDRO could use when determining its indirect cost charges. Basic premises used were the level of effort assigned to the different projects, physical utilization of CEDRO headquarters, and direct costs for each project. A weighted average from these different indicators was calculated to establish a point of reference. This approach, while relevant to the current situation, will not suffice when the NECI projects ends. At that time, the indirect costs will rise as a function of the total funds received from the different donors.

CEDRO has set up a separate account to track all of its indirect costs, including those that are being paid by NECI. The account was set up in adherence to the study's recommendations and the USAID/CEDRO cooperative agreement. In addition, the utilization of this account provides CEDRO's management with a tool to gauge whether NECI is subsidizing its other projects as well as adhering to the NECI cooperative agreement.

It is understood under the USAID/CEDRO agreement that all the indirect costs that CEDRO "recovers" from the other donors will be placed in its endowment fund.

Application of Indirect Cost Rates to Other Donors

CEDRO management negotiates with each donor to recover a portion of its indirect costs currently financed entirely by USAID's NECI.

Table 2 is for calendar year 1993 and for the first nine months of calendar year 1994. The table depicts CEDRO's application of indirect cost rates and the funds derived from them that have been placed in CEDRO's endowment fund. The table also compares CEDRO's application of indirect cost rates as a percentage of indirect costs paid by the NECI project.

Table 3 also covers 1993 and the first nine months of 1994. However, this table shows the indirect cost rates paid by non-A.I.D. donors in function of the total funds given by each of the donors.

The tables show that CEDRO has met or exceeded the indirect rate targets set for two donors, GTZ and Kellogg. The tables also indicate that World Vision and Caritas have fallen below their intended cost recovery targets. It should be said that the indirect cost negotiations with both World Vision and Caritas occurred before the allocation of indirect cost rates were completed by Price Waterhouse.

The information provided by CEDRO shows that, overall, CEDRO is recovering its indirect cost rates. All of the indirect costs recovered to date have been placed in CEDRO's endowment fund.

CEDRO Non-USAID Indirect Cost Rate Structure

The following chart shows CEDRO's indirect cost structure as of September 1994. It assumes that CEDRO's core administrative costs will be allocated 100% to managing the institution. Refer to Table 4 for a detailed indirect cost calculation as of September 30, 1994.

CEDRO INDIRECT COSTS (As of September 30, 1994)

DIRECT LABOR	\$130,032
FRINGE BENEFITS	\$ 73,715
OTHER DIRECT COSTS*	\$109,762
TOTAL INDIRECT COSTS	\$313,509

* Includes \$42,333/year in mortgage payments for CEDRO's headquarters. The last payment will occur in November 1994.

CEDRO has available data and necessary expertise to calculate an indirect cost rate; however, because most donors will not allow application of indirect costs to specific project activities, CEDRO has not implemented such a rate.

**TABLE 2
CEDRO INDIRECT COST RATE CALCULATION
AS A PERCENTAGE BASE OF USAID NECI BUDGET FOR CALENDAR YEAR 1993**

DONOR'S NAME	A.I.D.	W. VISION	CARITAS	GTZ	KELLOG	NON-USAID PERCENTAGE OF INDIRECT COSTS
AUDIT DRIVEN RATES ON A PERCENT BASIS	85.77%	5.93%	2.57%	3.37%	2.37%	14.24%
CEDRO'S PROJECTED INDIRECT COST ALLOCATION WITH USAID TOTAL FINANCED INDIRECT COST BUDGET OF \$260,930		\$15,473	\$6,706	\$8,794	\$6,184	\$37,157
CEDRO'S ACTUAL INDIRECT COST RECEIVED BY OTHER DONORS		\$7,263	\$6,875	\$10,167	\$14,519	\$38,824
ACTUAL PERCENTAGE RECEIVED BASED ON USAID FINANCING OF 100% OF ALL INDIRECT COSTS		2.78%	2.63%	3.90%	5.56%	14.87%

FROM JANUARY 1 TO SEPTEMBER 30, 1994

DONOR'S NAME	A.I.D.	W. VISION	CARITAS	GTZ	KELLOG	NON-USAID PERCENTAGE OF INDIRECT COSTS
AUDIT DRIVEN RATES ON A PERCENT BASIS	83.36%	5.11%	2.12%	2.31%	7.10%	16.64%
CEDRO'S PROJECTED INDIRECT COST ALLOCATION WITH USAID TOTAL FINANCED INDIRECT COST BUDGET OF \$230,197		\$13,336	\$5,537	\$6,027	\$18,529	\$43,429
CEDRO'S ACTUAL INDIRECT COST RECEIVED BY OTHER DONORS		\$9,393	\$4,588	\$16,363	\$50,904	\$81,247
ACTUAL PERCENTAGE RECEIVED BASED ON USAID FINANCING OF 100% OF ALL INDIRECT COSTS		3.60%	1.76%	6.27%	19.51%	31.14%

**TABLE 3
CEDRO INDIRECT COST RATE RECOVERY IN DOLLARS AS A PERCENTAGE BASE OF FUNDS
PROVIDED BY NON-USAID DONORS FOR CALENDAR YEAR 1993**

DONOR's NAME	TOTAL FUNDS	INDIRECT COST	INDIRECT COST RECOVERED AS A PERCENTAGE OF FUNDS RECEIVED
WORLD VISION - Street Children	163,300	\$7,263	4.45%
CARITAS - Street Children	46,071	\$6,875	14.92%
KELLOG - Urban Youth At Risk	104,992	\$14,519	13.83%
GTZ - Drug Prevention Campaign	31,261	\$10,167	32.52%
TOTAL	\$345,624	\$38,824	11.23%

FROM JANUARY 1 TO SEPTEMBER 30, 1994

DONOR's NAME	TOTAL FUNDS	INDIRECT COST RECOVERED	INDIRECT COST RECOVERED AS A PERCENTAGE OF FUNDS RECEIVED
WORLD VISION - Street Children	147,738	9,393	6.36%
CARITAS - Street Children	93,255	4,588	4.92%
KELLOG - Urban Youth At Risk	177,238	50,904	28.72%
GTZ - Drug Prevention Campaign	34,747	16,363	47.09%
APIA - Street Children	29,500	0	0.00%
SKN - Street Children	34,800	0	0.00%
TOTAL	\$517,278	\$81,247	15.71%

* Includes donations received in October 1994

TABLE 4
CEDRO MINIMUM BUDGET TO FUNCTION AS AN INSTITUTION
AND YEARLY INDIRECT COST CALCULATION (ICC)
IN DOLLARS* AS OF SEPTEMBER 30, 1994

I.	DIRECT LABOR	
	Executive Director	48,288
	Deputy Director	41,392
	Controller	17,936
	Secretary	7,744
	Subtotal	115,360
	Driver/Messenger	5,419
	Documentation Assistant	4,645
	Maintenance/Security Guard	4,608
	Subtotal	14,672
	Total Direct Labor	130,032
II.	GOP MANDATED BENEFITS @ 56.69%	73,715
III.	OTHER DIRECT COSTS	
	Rent**	42,333
	Maintenance	8,000
	Utilities	3,963
	Telephones/Postage	27,733
	Office Supplies	9,067
	Vehicle Maintenance	8,000
	Equipment Maintenance	10,667
	Total ODCs	109,762
	TOTAL INDIRECT COSTS	313,509

* EXCHANGE RATE AT 2.25 soles to \$1.00

** CEDRO LAST MORTGAGE PAYMENT ON ITS HEADQUARTERS WILL OCCUR IN NOVEMBER 1994.

SOURCE: CEDRO's FINANCIAL UNIT

TABLE 5
CEDRO MINIMUM BUDGET TO FUNCTION AS AN INSTITUTION
AND YEARLY INDIRECT COST CALCULATION (ICC) FOR 1997

DIRECT LABOR

Executive Director	53,117
Deputy Director	45,531
Controller	19,730
Secretary	8,518
Subtotal	126,896

Driver/Messenger	5,961
Documentation Assistant	5,110
Maintenance/Security Guard	5,069
Subtotal	16,139

Total Direct Labor	143,035
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II. GOP MANDATED BENEFITS @ 56.69%	81,087
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III. OTHER DIRECT COSTS

Rent**	16,298
Maintenance	8,800
Utilities	4,359
Telephone/Postage	30,507
Office Supplies	9,973
Vehicle Maintenance	8,800
Equipment Maintenance	11,733

Total ODCs	90,470
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TOTAL INDIRECT COSTS	314,592
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- * EXCHANGE RATE IS MAINTAINED AT 2.25 soles to \$1.00
- ** CEDRO LAST MORTGAGE PAYMENT ON ITS HEADQUARTERS WILL OCCUR IN NOVEMBER 1994. THUS, CEDRO WILL NO LONGER HAVE TO PAY \$42,333/YEAR FOR MORTGAGE PAYMENTS. HOWEVER, FOR PROJECTION PURPOSES IT IS ASSUMED THAT CEDRO CAN RIGHTFULLY CHARGE UP TO 35% OF ITS BUILDING AS INDIRECT COSTS AT CURRENT MARKET RATES.
- *** PROJECTION ASSUMES A 10% TOTAL INFLATION BETWEEN 1994 AND 1997.

SOURCE: CEDRO's FINANCIAL UNIT

B. Sustainability Analysis

Sustainability, for the purpose of this evaluation, is defined as CEDRO's capability to continue delivering its basic core services of communication, mass media, technical assistance, training, and street children activities, with either a reduction or reallocation of its administrative staff currently assigned to programs due to limited outside funding sources, after the NECI project ends on September 29, 1997. This definition assumes a scenario in which CEDRO would have difficulty in continuing to procure funds from its traditional donors.

To prepare for this scenario and ensure the sustainability of the institution, CEDRO, at the start of the NECI project, established an initial endowment fund of \$150,000. It should be noted that this initial endowment fund (cash donations through the years) would have been higher had not circumstances beyond CEDRO's control negatively impacted (hyper-inflation and GOP's misguided economic policies at the time) this endowment fund. It is expected that the fund will increase to \$850,000 through donations and sale of services by the NECI project completion date.

The creation and increase in the endowment fund at the end of the NECI project (9/29/97) will enable CEDRO to attain a certain degree of sustainability after 11 years of operation. This observation by no means is intended to downplay CEDRO's accomplishments to date but is an observation on how difficult it is for an institution to achieve these results.

The evaluation team has reviewed CEDRO's activities and accomplishments. The following tables show CEDRO's sustainability progress in relation to the objectives set forth in the log frame.

I. Non-A.I.D. funds raised for programs

	Projected	Actual	Surplus/(Deficit)	Completion %
1993	\$100,000	\$151,992	\$ 51,992	151.99%
1994	\$100,000	\$128,877	\$ 28,877	128.77%
1995	\$200,000			
1996	\$200,000			
1997	\$300,000			

II. Non-A.I.D. funds raised for street children

	Projected	Actual	Surplus/(Deficit)	Completion %
1993	\$ 80,000	\$161,830	\$ 81,830	202.29%
1994	\$ 80,000	\$211,712	\$131,712	264.64%
1995	\$ 80,000			
1996	\$ 80,000			
1997	\$ 80,000			

III. Non-A.I.D. funds raised for endowment fund

	Projected	Actual	Surplus/(Deficit)	Completion %
		\$150,000	*	
1993	\$100,000	\$103,397	\$ 3,397	103.40%
1994	\$150,000	\$218,386	\$ 68,386	145.59%
1995	\$150,000			
1996	\$150,000			
1997	\$150,000			
TOTAL	\$700,000	\$321,783		46%

CEDRO started the NECI project with an endowment fund of \$150,000 generated under the previous USAID-funded DEPA Project.

IV. Non-cash and counterpart contributions received by CEDRO

IV.1

**Street Children Programs Non-cash Contributions
Includes Donation in Goods and Services Estimated Value in Dollars**

	FY93	FY94	TOTAL (as of 9/30/94)
1st Quarter	531	1,000	
2nd Quarter	1,101	1,541	
3rd Quarter	29,892	2,087	
4th Quarter	7,245	7,312	
TOTAL	\$38,769	\$11,940	\$50,709

IV.2

**Institutional Consolidation-Counterpart Contribution Other Non-cash Contributions
Includes Donation in Goods and Services Estimated Value in Dollars**

	FY93	FY94	TOTAL (as of 09/30/94)
Radio	0	113,007	113,007
TV	443,605	627,720	1,071,325
Print	841,272	336,148	1,177,421
Transportation	0	3,361	3,361
Other	9,308	9,228	18,536
Subtotal	\$1,294,185	\$1,089,464	\$2,383,650
COPUID			
-Volunteers*	\$ 530,990	\$ 889,566	\$1,420,556
GRAND TOTAL	\$1,825,175	\$1,979,030	\$3,804,206

* COPUID-Volunteers counterpart-contribution estimate for the last quarter of FY94 has not been forwarded by COPUID.

Management of Endowment Fund

CEDRO has placed its endowment funds with the Wiese Bank where it has opened two investment accounts in dollars. Fifty-two percent of the endowment is placed in an account with an 11.50% annual return. The remaining 48% of the funds are placed in an account that provides an annual interest return of 7.5%.

At September 30, 1994, the endowment fund had a balance of \$481,263. This includes \$150,000 available when the NECI Project started, amounts raised (see III above), plus interest earned to date. Included in the total amount are \$61,010 raised during the last quarter of FY1994.

To date, all indicators contained in the log frame have been met. It is the opinion of the evaluation team that CEDRO will be able to meet all of the sustainability indicators set forth in the logical framework.

The NECI project also has a counterpart contribution of \$3.1 million over the life of the project. This commitment, according to the information provided to the team, has already been met at the end of the second year of the five-year project.

The value of donations and services are given to CEDRO by its donors. The evaluation team, given the limited time available to conduct CEDRO's evaluation, cannot ascertain with certainty whether or not these numbers reflect fair market prices.

The team has no reason to doubt the overall veracity of the information provided by CEDRO, given the impeccable reputation of the institution and its members, the meticulous accounting for these donations, the fair market value of the media related donations, and the administrative and financial oversight support that CEDRO has enjoyed since its creation.

However, it should be noted that COPUID's estimation of its counterpart contribution appears somewhat optimistic.

Sustainability After NECI

On September 29, 1997, at the end of the NECI project, CEDRO will have been established for 11 years. Over these years the organization has proved itself capable of obtaining other-than-USAID donors and has established itself as the leading drug prevention institution in Peru and as a model drug prevention organization throughout Latin America.

CEDRO success is in evidence because the communication media in Peru continue to provide services to CEDRO at no cost.

Table 6 shows the actual status of CEDRO projects with non-USAID international donors. CEDRO has taken a very conservative approach in reporting its successes in receiving international support for its programs. Component I of the table reports ongoing projects. Only these projects have been reported for log frame purposes to USAID. Component II lists cooperative agreements or grants already signed with international donors.

**TABLE 6
APPROXIMATE PROJECTED INCOME TO BE OBTAINED FROM
INTERNATIONAL AND FOREIGN SOURCES AS OF SEPT. 30, 1997**

LIST OF DONORS

1. ONGOING PROJECTS	COUNTRY	1994	1995	1996	1997	1998	1999	2000	TOTAL
1.1 VISION MUNDIAL-STREET CHILDREN	ENGLAND	147,738	161,506	161,506	0	0	0	0	470,750
1.2 CARITAS-STREET CHILDREN	HOLLAND	93,225	93,255	93,255	(*)	(*)	(*)	(*)	279,735
1.3 KELLOG-URBAN MARGINAL YOUTHS	USA	121,992	110,492	(*)	0	0	0	0	232,484
1.4 S.K.N.-STREET CHILDREN	HOLLAND	34,800	(*)	0	0	0	0	0	34,800
1.5 APIA-STREET CHILDREN	SWITZERLAND	29,500	(*)	0	0	0	0	0	29,500
1.6 MASS COMMUNICATIONS AGAINST DRUGS	GERMANY	28,957	0	0	0	0	0	0	28,957
SUBTOTAL		456,212	365,253	254,761	0	0			1,076,226

LIST OF DONORS

2. PROJECTS WITH 100% ACCEPTANCE	COUNTRY	1994	1995	1996	1997	1998	1999	2000	TOTAL
2.1 GTZ - MANZANILLA	GERMANY	0	205,478	132,346	111,991	94,661	(*)	(*)	544,476
2.2 EUROPEAN UNION - DRUG DEPENDENCE	EUROPEAN U.	0	203,286	209,486	117,205	0	0	0	529,976
SUBTOTAL		0	408,764	341,832	229,196	94,661	0	0	1,074,452

LIST OF DONORS

3. PROJECTS WITH POSSIBILITIES	COUNTRY	1994	1995	1996	1997	1998	1999	2000	TOTAL
3.1 EUROPEAN UNION - STREET CHILDREN	EUROPEAN U.	0	0	652,916	652,916	652,916	0	0	1,958,748
3.2 SWITZERLAND - APURIMAC COUNTER VIOLENCE FUND	SWITZERLAND	0	0	883,000	883,000	441,132	0	0	2,207,132
3.3 IDB - MANAGEMENT IN THE HUALLAGA	USA	0	0	162,410	162,410	162,410	162,410	162,410	812,050
3.4 IDB - BUSINESS IN THE HUALLAGA	USA	0	0	760,500	760,500	760,500	760,500	0	3,042,000
3.5 COOPERATION MINISTRY-STREET CHILDREN	GERMANY	0	0	0	165,000	165,000	165,000	0	495,000
SUBTOTAL		0	0	2,458,826	2,623,826	2,181,958	1,087,910	162,410	8,514,930

LIST OF DONORS

4. PROJECTS UNDER DEVELOPMENT TO BE SUBMITTED TO UNDCP (PNUFD)	COUNTRY	1994	1995	1996	1997	1998	1999	2000	TOTAL
4.1 RESEARCH ON ADDICTION IN PERU	UNDCP	0	0	0	0	125,000	125,000	(*)	250,000
4.2 WORK IN PERUVIAN JAILS	UNDCP	0	0	0	0	125,000	125,000	0	250,000
4.3 FEMININE LABOR IN THE JUNGLE	UNDCP	0	0	0	0	125,000	125,000	0	250,000
SUBTOTAL		0	0	0	0	375,000	375,000	0	750,000

TOTAL PROJECTED INCOME		456,212	774,017	3,055,419	2,853,022	2,651,619	1,462,910	162,410	11,415,608
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* Funding expected to be renewed at same level as previous year.

However, CEDRO will not report those until the actual funds are deposited in its bank accounts. Component III lists projects that CEDRO stands a very good chance of winning. Finally the fourth component lists projects that CEDRO will propose to the United Nations Drug Control Program (UNDCP.)

The following three sustainability scenarios attempt to show how CEDRO could function for the three years following NECI's completion date. The evaluation team has taken a narrow approach in defining CEDRO sustainability. Thus, the calculation of the minimum budget for CEDRO to function as an institution does not include CEDRO's core personnel currently assigned to programs or other program related expenditures (see Table 5).

Scenario I. Sustainability based on available information regarding CEDRO's project status with donors.

This scenario assumes that CEDRO will reach its endowment fund target of \$850,000 by NECI PACD in 1997, that it will receive \$50,000 per year in cash donations and that it will realize \$20,000 per year from different service sales.

The scenario assumes that CEDRO will be able to capture 25% of the "projects with possibilities" and 20% of the "UNDCP" proposals respectively listed in Table 6. It further assumes that donors will accept a 15% average charge in indirect costs from CEDRO.

The scenario compares this source of funds against Table 5 which lists CEDRO's minimum operational expenses needed in 1998 to be able to function as an institution.

This analysis show that CEDRO would suffer deficits of \$63,389, \$104,416, and \$139,160 in 1998, 1999, and 2000, respectively, and thus would be unable to function as an institution. Please refer to Table 7.

Scenario II. Minimum Contributions needed from international donors to ensure sustainability.

This scenario attempts to determine the minimum amount of funds from international/local donors that CEDRO needs to win on a yearly basis to ensure sustainability. This scenario has four variations with a combination of two different indirect cost rates, one at 15% the other at 20%, and two different sources of funds.

The scenario shows that CEDRO would need average yearly contributions that range from a low of \$815,810 to a high of \$1,165,810 from international donors to achieve sustainability. Please see Table 8.

Scenario III. Minimum unattached contributions in cash needed to function solely as an institution providing minimum services, i.e., core staff present to answer questions over the telephone or in person at its institutional headquarters.

No tables have been prepared for this scenario. Cash contribution in this case would be equivalent to the difference between CEDRO's interest flow from its endowment fund (\$81,439) and the minimum outlays necessary for the institution to function (\$314,592). Thus, under this scenario CEDRO would need a minimum of \$233,151 in cash contributions.

The above analysis relative to CEDRO's sustainability as an institution notwithstanding, it should be noted (Table 6) that the Street Children Program is fully funded, under the European Union, through 1998. The Cooperation Ministry of the German Government funds the program, at a reduced level, starting in 1997 and going through 1999. Concurrently,

**TABLE 7
CEDRO SUSTAINABILITY ANALYSIS AFTER NECI ENDS
NO CORE STAFF IS CHARGED TO PROGRAMS**

SOURCE OF FUNDS	SCENARIO I			GRAND TOTAL
	YEAR 1998	YEAR 1999	YEAR 2000	
USAID	0	0	0	0
FROM ENDOWMENT FUND	81,430	81,430	81,430	244,290
NET FROM SALE OF SERVICES	20,000	20,000	20,000	60,000
CASH DONATIONS FROM THIRDS	50,000	50,000	50,000	150,000
INTERNATIONAL DONORS - INDIRECT COST @ 15.00%				
GTZ	14,199	14,199	14,199	42,597
Donors with Possibilities	81,824	40,797	6,053	128,673
UNDCP	3,750	3,750	3,750	11,250
TOTAL FUNDS CAPTURED TO PAY MINIMUM OPERATIONAL COSTS	251,203	210,176	175,432	636,810
MINIMUM OPERATIONAL COSTS (FROM TABLE 5)	314,592	314,592	314,592	943,776
SURPLUS (DEFICIT)	(63,389)	(104,416)	(139,160)	(306,966)

ASSUMPTIONS

INTERNATIONAL DONORS - SOURCE OF FUNDING. (SEE TABLE 6)

INTERNATIONAL DONORS AGREE TO A STANDARD 15% INDIRECT COST RATE.

GTZ Total Funding is \$94,661 in 1998. Funding renewed in 1999 and 2000.

CEDRO realizes 25% of project with possibilities. See Table 6.

This equals \$545,490, \$271,978 and \$40,352 in 1998, 1999 and 2000 respectively.

CEDRO realizes 20% of project from UNDCP. See Table 6

This equals \$25,000/year for 1998, 1999 and 2000.

POSSIBLE FUNDING INTERNATIONAL DONORS

	1998	1999	2000
GTZ	94,661	94,661	94,661
OTHER	545,490	271,978	40,352
UNDCP	25,000	25,000	25,000

TABLE 8
CEDRO SUSTAINABILITY ANALYSIS AFTER NECI ENDS
MINIMUM FUNDS NEEDED FROM INTERNATIONAL DONORS
NO CORE STAFF IS CHARGED TO PROGRAMS

SCENARIO II

SOURCE OF FUNDS	CASE 1	CASE 2
USAID	0	0
FROM ENDOWMENT FUND	81,430	81,430
NET FROM SALE OF SERVICES	20,000	0
CASH DONATIONS FROM THIRDS	50,000	0
SUBTOTAL	151,430	81,430
MINIMUM OPERATIONAL COSTS	314,592	314,592
SURPLUS/DEFICIT	(163,162)	(233,162)
MINIMUM FUNDS NEEDED FROM INTERNATIONAL/LOCAL SOURCES	1,087,747	1,554,413
WITH INDIRECT COST RATE @ 15%	163,162	233,162
SURPLUS/DEFICIT	0	0
MINIMUM FUNDS NEEDED FROM INTERNATIONAL/LOCAL SOURCES	815,810	1,165,810
WITH INDIRECT COST RATE @ 20%	163,162	233,162
SURPLUS/DEFICIT	0	0

CEDRO is developing plans for institution of a "padrino" (sponsor) program to finance both CEDRO's Street Children Program and those of the other agencies/organizations in Peru.

Conclusion

All the different scenarios indicate that CEDRO will probably not be able to function without access to international/local sources. In addition, it must be able to charge indirect costs to them.

The establishment of an endowment fund gives CEDRO certain flexibility in its negotiation with donors but unfortunately, does not allow the institution to be self-sustaining, that is, able to function and provide services without international/local sources.

The findings of the evaluation team should not be seen as an indictment against CEDRO, but rather they reflect the most likely scenario that CEDRO is going to face at the completion of NECI.

The NECI project ends in September 29, 1997. Thus, CEDRO has time to plan before the NECI project ends.

It is the evaluation team's opinion that CEDRO will reach its endowment target. The team strongly suggests that CEDRO develop a formal indirect cost rate structure to charge its donors. This practice, in order to be effective, must be instituted and applied while the NECI project is still in operation.

Chapter IV

General Conclusions and Recommendations

A. Introduction

The consensus of the evaluation team is that CEDRO is meeting the objectives of the Narcotics Education and Community Initiatives Project. In many cases the organization has exceeded the targets for the entire LOP. The team did not come across any actions that could be considered illegal or unauthorized.

The recommendations listed after each major component are designed to improve CEDRO's operations and enhance its potential for future sustainability. Where possible, recommended actions should be initiated immediately.

B. Administration/Management

CEDRO is a well organized and managed organization effectively carrying out the requirements of the Narcotics Education and Community Initiatives Project. Top management and field staff are highly committed and motivated individuals whose main objective is to serve the needs of the community. Toward this end, they have mobilized, and continue to maintain, a national network of individuals and organizations/institutions that provide services, usually on a volunteer basis, to the people in urban and rural areas. Particularly noteworthy are those efforts in the coca-growing areas and areas affected by terrorism.

Procedures manuals are in place and followed. Reporting is timely and consists of quarterly progress reports containing numerical accomplishments measured against the Logical Framework and the organization's action plans. A second report provides a narrative discussion to give the reader (USAID/Peru) a flavor of what is entailed in these numerical accomplishments, as well as an indication of problems or delays encountered.

CEDRO has a core staff of 12 individuals, 5 of whom are directly responsible for management and supervision of program activities, including the Executive Director and Deputy Director. The other seven are primarily administrative support personnel. Additionally, approximately 180 individuals are hired on a contract basis to implement NECI activities and the activities associated with four other donors. Actions have been taken to reduce the overall staff gradually in accordance with decreasing budget amounts for the remaining three years.

Discussions with CEDRO management relative to activities that should or could be eliminated reveal that CEDRO feels all are important, and, in fact, they should probably be expanding the range of activities. Although the number of activities will be reduced gradually, the need and demand for services from the community is so great that staff will probably continue to try to meet that demand.

CEDRO, at present, is in compliance with all of its commitments with donors; however, the evaluation team is concerned with the present overload of activities evident throughout the organization. The dedication and competence of CEDRO's staff is not in question, but the team cannot help but be concerned about the impact that the present pace of work will naturally have on CEDRO over the long run.

It is the evaluation team's observation that CEDRO is adhering to all of the personnel policies established in its handbook. However, the evaluation team found no provisions for staff to allocate time to various donor activities. It is presumed that a particular individual will only work on activities associated with a particular donor. The team suggests that CEDRO institute formal timekeeping procedures for its core staff, to differentiate the time an individual spends on program-related activities and on new projects. This would make more efficient use of available staff time.

CEDRO's relationships with USAID are excellent, as they are with other donors. According to CEDRO management, USAID responds on a timely basis to CEDRO's needs and requests. Furthermore, the relationship is a collegial and cooperative one, with both parties keeping each other informed at all times without interfering with the day to day affairs and activities.

Recommendation: That CEDRO's management begin immediately to develop and execute a thorough strategic plan to ensure the viability of the organization at the end of the NECI project. The evaluation team suggests that CEDRO look for ways to reduce its upper management overload in order to ensure that the corporate restructuring that NECI will need in the near future is done in a timely and orderly manner. An important step would be training middle management personnel to enhance their capability to manage current projects and move into any vacuum that might occur.

It is further recommended that CEDRO take a close look at its activities, particularly those where LOP targets have already been met, with a view toward gradually reducing the amount of staff time involved.

Recommendation: The project evaluation team recommends that the present CEDRO accounting system be reconfigured to permit an individual to charge his/her time to more than one project when appropriate. This capability is crucial to ensure the future flexibility CEDRO will need in order to optimize resources and achieve self-sustainability after NECI.

Recommendation: The evaluation team strongly recommends that time sheets be required for all of CEDRO core personnel. The analysis of core staff time utilization over time will enable CEDRO's management team to evaluate how time is actually being utilized among all donors and identify areas that need strengthening. The study of staff time will also assist CEDRO management to determine realistic costs for new services when presenting new proposals.

C. Technical Programs

Under NECI, the information, education, and communication (IEC) unit has met or exceeded its goals for motivating: (1) editors to publish relevant editorials in newspapers and magazines; (2) opinion leaders, politicians, and health professionals to make presentations on radio and TV; and (3) political, scientific, and social agencies to conduct conferences for

professional, student, and general public audiences. It has fallen slightly short in motivating public and private institutions to produce publications.

The IEC unit has motivated third parties to express their opinions in the media and at conferences; expanded and serviced the international network through publications written and distributed by the Documentation Center; and created innovative programs for youth and distance learning.

The institutional campaign for 1994 is in production and will be broadcast January, 1995, when space should be available on the air and will return to the airwaves in April 1995 after the national elections.

The goal of supporting 100 community-based institutions per year to implement key drug-prevention activities, and motivating 30 communities in 1993 and 40 in 1994 to conceive and implement such activities, has been surpassed. One hundred ten churches have been involved in drug abuse prevention activities; 816 pastoral change agents have been trained; and 15 community activities involving 4,976 persons have been implemented.

The "Face to Face" youth program has worked with 343 communities, involving 9,448 children in cultural activities, opening 4,197 community libraries, and involving 22,278 children in sports activities. This program alone touched the lives of 36,123 children.

In working with parents in low-income communities, CEDRO promoters have encountered difficulties in trying to determine whether parents are mastering the subjects covered, primarily because of their inability to read and write.

Recommendation: That CEDRO explore the possibility of using a manual for working with low literacy adults. This manual, "Capacitando sin Letras," enables the trainer to evaluate adults' learning by asking them to do activities similar to those which they have just learned and which do not require pencil and paper. The method has proven effective and reinforces learning while demonstrating whether participants can apply what they have learned to new situations.

D. Research

The CEDRO research team is well trained and qualified to carry out its various studies. The unit has made progress in updating its data analysis capability. It has computerized its data input function, going from digital hand input to the use of an optical reader that uses a special form designed for that purpose. It has met its goals for carrying out the various research studies for 1993, and studies scheduled for completion in 1994 are expected to be complete and published by the end of December 1994. The 1993 Public Opinion Study found that 43.5% of the people interviewed considered drugs as one of the three most serious problems. Significant among these studies is a Case Study on Coca Producers and the Drug Problem--Opinions, Attitudes, and Values. The study, conducted in both the illegal and legal growing areas, found that in the areas where coca paste is produced, 30% of the people interviewed are users, whereas in the legal areas coca use follows a more traditional mode.

Recommendation: As part of its middle-management improvement efforts, CEDRO should computerize the entry of data by program supervisors and standardize categories for their

collection. Under the present system, supervisors collect and hand-enter data relative to their program's accomplishments each week. The information is then passed to the computer center for entry into central statistical data bases. Each supervisor should have access to a computer so that data can be more easily collected and entered in accordance with standardized categories.

E. Ministry of Education

The Ministry of Education (MOE), working through its drug abuse prevention unit, COPUID, and with the help and supervision of CEDRO, is ahead of schedule in implementing the drug abuse prevention curricula in the nation's high schools. To date, 709 schools have been incorporated versus 500 scheduled for completion by end of 1994. An additional 70 private schools are also implementing the drug abuse prevention curriculum. The relationship between CEDRO and MOE staff, at the national and regional levels are excellent. Many of the provincial child and juvenile centers (Centros Infantiles y Juveniles) are staffed by volunteers from the MOE system.

CEDRO has exceeded its goals for the extension of a drug prevention curriculum to public high schools by 20% for the years 1993 and 1994 while maintaining very positive relations with COPUID. However, only 15% of the national goal of 80% coverage of secondary schools as stated in the contract with CEDRO has been attained, and only 46% of the teachers and students have been trained. External evaluations have shown that the teachers who have been trained have used what they have learned and have acquired positive attitudes, as well as knowledge, about drug abuse prevention. Work has begun with primary school curriculum, but funding is needed to evaluate and refine training materials.

Recommendations: CEDRO should study the impact that the program is having on the attitudes and behavior of high school students. It is important to know how students are receiving and reacting to the information provided by this program, so that curriculum, materials and approaches can be modified, if necessary.

The high school curriculum development and implementation project has been successful and well received by the MOE and by the teachers. Since prevention starts at an early age, it is recommended that USAID provide support for a similar endeavor, already in the planning stage, at the elementary school level.

F. Community Support Programs

These are probably some of the more significant achievements of the NECI Project. The promotion and training of volunteers in communities in the coca-growing areas has contributed to the resurgence of efforts by the populace to work together to improve their educational, health, and economic status. Support of micro-entrepreneurs with training, technical assistance, and small amounts of seed money on credit is contributing to the economic base of the communities. A more ambitious program, and one with greater potential, is the support for cultivation of native (natural colored) cotton with an emphasis on use of organic fertilizers and pesticides. In the first year alone, this effort resulted in over 2,500 hectares under cultivation.

Recommendation: That USAID continue to make maximum use of CEDRO's expertise in mobilizing communities and organizing the farmers in support of awareness activities designed to reduce the cultivation of coca.

G. Street Children/Child Abuse

CEDRO is doing an excellent job of addressing the problem of street children in Lima and in selected provincial areas. Studies conducted by CEDRO show that the percentage of new cases of street children, i.e., new entrants, is decreasing in Lima, with 27-35 new cases per month in the 1989-1990 time frame to 18-22 new cases per month during the first semester of 1994. CEDRO staff feel that, although the ingress of children into the streets will continue to be a problem, it is a problem that can be reduced gradually over the long term. The Director of INABIF said she felt that CEDRO was doing an excellent job not only with its program but also in assisting INABIF to deal with a complex issue and expressed her appreciation for the collaboration and excellent relationship that exists between the two institutions.

Research studies on street children started under the DEPA Project have been completed, with seven published, five at the printers, and seven in process. Mass media campaigns, television spots, and a monthly publication on children at risk have been implemented.

According to CEDRO staff, the rate of reinsertion of children into their families is approaching 40 percent, with approximately 15-20 percent recidivism.

Sustainability of the street children program is assured through the year 1999, with support from the European Union and the German government.

H. Self-Sustainability

CEDRO has taken several steps toward obtaining independence from USAID as the sole source of funding for drug prevention programs. Steps include the establishment of an endowment fund and support from other donors for specific activities.

The information provided by CEDRO shows that, overall, CEDRO is recovering its indirect cost rates. All indirect costs recovered to date have been placed in CEDRO's endowment fund.

The evaluation team's opinion is that CEDRO will reach its endowment target. To date all indicators contained in the logical framework have been met. The opinion of the evaluation team is that CEDRO will be able to meet all of the sustainability indicators set forth in the logical framework. However, the different scenarios explored by the team indicate that CEDRO will probably be unable to function without access to international/local sources. In addition, it must be able to charge indirect costs to them according to the policy of each donor.

The evaluation team considers that CEDRO's current practices of negotiating different indirect cost rates with each donor is cumbersome. It also implies a certain degree of inefficiency in the use of its financial and managerial resources.

Recommendation: The evaluation team recommends that CEDRO establish a single provisional indirect cost rate to use as a point of departure to charge all its donors.

Recommendation: The evaluation team suggests that a formal marketing committee, composed of Board members, be established instead of relying on an informal one. The marketing committee will target and facilitate sale of services to organizations and private sector companies. It will also meet regularly to assess its progress. CEDRO is in a unique position in this respect as it can draw at no extra cost on the rich and diverse experience of its founding members.

I. Logical Framework

A review of the Logical Framework reveals an exceptionally detailed document. As presently constituted, it imposes a relatively heavy data management and tracking task on CEDRO staff. However, at this stage the team feels that it would be counterproductive to make any changes and, in fact, might serve to destroy its validity completely. CEDRO has established a system to gather the necessary data and appears to be doing a good job at it. Annex 5 contains up-to-date information on planned and achieved outputs.

J. Contributions of the NECI Project to USAID's Achievement of Its Strategic Objectives

In our review of the USAID/Peru Action Plan and CEDRO's accomplishments, it is clear that CEDRO's activities are fully supporting the four strategic objectives contained in the Action Plan. In support of Strategic Objective #1, "Strengthen Democratic Institutions," CEDRO has provided support and promoted the development of a National Drug Control and Prevention Plan. In approving this Plan, President Alberto Fujimori reaffirmed the GOP's commitment to collaborate with the international community to take action against drug trafficking and all associated activities. He also called upon all sectors of Peruvian society, public and private, to work together to rid Peru of a problem that is contributing to violence and corruption and that is affecting the health and economic well-being of its citizens. CEDRO is further contributing to this strategic objective through its efforts to involve the people in a collective effort to mobilize communities, particularly in those areas afflicted by drug production and terrorism, and begin to take action to better themselves.

At the micro level, CEDRO is laying the basis for individuals and communities to contribute to broad-based, sustainable economic growth of the country--Strategic Objective #2. Activities include training, technical assistance, and financial support (seed money) on a credit basis for the establishment and operation of micro- enterprises in low-income communities in Lima and in the provinces.

In support of Strategic Objective #3, "Improved Health of High Risk Populations," CEDRO is collaborating with and supporting the various activities of the Ministry of Health, Ministry of Education, and the National Institute for Family Welfare (INABIF). Support for the expansion of a national drug curriculum in the nation's high schools and for training of teachers and health providers coupled with activities with young children (Cara a Cara Program) that emphasize healthy attitudes and behavior, is already having a positive impact on the country's young children. USAID should look closely at CEDRO's accomplishments in this

area with a view toward contracting with CEDRO to collaborate with, and support, USAID's health efforts in Peru.

An essential element of CEDRO's activities is improved preservation and sustainable use of the natural resource base (Strategic Objective #4). Activities in the Huallaga Valley and in the Sierra include awareness and education on the impact that drug production has on the rivers, streams, and soils of the country. Support for production and marketing of natural color cotton--involving use of organic fertilizers and pesticides coupled with technical assistance on the use of other alternate crops, such as beans, to maintain the productivity of the land--has been well received by former coca growers.

Chapter V

Lessons Learned

CEDRO has had much success in implementing their programs. Interviews with staff revealed that they have learned many lessons that can help other organizations as they design and implement drug abuse prevention activities.

- ▶ Recruiting and using people from the communities served is beneficial to a better understanding of the client populations to be served resulting in improved program design and better relationships with community residents.
- ▶ Use of existing groups and organizations facilitates entry into a community.
- ▶ Conduct of an extensive community survey (institutional analysis) is key to the selection of the most appropriate groups and strategies for start-up.
- ▶ Always start a new program as a pilot project.
- ▶ Find out how to satisfy your client, be it an opinion leader, editor, teacher, or street kid, and give that person the best attention possible.
- ▶ A TV spot is a door that opens for a brief time and lets people know that there is a problem to be solved. The more simple, direct, and concrete the message, the easier to make an impact.

The spot is just one tool among many others that must be included in a prevention campaign. To treat the drug problem, you must treat the individual, the institutions to which they belong, and society in general.

- ▶ Research results show that peoples' perceptions are not always correct. Do not assume that leaders necessarily know more than the public does about drugs.
- ▶ Obtaining reliable information about drug use requires constant study and updating of research procedures. Care must be taken to ensure respondents understand the question clearly. Respondents often do not answer properly because of terminology, particularly when medications are referred to as drugs.
- ▶ Incorporation of drug prevention into secondary school subjects works, provided teachers are trained and given ancillary material and top-level support.
- ▶ Base the curriculum on a national epidemiological survey and start with a pilot project to test the curriculum and materials. Encourage teachers to adapt the curriculum to their environment and support them with mass media messages, parent training, and community recreational and cultural programs.

SECTION C - STATEMENT OF WORK

A. Background:

The USAID Drug Education Program in Peru started in early 1985. This Program is rounded in the Drug Education and Public Awareness Project (DEPA) No.527-0288, completed in September 29, 1992, and the ongoing follow on Narcotics Education and Community Initiatives Project (NECI) whose completion date, depending on the availability of funding, is September 29, 1997.

The DEPA Project:

The purpose of the DEPA Project was to increase public awareness of problems in Peru related to the production, trafficking, and abuse of illicit drugs and the social, political, economic, and health consequences of these activities. This purpose was to be achieved through the establishment of the private, non-profit Drug Information and Education Center, CEDRO, and through the provision of complementary support to the drug education programs of the Ministries of Health (MOH) and Education (MOE).

In late 1985, USAID/Peru contracted Development Associates Inc. (DAI) to identify a group of sponsors for establishing CEDRO and to assist this institution in its first years of operation. Other activities performed by DAI were its assistance in the design and execution of the first prevalence study of drug use and abuse in Peru, and in the development of action plans for the Ministries of Health and Education in their drug-related programs. The DAI contract was successfully implemented and, by mid 1987, CEDRO was able to implement the DEPA Project. A project evaluation performed in August 1990 stated that " the success of the DEPA project is attributed in large part, among other considerations, to the careful selection of an outstanding consulting firm that provided excellent technical assistance "

USAID assistance to CEDRO made it possible for this institution to begin a program for mobilizing the general public, key decision makers, and community leaders to advocate and carry out concrete actions against drug availability and abuse. Now, in its almost seven-year period of operation, CEDRO has achieved the following objectives:

1. Establishment of a well provisioned documentation center which countries of the Andean region access constantly.
2. Establishment of a network of community organizations interested in drug prevention (as of March 1994, 2,054 organizations belong to this network).

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3. Provision of technical assistance and training on drug related matters (as of March 1994, 473,822 persons have been trained).
4. Execution of relevant research activities. CEDRO has performed three epidemiological studies and has also carried out three public opinion surveys on national drug awareness.
5. Execution of educational mass-media campaigns. CEDRO produces on a weekly-basis educational material for 60 radio stations in Lima and 129 stations in the provinces. Thirteen spots have been produced for TV broadcast (over 20,000 presentations have been made).
6. Execution of self-prevention community programs. CEDRO has assisted with technical assistance and small amounts of seed money to more than 45 communities to develop their own drug prevention program through small business, sports, cultural activities, etc.

It is also important to mention here that CEDRO works very closely with other institutions on the "Street Children Program", whereby abandoned children between 7 to 14 years old, who have started to use drugs or might do it in the short term, are brought together into special facilities in order to turn them into useful members of society. At present, CEDRO runs five houses of which three were financed by the U.S. Congress' Displaced Children Program.

The NECI Project:

The NECI Project is a \$9.1 million follow-on project authorized in September 1992 to be implemented over a period of five years. The purpose and primary focus of the Project is to stimulate awareness leading to activities that counteract drug production, trafficking and abuse. CEDRO will disseminate accurate information to awaken and inspire Peruvians to take counternarcotics actions to eradicate coca. To achieve this, it is necessary to strengthen CEDRO as a country-wide renowned, private, non-partisan, financially self-sustainable drug information and education center which, after the Project Assistance Completion Date (PACD) of 09-29-1997, should continue to be the primary national authority in promoting drug awareness and in developing and promoting drug prevention campaigns in Peru. A secondary focus is three-fold: (1) the expansion of the drug prevention programs in high schools (designed and validated under the first project); (2) the development of locally-designed prevention programs in high-risk communities including those adjacent to cocagrowing areas, and (3) the consolidation and self-sufficiency of the Street Children Program. Detailed description of the Project components are found in the NECI Project Paper, pages 10 thru 19.

A recent evaluation of Narcotics Awareness and Education (NAE) activities performed in February of 1993 in several countries of Latin America, including Peru, revealed that "The Evaluation Team left Peru greatly impressed with what can be considered a textbook case of a well run prevention program." With regard to CEDRO, the report states "In the seven years that it has been in operation, CEDRO has developed into a highly respected,

independent institution with an excellent reputation in international drug prevention circles"

In spite of CEDRO's success implementing USAID and third donor drug prevention programs, but considering that the last external evaluation performed on CEDRO was in May of 1990, it is appropriate to conduct another in-depth external evaluation. In fact, the NECI Project Paper states that in addition to CEDRO's internal yearly evaluations, three special in-depth evaluations will be conducted, the first of which should be performed at the end of the second year of the Grant (September 29, 1994).

Article I - Title:

Project No. 527-0347

Narcotics Education and Community Initiatives Project

Article II - Objectives:

The purpose of the contracting effort is to conduct the first external, interim, and comprehensive evaluation of the Narcotics Education and Community Initiatives Project (No. 527-0347).

The main objective of this contract is to assess the extent to which the NECI Project through CEDRO is achieving the intended objectives mentioned under the previous Background section and detailed in the Project Paper's Logical Framework, describe any unexpected outcomes that have resulted, and document the lessons that can be learned so far from the Project. In addition, this evaluation will thoroughly review the Project's achievement of intended outputs and recommend, if deemed necessary, any revisions to the Project's EOPS (End of Project Status) indicators. The evaluation should assess the cost-effectiveness of the various activities CEDRO carries out and ascertain if these contribute towards achieving the Project's objectives. The Contractor should focus on CEDRO's capability to mobilize public opinion in order to demand GOP actions to counteract the drug problem while at the same time understanding the need to support the GOP's efforts to enforce the law. It is expected that this evaluation will have worldwide circulation and that the lessons learned will have applicability in other AID-funded narcotics awareness projects.

Article III - Statement of Work:

The evaluation involves the assessment of CEDRO's administrative and financial capability to carry out, both now and after the completion of USAID assistance, the different types of drug prevention activities they undertake as well as the effectiveness of such

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activities towards achieving the Project's purpose. The specific responsibilities of the team that will conduct the evaluation are as follows:

A. Administrative/Financial:

The Contractor will conduct administrative and financial assessments of CEDRO's organization and operation to identify strengths and weaknesses and make appropriate recommendations for improving and/or streamlining management and procedures to meet stated objectives, both during and after the Project. Based on a review of CEDRO's records and written procedures and interviews with members and advisors/consultants to the organization, the Contractor will assess the adequacy/appropriateness of the current organizational structures, staffing and compensation, administrative and personnel procedures, accounting procedures, and inventory and financial management controls. The Contractor, in making its assessment of CEDRO's staffing, shall consider the proximity of the Project Assistance Completion Date (Sep. 30, 1997) with the possibility that A.I.D. will very likely no longer assist CEDRO to cover its administrative costs after this date. The Contractor should look at the reasonableness of CEDRO's plan to reduce staff in the near future and its strategy to reach financial self sustainability, confirm the current levels of CEDRO's endowment fund, and assess if there is the need to provide technical assistance to help CEDRO reach their financial sustainability. Special attention should be paid to the sustainability of the Street Children activity.

Another special interest for USAID is to know if CEDRO is collecting properly all the administrative costs incurred under each one of the grants, contracts, and/or donations they receive to carry out specific programs, and if these are properly allotted to each contribution, even though A.I.D. agreed under the NECI Project to pay for all the administrative costs (please refer to the NECI Project Paper).

The Contractor will also assess if USAID management of the Project is adequate, if CEDRO/USAID relationship is proper, and if USAID's inputs were timely delivered.

B. Technical/Programs:

Based on the review of the pertinent sections of USAID/Peru's Action Plan (Strategic Objectives), the NECI Project Paper including the Logical Framework and CEDRO's Operational Plans (FY 93 and 94), the Contractor shall assess the need to finance all the CEDRO activities currently supported with Mission funds. The Contractor shall carefully review and assess the level of resources demanded by each one of the Project's components vis-a-vis its contribution to the achievement of the Project's objectives, and determine if CEDRO is or is not overloaded with too many activities. The evaluation must assess the progress to date towards achieving the Project's purpose and intended outputs identifying the degree of contribution of each activity towards the Project's purpose (this concern is very important considering the proximity of the PACD and the possibility of having to cut or reduce some activities). Special emphasis shall be provided on the activities jointly carried out by CEDRO with the Ministry of Education (expansion of the Drug Prevention Program in high schools), and the Community Support Program where seed money is passed to qualified

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communities (mainly in high-risk areas next to coca-producing areas) for their self designed drug prevention programs. The Contractor shall review the NECI Project Logical Framework (refer to the Project Paper) and assess if the indicators and targets and Project assumptions shown in it are still valid or if these, in collaboration with CEDRO, should be modified or readjusted and to what extent. In performing this task, the Contractor shall assess the internal evaluation of CEDRO's first year operations (evaluation contracted locally and performed by Coleridge and Associates). The Contractor shall also review the existing CEDRO's data collection, work plans and the monitoring and reporting system assessing if all these are adequate to track and report results.

The Contractor will also assess the existence and adequacy of CEDRO's overall strategies to influence opinion leaders and increase public awareness and knowledge relative to drugs and drug related problems as outlined in the Project Paper.

The team must carry out field visits to CEDRO programs in Lima (street children facilities plus others) and in the Provinces (especially in the upper jungle region).

The required services should be provided by a team consisting of the following:

- 1) A Senior Organization and Management Specialist:(18 work days). Must have extensive experience evaluating public awareness/education programs, ideally with experience in narcotics prevention efforts in Latin America. The previous experience required, and preferably with A.I.D., must be in the areas of evaluating institutional, organizational and administrative constraints that can hinder implementation of public information/awareness drug education programs. The Specialist will be the Team Leader and will be in charge of coordinating all evaluation activities. The Team Leader will be the principal writer and responsible for ensuring the progress of the report in accordance with the scope of work.
- 2) A Senior Financial Management Specialist: (12 workdays). Must have ample experience assessing the financial self-sustainability of programs, accounting procedures, and inventory and financial management controls. Must be an accountant with an MBA, with more than 10 years of professional experience and no less than five years experience as a financial manager assessing financial sustainability of programs and/or institutions.
- 3) A Senior Communications Specialist: (18 work days). Must have extensive experience assessing impacts of drug prevention activities. He/she must have no less than 10 years of experience in reaching the people for purposes of public information/awareness through publications, research, or other means, and in developing selected publications to reach targeted groups. Experience mobilizing public opinion leaders is highly desired. He/she must have a degree in social sciences and no less than 7 years of direct experience conducting or evaluating drug prevention programs.

All professionals must possess a good working knowledge of ability with Spanish (FSI: S/3, R/3 or better)

To carry out the evaluation and in order to acquire more feedback on the NECI Project, the Contractor will review the below listed Project documentation and meet at least with the persons listed below:

Reference documentation:

- Evaluation Report on the Drug Education and Public Awareness Project performed by Development Economics Group - August 1990.
- Drug Education and Public Awareness Project Assistance Completion Report - A.Larrabure, Feb. 94.
- NECI Project Paper (including supplements)
- NECI Logical Framework
- NECI's Cooperative Agreement between A.I.D.and CEDRO (including amendments)
- NECI's Letters of Involvement (A.I.D. to CEDRO)
- Pertinent sections (Strategic Objectives) of USAID/Peru Action Plans FY 94-95, 95-96.
- CEDRO's action plans for the first two years of NECI Project implementation (including pertinent INABIF and the Ministry of Education plans)
- First year internal evaluation of CEDRO (Coleridge y Asociados - November 1994)
- Second year internal evaluation of CEDRO (if available on time)
- Pertinent sections of the Evaluation of the LAC Narcotics Demand Reduction Program (May 1993)
- NECI's Semiannual reports
- CEDRO's progress reports
- USAID Controller Office's financial reports

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- CEDRO audits
- CEDRO's Rules and Procedures Handbook
- CEDRO's Constitution and By Laws

People to meet with:

From USAID/Lima:

- Security Officer (for security briefing)
- DID Chief and NECI Project Coordinator
- Courtesy visit to Mission Director
- PDP, ODIT and CONT Office Chiefs
- PDP Proj. Dev. Officer, CONT/FAR, Deputy
- CONT and CONT/ACC

Other U.S. Mission Officers:

- USIS and NAS Directors
- Ministry of Education:
- COPUID Chief (Dra. Carmen A. de Coloma)

CEDRO':

- Executive Director, Deputy Director, Chief of the Investigation Unit, Chiefs of the Jungle, Street Children, Education and INABIF activities, Chief of the Accounting Unit

INABIF (National Institute for Family Welfare):

- Dra. Ana Rosa Kanashiro, Chief - Project coordinator with CEDRO

Others:

- Leaders of grass-root organizations and Provinces in Lima

Article IV - Reports

The Contractor will prepare for CEDRO and A.I.D. (in English and in Spanish) a comprehensive evaluation of the NECI Project, which shall include the following:

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1. An executive summary, including purpose of the evaluation, methodology used, findings, conclusions and recommendations. It will also include comments on development impact and lessons learned. It should be complete enough so that the reader can understand the evaluation and its recommendations without having to read the entire document.
2. A copy of the scope of work under which the evaluation was carried out. The methodology used will be explicitly outlined and each team member's scope of work will contain the requirement to assess how (and how successfully) the activity being evaluated fits into the Mission's overall strategy. Any deviation from the scope will be explained.
3. A listing of the evaluation team, their field of expertise and the role they played on the team.
4. A listing of the people interviewed and of the documents reviewed.
5. A clear presentation of the evaluation recommendations, in a separate section of the report if convenient, so that the reader can easily locate them. The recommendations should include the actions to be taken, when? and by whom?
6. The Project's lessons learned should be clearly presented. These should describe the causal relationship factors that proved critical to project success or failure. These should also include a discussion of the techniques or approaches which proved most effective or had to be changed and why. Lessons relating to replicability and sustainability should also be discussed.
7. A draft of A.I.D.'s Project Evaluation Summary Report. Pages 2 through 4 of AID form no.1330-5 (10-87).

During the first two days in Peru, the team will prepare for USAID/Peru approval a detailed work plan for conducting the evaluation. Five (5) copies of the draft of the Evaluation Report in English should be presented to USAID/Peru within 15 calendar days. USAID/Peru will provide comments within 3 working days. Based on these comments, the Contractor will prepare the final draft Evaluation Report which shall be submitted in English, prior to the team's departure from Peru. Also, prior to team's departure from Peru the Contractor will debrief USAID/Peru Front Office and Project Committee on the results of the evaluation. Final draft submission in Spanish will be presented within three weeks of the presentation of the English language version. Five (5) copies of the draft reports shall be submitted to USAID/Peru's Technical Officer. However, the final evaluation will be published in English and Spanish, 25 copies each.

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LIST OF PERSONS CONTACTED

Almendras, Jorge	Street Children Project, CEDRO
Alvarado, Fabiola	CEDRO Volunteer for info. follow-up
Arnao, Jorge	CEDRO Communications Area Coordinator
Barrenechea, Laura	Church Program (CEDRO)
Boyd, D.	Acting Director, USAID
Busto del, Emilia	IEC Specialist (CEDRO)
Carpio, Raul	Chief, Community Program (CEDRO)
Castro de la Mata, Ramiro	President, Board of Directors, CEDRO
Cohn, Irene	Administrator, NAS
Coloma, Dra. Carmen de	Chief, COPUID
Estrada, Sonia	CEDRO Volunteer for info. follow-up
Flores, Arturo	Street Children Project, CEDRO
Flores, Maria	CEDRO Volunteer for info. follow-up
Giraldo, Miguel	Chief, Small Business Program (CEDRO)
Giraldo, W.	CEDRO/MOE Coordinator
Giuria, Enrique	CEDRO
Hinson, S.	NAS, USEMB
Houston, E.	Acting Chief, ODIT
Kanashiro, A. Dra.	Director, INABIF
Lara, A.	CEDRO, Field Coordinator
Larrabure, A.	NECI Project Officer
Leveau, Betty	CEPCO, Tarapoto
Levano, Giuliana	CEDRO Press Editor
Leveratto, C.	CEDRO/Accounting
Martin, J.	USAID CONTROLLER's Office
Masias, C.	Deputy Director, CEDRO
Mattos, Alejandro	CEDRO
Mayorga, Flor	Press Coordinator, CEDRO
Mejia, Oswaldo	CEDRO Editor of comic "Vive Feliz"
Mendoza, Victor	Agricultural Consultant, CEDRO
Mervyn, L. W.	PAO, USIS
Morales, Silvana	CEDRO Volunteer for info. follow-up
Obrenovich, Liuvenka	Documentation Center, CEDRO
Ordonez, D.	CEDRO/Street Children
Paredes del Aguila, Ruben	MOE Regional Office, Tarapoto
Penaherrera S., Edwin	Chief, Private School Program (CEDRO)
Raffo, W.	Security Officer, USAID
Ramirez, Marcela	CEDRO Audiovisual Productor
Rivas Plata, N.	CEDRO
Rivera, Pedro	CEDRO
Rojas, M.	Chief Research, CEDRO
Ruiz Garcia, Luz	Volunteer Coordinator, Tarapoto
Serrano, Raul	Publications' Editor, CEDRO
Taylor, S.	Chief, PDP, USAID
Tuesta, Juan	Businessman, Tarapoto
Vallejos, Jose	Advisor, COPUID
Vassilaqui, A.	Executive Director, CEDRO
Vega, Maria Luisa	Volunteer Coordinator, Huancayo
Velasco, Patricia	CEDRO Administrative Assistant
Villanueva, Enrique	Street Children Project, CEDRO
Wexel, P.	Acting Chief, Controller, USAID

DOCUMENTS REVIEWED

Evaluation Report on the Drug Education and Public Awareness Project performed by Development Economics Group-August 1990.

Drug Education and Public Awareness Project Assistance Completion Report- A. Larrabure, Feb. 94

NECI Project Paper (including supplements)

NECI Logical Framework

NECI Cooperative Agreement between A.I.D. and CEDRO (including amendments)

Letters of Involvement (LOIs)

USAID/Peru Action Plan FY94-95, FY95-96.

CEDRO's action plans for the first two years of NECI Project Implementation (including pertinent INABIF and Ministry of Education plans)

First year internal evaluation of CEDRO (Coleridge y Asociados-November 1994)

Second year internal evaluation of CEDRO (Draft), Hansen-Holm, Alonso & Co., Coopers & Lybrand

Pertinent sections of the Evaluation of the LAC Narcotics Demand Reduction Program (May 1993)

NECI Semiannual Reports

CEDRO Progress Reports

USAID Controller's Office Financial Reports

CEDRO audits

CEDRO Rules and Procedures Handbook

CEDRO Constitution and By Laws

Carmen Masias, Action Plan Memorandum

CEDRO Sustainability Plan

Price Waterhouse Study on CEDRO Indirect Costs

INABIF-- Construction Contract for a Community Center in Pucallpa

INABIF-CEDRO Budget

NECI Budgets

Diverse Accounting Documents

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Training Manuals:

Guide to Train Community Promoters
Supervisors' Manual to Evaluate and Select Promoters
Promoter's Manual
Parents' School Manual
Natural Leaders' Manual
Skills for Life Manual
Cultivating Life/Face to Face Program manual
Second edition of above
Church Program manual
Prevention Committees--(Juvenile Journalists) manual
Distance Learning Manual, course guide, and teleguide

Publications:

Information Bulletins
International Information Bulletins
Latin American Link (NEXUS) Bulletins
One page bulletins for decision-makers
Psicoactiva (CEDRO Scientific Journal)

TV and radio spots and programs

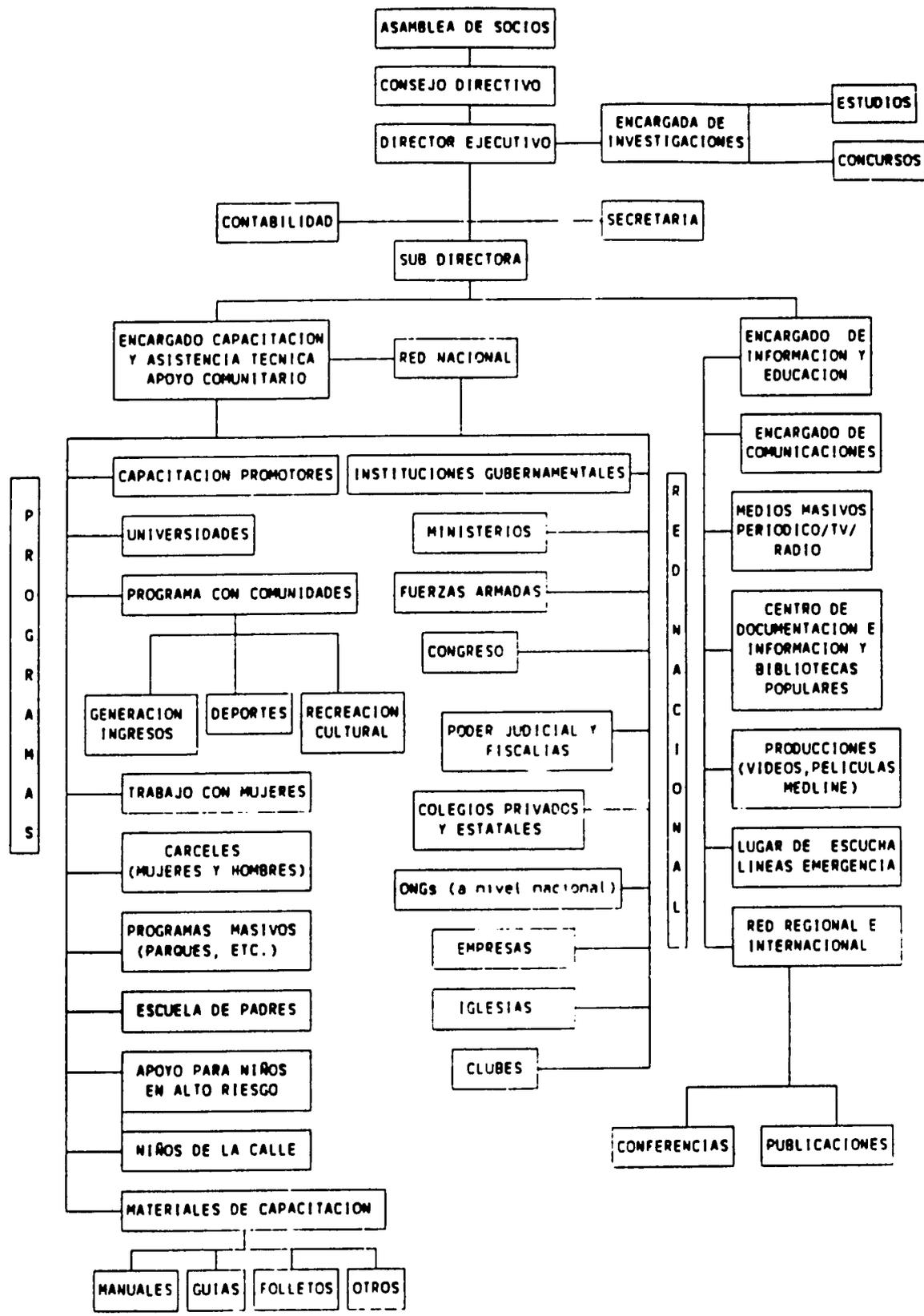
Posters, flyers, and course handout materials

Materials for COPUID program with Ministry of Education:

Secondary school curriculum for drug abuse prevention
Second edition
Methodological Guide
Training Guide
Reading Anthology
Supplementary reports with case studies and articles about the family
Survey results on knowledge and use of drugs among high school students, 1992
Methodological guide for TV miniseries, "Playing with Fire"
Project Report, 9/93-9/94

Community Diagnosis. Huancayo

CENTRO DE INFORMACION Y EDUCACION PARA LA PREVENCIÓN DEL ABUSO DE DROGAS
C E D R O
ORGANIGRAMA



CEDRO OUTPUTS UNDER NECI (October 1, 1992 - September 30, 1994)

A. End of Project Status (EOPS)

PLANNED EOPS		PROGRESS TO DATE (9/30/94)
1.	1993: 4 editorials/month (48) 1994: 6 editorials/month (72)	5 editorials/month (60) 11 editorials/month (128)
2.	1993: 3 non-CEDRO publications/month (36) 1994: 6 non-CEDRO publications/month (72)	7 non-CEDRO publications/month (84) 4 non-CEDRO publications/month (46)
3.	1993: 2 non-CEDRO TV/radio presentations/week (104) 1994: 4 non-CEDRO TV/radio presentations/week (208)	3 non-CEDRO TV/radio presentations/week (148) 51 non-CEDRO TV/radio presentations/week (2661)
4.	1993: 11 public sector activities organized/year 1994: 13 public sector activities organized/year	49 public sector activities organized/year 18 public sector activities organized/year
5.	1993: 30 community level conceived and organized activities/year 1994: 40 community conceived and implemented activities/year	40 community conceived and organized activities/year 44 community conceived and implemented activities/year
6.	75% of population recognized drugs as the major national problem.	1993: 31.5% per CEDRO's 5/93 survey. 1994: 43.5% per CEDRO's 94 survey.

B	Major Outputs	PLANNED	OUTPUT	%LOP
1.	Non-AID funds raised for self sufficiency(thousands of dollars)	700*	322 (as of 9/30/94)	46%
2.	Number of high schools with drug preventions curricula adopted	4,300	709	15%
3.	Surveys conducted	13	3	23%
4.	Yearly radio/TV campaigns	5	2	40%
5.	Support Community-based institutions to implement drug prevention activities	500	343	69%
6.	Maintain Street Children Centers as models for nation	5	5	100%

* Does not include \$150,000 raised by CEDRO under DEPA Project.