



# CONTRACT INFORMATION MANAGEMENT SYSTEM (CIMS)



## DIRECT ACTION DATA FORM FOR GRANTS & COOPERATIVE AGREEMENTS

1. Basic Contract Number <u>505-0048-G-<del>28</del>-3002-00</u>		(See CIB 89-30)
2. Recipient Name <u>PRIDE BELIZE</u> <sup>0085</sup>		
3. Award Description (This description will be seen by high level Agency officials, as well members of Congress.) The recipient shall... <u>PROVIDE SUPPORT FOR</u> <u>A PROGRAM FOR DRUG PREVENTION</u> <u>THRU COMMUNITY SUPPORT.</u>		
4. Principal Place of Performance <u>BELIZE</u>	5. Benefiting Country <u>BELIZE</u>	
6. Project Officer Country Code/Office Symbol <u>505-BELIZE</u>   Name (Last, First) <u>MCDUFFIE, PATRICK</u>		
7. Grant Agreement Type <input type="checkbox"/> A. Disaster Assistance <input type="checkbox"/> B. American Schools & Hospitals Abroad (ASHA) <input type="checkbox"/> D. Title XII Authority <input checked="" type="checkbox"/> E. Other Than A, B, or D	8. Basic Purpose <input checked="" type="checkbox"/> A. Technical Services to Host Country <input type="checkbox"/> B. Commodities <input type="checkbox"/> C. Training Services to Host Country <input type="checkbox"/> D. Research <input type="checkbox"/> E. Architectural & Engineering Services <input type="checkbox"/> F. Construction	
7a. Extent Competed <input checked="" type="checkbox"/> E. Competed by the Technical Office <input type="checkbox"/> F. Competed by the Contracting Office <input type="checkbox"/> G. Not competed (unsolicited prop) <input checked="" type="checkbox"/> H. Not competed (predom capab, etc)	9. Taxpayer Identification Number <u>N/A</u>	
10. Business Organization Type <input type="checkbox"/> A. Corporation <input type="checkbox"/> B. Individual <input type="checkbox"/> C. University or College <input type="checkbox"/> D. Historically Black College or University <input type="checkbox"/> E. Educational Organization (other than University or College) <input type="checkbox"/> F. International Center <input type="checkbox"/> G. Research Organization (other than International Center) <input checked="" type="checkbox"/> H. Voluntary Organization <u>not registered with USAID</u> <input type="checkbox"/> I. Foundation <input type="checkbox"/> J. Hospital <input type="checkbox"/> N. Hispanic American college or univ.		
11. If U.S. University, Host Country Institution <u>N/A</u>		
12. If Obligated Amount is in Local Currency, provide U.S. Dollar Amount <u>U.S. \$ 274,000.00</u>		
13.a. Negotiator (Last, First, MI) <u>Sandoval, Barbara P.</u>	13.b. Signature <u>[Signature]</u>	
14.a. Contract Officer (Last, First, MI) <u>Sandoval, Barbara P.</u>	14.b. Signature <u>[Signature]</u>	

**COPY OF AWARD DOCUMENT MUST BE ATTACHED TO THIS FORM**

**AGENCY FOR INTERNATIONAL DEVELOPMENT**  
**Embassy of the United States of America**  
**Belize City, Belize, Central America**

November 3, 1993

Dr. Dennis Hoy  
Director  
Pride Belize  
56 Barrack Road  
Belize City

Subject: Grant No. 505-0048-G-<sup>00</sup>~~ORG~~-3002-00

Dear Dr. Hoy:

Pursuant to the authority contained in the Foreign Assistance Act of 1961, as amended, and with reference to Project Agreement No. 505-0048, dated August 27, 1993, between the Agency for International Development (hereinafter referred to as "A.I.D." or "Grantor") and the Government of Belize, A.I.D. hereby grants Pride Belize (hereinafter referred to as "Pride Belize" or "Grantee"), the sum of US\$274,000 to provide support for a program in drug prevention through community action, as described in the Schedule of this Grant and Attachment 2, entitled "Program Description."

This Grant is effective and commitment is made as of November 15, 1993, and shall apply to commitments made by the Grantee in furtherance of program objectives during the period beginning with the effective date and ending September 30, 1994.

This Grant is made to Pride Belize, on condition that the funds will be administered in accordance with the terms and conditions as set forth in Attachment 1, entitled "Schedule," Attachment 2, entitled "Program Description," and Attachment 3, entitled "Standard Provisions," which have been agreed to by your organization.

2'

Dr. Dennis Hoy

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Please sign the three copies of this letter to acknowledge your receipt of the Grant, and return two copies to this office.

Sincerely,



Barbara P. Sandoval  
A.I.D. Representative

Attachments:

1. Schedule
2. Program Description
3. Standard Provisions

ACKNOWLEDGED:

Pride Belize

By:

  
Dennis Hoy

Title: Director

Date:

10th Nov 1993

FISCAL DATA

Control No. : B930436  
Appropriation : 72-1131021.1  
Budget Plan Code : LDVA-93-25505-KG13  
Project No. : 505-0048  
Total Estimated Amount: US\$274,000  
Total Committed Amount: US\$274,000  
Ref: PIO/T-505-0048-3-30012

SCHEDULE

A. Purpose of Grant

The purpose of this Grant is to provide support to Pride Belize for its activities under the Civic Action against Drug Abuse Project, as more specifically described in Attachment 2 to this Grant entitled "Program Description."

B. Period of Grant

1. The effective date of this Grant is November 15, 1993. The estimated completion date of this Grant is September 30, 1994.

2. Funds committed hereunder are available for program expenditures for the estimated period November 15, 1993, to September 30, 1994, as shown in the Grant budget below.

C. Amount of Grant and Payment

1. The total estimated amount for this Grant for the period shown in B.1 above is US\$274,000.

2. A.I.D. hereby commits the amount of US\$274,000 for program expenditures during the period set forth in B.2 above and as shown in the Financial Plan below.

3. Payment shall be made to the Grantee in accordance with procedures set forth in Attachment 3 - Standard Provisions for Non-U.S., Non-governmental Grantees, entitled "Payment - Periodic Advance."

D. Financial Plan

1. The Grant Budget, including authorized local cost financing items is attached to this Schedule as Annex A of Attachment 1 entitled "Illustrative Summary of Financial Plan." Revisions to this budget shall be made in accordance with Standard Provisions of this Grant, entitled "Revision of Grant Budget."

2. The Grantee is required to obtain prior written approval of the Grant Officer for any expenditure under a budget line item which will result in a variation in excess of 15% of the amount committed for that line item.

3. Host country contributions to this Project are summarized in Annex B to this Schedule.

E. Reporting and Evaluation

1. Program Progress Reports. All program reporting shall be in accordance with Attachment 2 entitled "Program Description."

2. Financial Reports. Financial reporting shall be in accordance with the requirements specified in the provision entitled "Payment - Periodic Advance" in Attachment 3, Standard Provisions. The financial reports entitled "Public Voucher for Purchases and Services other than Personal", SF 1034, and "Federal Cash Advance Status Report", W-245, shall be submitted to USAID/Belize Controller's Office on a quarterly basis or more often, if so requested by A.I.D.

3. Evaluation. Given the length of this grant (10.5 months), it does not include plans for formal evaluation. A mid-term evaluation is planned for the larger, three-year project under which this grant is being made.

F. Special Provisions

1. Standard Provisions for Non-U.S., Non-governmental Grantees are contained in Attachment 3. In addition to the "Mandatory" Standard Provisions, the following "Required as Applicable" Standard Provisions apply:

Payment - Periodic Advance  
Air Travel and Transportation  
Ocean Shipment of Goods  
Procurement of Goods and Services  
A.I.D. Eligibility Rules for Goods and Services  
Local Cost Financing  
Publications  
Participant Training  
Title To and Use of Property (Grantee Title)

2. The Grant Officer's technical representative for the performance of this Grant is the USAID/Belize General Development Officer, who will act in the capacity of Project Officer, with authority to:

- (a) certify work performed on all vouchers;
- (b) provide necessary clarifications of the Program Description in Attachment 2;
- (c) review plans, reports, timetables and other technical submissions required under the Program Description; and

(d) approve international travel in accordance with the Standard Provision "Air Travel and Transportation".

G. Title to Property

Conditions governing title to property financed under the Grant are set forth in the Standard Provision "Title To and Use of Property (Grantee Title)". All property acquired under the Grant shall be utilized for drug prevention program activities.

H. Authorized Geographic Code

The authorized geographic code for procurement of goods and services under this Grant is A.I.D. Geographic Code 935, "Special Free World" in accordance with the order of preference stated in Section (b) of the Standard Provision "A.I.D. Eligibility Rules for Goods and Services". Local costs are authorized pursuant to the Standard Provision "Local Cost Financing".

## ANNEX A OF ATTACHMENT I

ILLUSTRATIVE SUMMARY OF FINANCIAL PLANOPG No. 505-0048-G-OPG-3002-00Pride Belize

BUDGET CATEGORY	THIS COMMITMENT	FUTURE COMMITMENTS	TOTAL ESTIMATED AMOUNT		
			U.S.\$	L/Currency	Total
<b>Salaries:</b> Administrative and program personnel costs	108,000	Nil	Nil	108,000	108,000
<b>Staff Development:</b> Short-term training and technical assistance for Pride and NDACC staff development	38,000	Nil	28,000	10,000	38,000
<b>Operating Expenses:</b> Administrative costs such as rent, utilities, office supplies, and local travel	52,475	Nil	Nil	52,475	52,475
<b>Program Costs:</b> Cost of community outreach activities, training of trainers, mass media activities, short-term technical assistance	44,525	Nil	30,000	14,525	44,525
<b>Equipment:</b> Purchase of a replacement vehicle, photocopier, or other small items	20,000	Nil	20,000	Nil	20,000
<b>Audit:</b> Independent audit of Pride accounts and financial systems	3,000	Nil	Nil	3,000	3,000
<b>Inflation &amp; Contingencies</b>	8,000	Nil	8,000	Nil	8,000
<b>TOTAL</b>	274,000	Nil	86,000	188,000	274,000

ANNEX B  
ATTACHMENT 1

**SUMMARY OF USAID AND HOST COUNTRY CONTRIBUTIONS**  
**OPG No. 505-0048-G-OPG-3002-00**  
(US\$ 000s)

BUDGET ITEM	USAID FX	USAID LC	USAID TOTAL	GOB LC	PROJECT TOTAL
SALARIES					
NDACC				108	108
NDACF		108	108		108
STAFF DEVELOPMENT (Training & Technical Assistance)	28	10	38		38
OPERATING EXPENSE (Rent, Utilities, Office Supplies, Local Travel)		52.5	52.5	29	81.5
PROGRAM COSTS (Community Outreach, Mass Media, TOT & TA)	30	14.5	44.5	15	59.5
AUDIT		3	3		3
EVALUATION					
EQUIPMENT	20		20		20
INFLATION	8		8		8
<b>TOTAL</b>	<b>86</b>	<b>188</b>	<b>274</b>	<b>152</b>	<b>426</b>

## PROGRAM DESCRIPTION

### I. GENERAL PROGRAM DESCRIPTION

#### A. Background

Drug abuse in Belize constitutes an important obstacle to the country's development. It affects a significant portion of the most educated segments of Belizean society -- young men and women attending secondary schools who in coming years will assume leading social and economic roles. The use of alcohol and other drugs is almost certainly more prevalent among out of school youth, particularly in urban areas. Substance abuse affects performance in the workplace, is associated with the growth of urban gangs, adds to the stress on families, and is a significant risk factor for teenage pregnancy and sexually transmitted diseases. Drug use, in short, weakens Belize's capacity for sustainable development by draining away needed human and financial resources.

Drug prevention efforts in Belize are led by two organizations: the National Drug Abuse Control Council (NDACC), a public sector agency responsible for coordinating drug abuse prevention efforts nationwide; and Pride Belize, an autonomous private voluntary organization. Pride Belize has been implementing a drug awareness education program since 1985 with funding assistance from the Agency for International Development (A.I.D.). Successive evaluations of the drug awareness education program implemented by Pride Belize, the most recent conducted in January 1993, have indicated that the four phases have been highly successful and that the objectives have largely been achieved. NDACC's drug demand reduction program has been funded by the United Nations Drug Control Programme, the European Community, the Organization of American States, the United Nations Development Programme, and the Government of Belize (GOB) since 1990. Overall, the drug prevention activities of NDACC and Pride Belize have been quite complementary, but not yet a fully integrated and sustainable drug prevention program.

USAID has entered into a Grant Agreement with the GOB for the execution of a project (CADA) having the goal and purpose described below (I.C). CADA has been authorized for the three year period July 1, 1993 - June 30, 1996. USAID had anticipated executing a Grant Agreement with the GOB for the same period, but due to delays caused by national elections, the agreement spans the period August 27, 1993 - June 30, 1996. Because of this delay and in consideration of the need to ensure program continuity, USAID executed an operational program grant (No. 505-0048-G-OPG-3001-00) with Pride Belize for the period July 1, 1993, to September 30, 1993 (subsequently extended to December 15, 1993, at no additional cost), to initiate implementation of CADA.

This Grant to Pride Belize is for the continuation of activities initiated under the prior grant. A new grant, rather than an amendment to the prior grant, is being executed solely for administrative reasons. With the exception of this background information, completion dates for certain activities, and section III (Illustrative Financial Plan), there are no significant differences between this Grant and the previous grant. This Grant should consequently be viewed as spanning the first 15 months of project implementation, and accordingly, the text of the prior grant, with the noted exceptions, is repeated in this Grant.

It is anticipated that an agreement between NDACC and Pride Belize will be executed during this Grant, enabling USAID support for subsequent years to be provided based on that agreement rather than a direct agreement between USAID and Pride Belize.

## **B. Program Summary**

Integrating the functions and activities of the two agencies is one of the key objectives of the Civic Action Against Drug Abuse (CADA) Project. This single, integrated drug prevention program will build upon the strengths of the two agencies and will seek to preserve the operational strengths and efficiencies of a public/private sector partnership.

An integrated, functioning drug prevention program would consist of the combined services and activities of the present National Drug Abuse Control Council and its private affiliate, the National Drug Abuse Control Foundation (NDACF). The former would administer a range of national prevention activities. The latter, created through the legal reconstitution of Pride Belize, would also implement some prevention activities and would focus on fundraising through grants and the sale of support services to the private sector. The Foundation would take the necessary legal steps to establish an endowment fund to assist in supporting the efforts of the two entities. Together, the two entities would have a staff with the necessary technical, administrative, financial management and fundraising skills to develop and implement a national prevention effort.

The new, combined program will also place a greater emphasis on community participation and mobilization. Through the training of community based trainers in drug prevention and the provision of other technical assistance to community groups, it will help to create a countrywide network of organizations concerned with youth, parenting, and drug prevention.

## **C. Goal and Purpose**

The goal of the CADA Project is to increase the economic and social well being and individual health of Belizeans. The assumption underlying this goal is that drug use has a detrimental impact on economic, educational, health and welfare of a nation, producing high social and economic costs.

The **purpose** of the CADA Project is to establish an integrated national drug prevention program that is undertaking and being supported by community action throughout the country to reduce drug prevalence among youth. Two assumptions inform this purpose: effective prevention programs require, first, a sustainable institutional base and, second, broad based community participation and support.

The **purpose** of this Grant to Pride Belize is to support the activities of Pride Belize with respect to the program described herein for the establishment of an integrated national drug prevention program that is undertaking and being supported by community action throughout the country to reduce drug prevalence among youth.

#### **D. End of Project Status**

Fulfilling the purpose of the CADA Project will result in the establishment of an integrated functioning drug prevention program (with a public/private sector institutional base). Sustainable implementation of that program would require the ability to draw from a variety of funding sources including the Government of Belize (GOB), private host country donors, the sale of services to other organizations in Belize, external private donors as well as external public donors such as the United Nations Drug Control Programme (UNDCP), the European Community (EC), the Organization of American States (OAS) and the United Nations Development Programme (UNDP).

An integrated, functioning drug prevention program would consist of the combined services and activities of two agencies, the present National Drug Abuse Control Council (NDACC) and its private affiliate, the National Drug Abuse Control Foundation (NDACF). The former would administer a range of national prevention activities. The latter would also implement some prevention activities and would focus on fundraising through grants and the sale of support services to the private sector. The Foundation would take the necessary legal steps to establish an endowment fund to assist in supporting the efforts of the two entities. Together, the combined entities would have a staff with the necessary technical, administrative, financial management and fundraising skills to develop and implement a national prevention effort.

#### **E. Description of Grant Activities, Planned Outputs and Inputs**

##### **1. Grant Activities and Outputs**

During this Grant, Pride Belize will enter into a written understanding with the GOB through NDACC that would be the framework for integration and development of the public/private national drug prevention program. Within the framework of that agreement, key project components would be Pride Belize, renamed and redefined as the National Drug Abuse Control Foundation (NDACF) and NDACC.

Pride Belize would bring to the integrated public/private program its staff, equipment and other material resources, supported to date by USAID/Belize. The NDACC would bring to the program its core staff, equipment, other material resources and funding support through the GOB. It would also bring to the program its district coordinators and their respective material resources supported through the UNDCP.

During the period of this Grant, Pride Belize/NDACF will undertake the following activities:

- Staff development -- Pride Belize/NDACF will initiate training and technical assistance to improve the skills of the combined staffs of NDACF and NDACC. Important areas for skills enhancement include institutional administration and management, cost recovery and revenue generation, research and evaluation techniques (directly related to the requirements of the management information system (MIS) system), social marketing design and implementation skills, computer skills (above all those related to MIS requirements), trainer of trainer (TOT) skills, counseling skills and counseling management skills and community outreach and mobilization skills.

An additional critical task in the early stages of this Grant will be development of team-building skills as the staffs of NDACC and NDACF (formerly Pride Belize) are integrated into a single operational team.

- Implement the first year of the MIS workplan (outlined in an annex to this attachment) for the establishment of the MIS. Pride Belize will appoint an information processing officer, develop the four key components of the MIS (a drug epidemiological tracking system, a police drug information system, an electronic activities register and networking register); and conduct one nationally representative sample survey of households. Pride Belize will use the data generated by the MIS for program planning and control.
- Implement training and technical assistance programs directed at community leaders, youth leaders, teachers, parents, counselors using a TOT model. NDACF will rely on a small core technical staff to implement a national program in collaboration with NDACC. This means that training and technical assistance must have a multiplier effect: training will promote skills so that those trained can expand the skill levels of those that they in turn train.
- Implement, in collaboration with NDACC, outreach activities that target the community and are in turn supported by the community through local events, the use of local electronic media, and the use of the school and parents groups as channels for delivering prevention messages.

- Design skills training and other alternative activity programs to be implemented by other groups, agencies, both public and private, using resources drawn from other donors as well as seed money provided through this Grant.
- Contact and secure the cooperation of other agencies with related roles such as the Ministry of Education, the Ministry of Youth Affairs, local town councils, youth groups and other possible allies in developing community focused and supported activities.
- Develop Employee Assistance Programs (EAPs) for businesses and other organizations (public agencies).
- Provide training and technical assistance in support of the development of counseling services in schools through student assistance programs (SAPs) as well as in the development of follow-on counseling services to meet the needs generated by SAPs.
- Conduct at least one national survey targeted to youth both in and out of schools; more systematic observations of drug use at the community level, in collaboration with the NDACC District Coordinators and other participant observers to spot drug use trends and understand the social context of drug use; development and maintenance of data archives that provide the necessary tracking data regarding community activities, networking and other relevant areas for the MIS. (This activity is defined in the Management Information System Program Design and Work Plan in an annex to this program description.)
- NDACF will examine how its activities and its support from other donors may contribute to creating an endowment fund for the survival of the organization when donor support ends. To assist in the development of the endowment fund, the Board of Directors of NDACF will be reconstituted to include representatives from industry and the business community. An important role for these representatives will be to generate contributions from industry and the business community to support NDACF activities as the social and economic costs of drug abuse become more apparent.

By the end of this Grant, Pride Belize, in collaboration with NDACC, will have supported activities which contribute to the generation of the following CADA Project outputs:

**Develop a Coordinated National Prevention Strategy.** NDACC and NDACF will use a social marketing framework to organize prevention efforts and to develop an operational approach that will assure effective programs beyond the length of the Project.

**Develop Youth Counseling Programs.** A key element of school-based prevention is the continuing effort to establish SAPs in secondary schools throughout the country. These programs have proved to be an entry point into the school and through the school to parents groups and to the community and these efforts need to be continued. Additionally, school-based counseling programs create the need for follow-up counseling services. While the Project within the scope of its proposed resources can generate the required level of follow-up, it should also provide the impetus to generate the resources needed for follow-on counseling from other donors and agencies.

**Develop the Capacity to Acquire and Manage Resources from Private and Public Donors and the Sale of Services.** The future survival of NDACF rests on its ability to develop its revenue generating capacity. As the agency demonstrates continued value in undertaking effective prevention activities directed at youth, it also needs to demonstrate that it is generating additional resources to help solve more general problems confronting youth -- an area of vital concern to the GOB. Successful agency performance also can be used as a key selling point with external donor agencies such as UNDCP as well as private international and local funding sources. NDACF revenue generation should be directed toward the creation of a long term financial base for the agency, an endowment which would be held and managed by NDACF. Sources of the endowment would include direct donations and fees from the sale of technical services.

**Develop a Management Information System (MIS).** For purposes of generating an appropriate strategy, assisting in the process of national planning in the area of drug prevention, monitoring and evaluating program performance, NDACC and NDACF will need an appropriate MIS. The MIS will be based on data from periodic national surveys of target populations (e.g., school children, school dropouts, the young adult population), registers of project activities, and the routine collection and analysis of project relevant statistics. The MIS will record drug use prevalence rates, attitudes toward use, shifts in drug use patterns, results of networking and community action activities as well as the relevant expenditures of funds. This will permit more effective efforts at program planning.

## 2. Inputs

Through this Grant, USAID/Belize will provide support for technical assistance and training, support for technical and administrative staff salaries, marketing and community outreach costs, MIS costs and technical materials (books, monographs, journals, audiovisual materials). Program needs may require the procurement of a small amount of commodities, but in general Belize has the basic materials (e.g., computer hardware and software, vehicles, copiers) needed to support the proposed level of activities.

During the Grant period, the GOB will arrange to provide adequate office space and utilities to be shared by NDACC and NDACF.

Additional donors will be encouraged to provide technical assistance and training opportunities.

## II. IMPLEMENTATION PLAN

The Director of Pride Belize will serve as Executive Director of NDACF once the organization is reconstituted. He will have responsibility for institutional development and fundraising activities as well as normal oversight functions of the integrated program.

This Grant to Pride Belize is being executed for the first phase of implementation of the CADA Project; and a priority activity under the Grant will be the development of an integrated workplan. The workplan will set out an approach to implementing project activities. Its focus will be to integrate the activities of NDACF and NDACC so that a truly national prevention strategy is developed. This integrated workplan will address key areas for community youth action, youth counseling, establishment of the endowment fund, development of the MIS, to be achieved through community mobilization, outreach activities, social marketing, school-based assistance, youth activities and data collection and analysis. Staff will be assigned specific responsibilities and lines of authority will be defined. The workplan will also describe the steps required to bring together the two organizations under a common roof, locating an office site that facilitates integration of functions and equipment as well as staff interaction.

Pride Belize will enter into a Memorandum of Understanding (MOU) with NDACC which defines the respective functions of the public and private components, the respective roles of the staffs of both organizations and the appropriate use of the joint pool of technical resources and equipment. The development of this MOU and all related and required legal consultations regarding the change in status of Pride Belize, will take place after the signing of this Grant. Ideally, the reconstitution of Pride Belize as NDACF and the signing of the MOU should occur as soon as possible after the signing of the Grant.

With the respective management and staff in agreement, and an agreement between NDACC and Pride Belize (reconstituted as NDACF) signed and accepted by USAID/Belize by the end of this Grant, USAID support for the program under the Grant Agreement between GOF and USAID can be provided based on that agreement rather than a direct agreement between USAID and Pride Belize.

The newly integrated program will be responsible for undertaking the full range of program activities described earlier: development of a strategy for drug prevention that focuses on youth; implementation of that strategy through a process of networking, community mobilization and use of other media as appropriate; development of counseling and related follow-on programs; fundraising, income generation and other measures to diversify support and promote financial sustainability; and development of a management information system and data collection for purposes of project monitoring and evaluation.

The NDACF Executive Director will maintain a constant coordination with the USAID/Belize Project Officer, as well as provide the required semiannual and annual reports and audits. The reporting requirements consist of:

- programmatic and financial reports due on March 31, 1994, and September 30, 1994;
- one implementation report for the period July 1, 1993 to September 30, 1994, to be provided by September 30, 1994; and
- a financial and compliance audit report for the period July 1, 1993, to September 30, 1994.

USAID funds are provided for the annual audit of Pride/NDACF by a private audit firm.

### Planned Implementation Schedule

Date	Activity	Responsible Entity
<b>1993</b>		
July 1	Project starts Grant Agreement No. 505-0048-G-OPG-3001-00 with Pride signed	USAID/Pride
Sept. 30	Implementation plan drawn up, reviewed, approved	NDACF USAID
July - Dec. '93	Team-building exercises Reconstitution of Pride Belize as NDACF	Pride Pride
Aug. '93 - Sept. '94	Implementation of project activities <ul style="list-style-type: none"> <li>• At the community level: needs assessment; training of trainers; networking; undertaking community action; evaluation.</li> <li>• development of an MIS and data collection system for program planning, monitoring and evaluation</li> <li>• With mass media: conceptualization; testing; implementation; dissemination; evaluation.</li> </ul>	NDACF NDACC

Aug. '93 to Sept. '94	<ul style="list-style-type: none"> <li>• With EAPs: feasibility studies; identification of clients; development, sale, implementation of programs; evaluation.</li> <li>• With SAPs: needs assessment; training; evaluation; networking with counseling agencies.</li> <li>• Materials development: needs assessment; design; testing; production; dissemination; evaluation.</li> <li>• Fundraising, income generation, and other measures to diversify support</li> </ul>	NDACF
Nov. 15, 1993	• Effective date of Agreement No. 505-0048-G-OPG-3002-00	
<b>1994</b>		
January	NDACC and NDACF in shared quarters provided by GOB	NDACC
September 30	Annual strategic plan for CADA developed, reviewed and approved	NDACF NDACC
	Memorandum of Understanding on integration signed	NDACF NDACC

### III. ILLUSTRATIVE FINANCIAL PLAN

The total estimated cost of the CADA Project is US\$1,098,000, with planned A.I.D. contributions totaling US\$750,000. Funding to be provided to Pride Belize by A.I.D. for the first 15 months of the program is estimated at US\$349,000, of which US\$75,000 has been provided to finance a Handbook 13 Grant (#505-0048-G-OPG-00-3001) to Pride Belize and an additional amount of US\$333,300 has been obligated under a Handbook 3 Agreement with the GOB. Of this, a further US\$274,000 is being committed under this Handbook 13 Grant to Pride Belize. The Illustrative Summary of the Financial Plan for this Grant is shown in Annex A of Attachment 1. With the integration of programs and the sharing of common facilities, the GOB will assume support for a portion of the operating expenses of NDACF at the end of this Grant.

#### **IV. FINANCING METHODS**

Subject to a satisfactory written agreement between Pride Belize/NDACF and the Government of Belize/NDACC, A.I.D. funds for subsequent activities may be provided based on that agreement.

The financial administration of USAID funds will employ the management systems and procedures already established by Pride Belize and available to the newly integrated program through NDACF (formerly Pride Belize) staff. Pride Belize has a financial management structure that has proven itself in past USAID/Belize grants. Since NDACC has not established a record of its capability to manage USAID inputs, NDACF will be responsible for the financial administration of all USAID project funds, beginning from the project start date. The Foundation will administer USAID project funds in accordance with the same systems and procedures followed by Pride Belize in administering previous USAID grants.

#### **V. EVALUATION AND AUDIT**

##### **A. Monitoring and Evaluation**

Program monitoring will be based on the annual implementation plan and semi-annual reports of program activities. These reports will contain the data generated by the MIS regarding both process and impact. Since this program will run for the first 15 months of the Project only, no formal evaluations are planned. In-house, informal evaluation will focus on administrative, financial and programmatic integration of the two organizations. It should provide the basis for any mid-course adjustments and corrections required to assure that this process of integration is successful. It should also focus on the functioning of the MIS as a means of providing useful management information. This annual internal evaluation will be undertaken by NDACF using local technical assistance if necessary.

##### **B. Audit Arrangements**

USAID funds will be provided through direct procurement or direct reimbursement or to Pride Belize/NDACF, which has established adequate accounting capability and procedures. Funds are included in the budget for audit of Pride Belize/NDACF by a private audit firm in accordance with the USAID Recipient Contracted Audit Program.

**CIVIC ACTION AGAINST DRUG ABUSE**

**Management Information System  
Program Design and Work Plan**

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## EXECUTIVE SUMMARY

The merger of PRIDE Belize and NDACC, through the Civic Action against Drug Abuse Project (CADA), will set the stage for increased program activity and an increased emphasis information -driven planning and management. CADA will support this through operating funds, staff salaries, training and technical assistance to further develop the skills of the NDACC/NDAC Foundation staff in the collection, analysis, and application of management data.

The management information system (MIS) design for CADA is tightly bound to the goal, purpose and outputs of the project's logical framework. The MIS will offer a means to periodically measure objectively verifiable indicators as well as providing more process oriented information to guide more routine management decision-making.

The MIS program is composed of four simple information systems

The specific management information systems described below fall into two groups. The first two systems; the Drug Epidemiology Tracking System and the Police Drug Information Data System, take data which has already been summarized and enters it into a simple system. A menu-driven system leads the user to a selection from different outputs; such as a bar graph of the trend in prevalence estimates among a particular grade of students.

- o **Drug Epidemiology Tracking System.** Through creation of a user-friendly Drug Epidemiology Tracking System which contains indicator values derived from past as well as future surveys, project management will be able, for the first time, to use prevalence data in targeting risk groups, drug types and locations, and in evaluating project impact.

The data for this system will consist of already summarized indicator values rather than the raw survey data. For example, the prevalence of crack cocaine use for a particular school grade and geographic area would be stored as one indicator value. National, regional, district and even individual school level indicators could be calculated and stored in the system. The system's outputs will include a graphical comparison of indicator values for a particular school grade group across the three surveys. It might portray prevalence estimates for one drug across different classes at the same location. The Drug Epidemiology Tracking system would naturally be able to add results from future school and household survey results.

- o **Police Drug Information Data System.** NDACC receives a monthly report called the "Police Drug Information Data" which summarizes drug related arrests. Currently, these reports are collated and filed away but not otherwise used by NDACC management or technical staff. A logical next step would be to make this information more available and useful by developing a simple, computerized trends monitoring

system for this data. This simple system should allow a user to view trends in arrest and conviction statistics for various categories found on the data form.

The second group of systems are two electronic registers; the Networking Register and the Activities Register. These contain primary data, but do not involve the extensive volumes of data that are collected, for example, during a school survey. These electronic registers can be maintained by office staff on a routine basis, requiring only a few hours per week.

- o **Networking Register.** Establishing stronger links and collaborations with other organizations will be a priority in the new project. In order to support this activity a computerized register should be developed, maintained and used. This register will include all pertinent information on collaborating groups, including; the organization's title, address, telephone and fax numbers, names of contact persons, a description of the nature and extent of collaborations. A list of all collaborating organizations, and their contact information, should be available at the press of a button.
- o **Activity Planning Register.** Currently PRIDE Belize keeps an Activity Planning Register through which scheduled activities are recorded in advance, in advance and logged as they are completed. A limited set of statistical summaries are available. This is already a useful register and the established procedures for entry into Lotus should be maintained. However, a parallel simple system is needed in order to generate more descriptive statistics on the organization's activities. For example, one report should summarize the types of activities completed during a quarter, and their frequency. A few selective graphs might compare activity levels in the districts or trends over time in the same district.

Collection of primary survey data is a prerequisite for the Drug Epidemiology Tracking System. Two major surveys are planned during the three year project; a household survey and a school based survey. However, the cost and demands of primary data collection (involving probability sample surveys) are often such that it swamps other important activities, and all too often data is never effectively used by project management. During this project the data collection and analysis capabilities of NDACC/NDAC Foundation will be further developed through a combination of training, technical assistance and practical experience.

A household survey will be conducted during the first year of the project to learn about drug use among the general population. It is the most cost efficient and effective way of assessing drug use among out of school youth. In fact, these periodic surveys would compliment the school surveys by providing comparable information on both in and out-of-school youth, and adult family members - a target universe including all Belizeans.

A second, school-based survey is also planned for the second year of the project. It is envisioned that NDACC's and the NDAC Foundation's ability to conduct and analyze a sample survey using a standard questionnaire to youth in schools will be further developed. Sample survey methodology will continue to be used, along the lines of the 1992 "School Drug Prevalence Survey," conducted by PRIDE Belize (Hoy et. al., 1992). This survey should be conducted every three years.

A revised school survey instrument will be designed, drawing heavily from PRIDE Belize's 1992 instrument. Other input should include the National School Drug Prevalence Survey (Institute for Social Research, 1992). This survey is undertaken annually in the United States by the Institute for Social Research, University of Michigan, for the National Institute on Drug Abuse (NIDA). It is one of the two major NIDA data gathering efforts in the USA. The other is the National Household Survey.

The MIS program, and the research activities which are to support it, will enhance the project in several important ways.

- o By comparing drug prevalence measures obtained through primary survey research (both school based and household based) with prevalence measures from past surveys, the MIS will provide the project with a built in system for measuring the impact of its prevention activities upon drug use.
- o The MIS will also make it possible for the project to target its activities towards populations at greatest risk on the basis of empirically verified assessments of risk.
- o The routine collection and analysis of information on project activities in the areas of training, community based action, media relations, and so forth will also provide management with a more accurate understanding of what the project is accomplishing from month to month, making it possible, for the first time, to routinely link project activities to impact indicators.

In sum, the MIS program will allow project management to make much more informed decisions about the allocation of resources, will improve management's ability to track and assess project performance, and will provide a built-in system for evaluating project impact.

# MANAGEMENT INFORMATION SYSTEM

## 1. MIS Goals and Objectives

This plan for developing a management information system (MIS) builds on the incremental advances made by PRIDE Belize and NDACC through early 1993, and an assessment of the additional skills needed to fulfill the project goals, purposes and outputs set for the future combined organization -- NDACC/NDACC Foundation. Development of this MIS is motivated by the need for a more information-based approach to the planning and design of drug prevention programs in Belize, without, at the same time, placing an unmanageable burden on the limited human resources of the new organization. Training, technical assistance and practical experience in data management and collection will lay the foundations for this increased use of information.

The MIS plan is based on the CADA Project logical framework. Table MIS1 shows how the research activities in this plan provide the means of verification for several log frame indicators.

<i>Indicator</i>	<i>Research Link</i>
<i>Goal</i>	
1. <i>Lower levels of drug prevalence</i>	a) <i>Nationally representative sample surveys of in-school youth</i> b) <i>Nationally representative sample surveys of the general population (including out of school youth)</i>
<i>Purpose</i>	
1.B <i>Community action programs in place nationally</i>	a) <i>Activity Planning Register summaries</i> b) <i>Networking Register summaries</i>
1.C <i>Lower levels of drug prevalence</i>	a) <i>Nationally representative sample surveys of in-school youth</i> b) <i>Nationally representative sample surveys of the general population (including out of school youth)</i>
<i>Outputs</i>	
2.A <i>Effective community action programs operating in all six districts</i>	a) <i>Activity Planning Register summaries</i>
2.B <i>Existence of agreements and coordinated actions with appropriate agencies</i>	a) <i>Networking Register summaries</i>
3. <i>Existence of a functioning counselling network for youth with appropriate agencies</i>	a) <i>Activity Planning Register summaries</i> b) <i>Networking Register summaries</i>
5. <i>Existence of an MIS capable of generating data on drug use, attitudes towards use, Tracking project activities. Conduct of at least two national surveys</i>	a) <i>Drug Epidemiology Tracking System</i> b) <i>Activity Planning Register summaries</i> c) <i>Nationally representative sample surveys of in-school youth</i> d) <i>Nationally representative sample surveys of the general population (including out of school youth)</i>

## 2. Management Information Systems

Management information systems are those systems which routinely analyze available data in ways that directly support project planning and management or which present previously summarized data in a more useful way. One of the management information systems (the Epidemiological Tracking System) will be based on primary survey data. But collecting primary data on drug prevalence through sample surveys, though integral to CADA, will play a balanced role in the project; survey research is to serve the management needs of the program and is not an activity to be undertaken in its own right.

Under CADA, improving the use of management information in project planning and control will be a top priority. Operationally this means that emphasis will be placed upon improving the use of key information, and also improving the presentation of information already in hand.

The specific management information systems described below fall into two groups. The first two systems; the Drug Epidemiology Tracking System and the Police Drug Information Data System, take data which has already been summarized and enters it into a simple system. A menu-driven system leads the user to a selection from different outputs; such as a bar graph of the trend in prevalence estimates among a particular grade of students.

The second group of systems are two electronic registers; the Networking Register and the Activities Register. These contain primary data, but do not involve the extensive volumes of data that are collected during a school survey. These electronic registers can be maintained by office staff on a routine basis, requiring only a few hours per week.

### 2.1. Drug Epidemiology Tracking System

There is a clear need to make the data collected through surveys more accessible and useful to project management. Data from previous surveys, as well as the survey data to be collected under CADA, will be brought together in a single data base which will give project management a much clearer and actionable understanding of drug use prevalence and trends in Belize. Through creation of a user-friendly Drug Epidemiology Tracking System which contains indicator values derived from past as well as future surveys, project management will be able, for the first time, to use prevalence data in targeting risk groups, drug types and locations, and in evaluating project impact.

The data for this system would consist of already summarized indicator values rather than the raw survey data. For example, the prevalence of crack cocaine use for a particular school grade and geographic area would be stored as one indicator value. National, regional, district and even individual school level indicators could be calculated and stored in the system.

The system's outputs will include a graphical comparison of indicator values for a particular school grade group across the three surveys. It might portray prevalence estimates for one

drug across different classes at the same location. The Drug Epidemiology Tracking system would naturally be able to add results from future school and household survey results.

There is need for further analysis of the 1992 School Survey data set into stratified prevalence estimates for different drugs. Estimates should be calculated for strata in two dimensions: Geography and Grade in School. For example, one indicator value would be the national prevalence estimate for alcohol use among second form student.

The follow-up project will also obtain electronic copies of the PRIDE Inc., School Prevalence data from 1986 and 1989. Copies of this data should be provided by PRIDE Inc. Atlanta, including a reasonable amount of documentation. Indicators will be calculated from this data and entered into the DETS.

## 2.2 Police Drug Information Data System

NDACC receives a monthly report called the "Police Drug Information Data" which summarizes drug related arrests. Currently, these reports are collated and filed away but not otherwise used by NDACC management or technical staff. A logical next step would be to make this information more available and useful by developing a simple, computerized trends monitoring system for this data. This simple system should allow a user to view trends in arrest and conviction statistics for various categories found on the data form.

## 2.3 Activity Planning Register

Currently PRIDE Belize keeps an Activity Planning Register through which scheduled activities are recorded in advance, in advance and logged as they are completed. The register is now entered into Lotus and printouts are available detailing the organization's activities. A limited set of statistical summaries are available. This is already a useful register and the established procedures for entry into Lotus should be maintained.

However, a parallel simple system is needed in order to generate more descriptive statistics on the organization's activities. For example, one report should summarize the types of activities completed during a quarter, and their frequency. A few selective graphs might compare activity levels in the districts or trends over time in the same district. Development of this system should follow the simple systems methodology described below.

## 2.4 Networking Register

Establishing stronger links and collaborations with other organizations will be a priority in the new project. In order to support this activity a computerized register should be developed, maintained and used. This register will include all pertinent information on collaborating groups, including; the organization's title, address, telephone and fax numbers, names of contact persons, a description of the nature and extent of collaborations. A list of all

collaborating organizations, and their contact information, should be available at the press of a button.

Basic reports should be available which contain pieces of information which have immediate value for management. For example,

- o "How many collaborating institutions does NDACC/NDAC Foundation work with?"
- o "In what areas; training, communications, do they collaborate?"
- o "Is there any cost sharing or cost reimbursement resulting from the relationship?"

These management outputs should be readily available from the computerized register.

### 3. Data Collection Activities

Measuring drug prevalence indicates who is using drugs; the kinds of drugs being used and the age of initiation of drug use. All of this information helps to plan campaigns, target age groups for interventions and to measure program impact.

Additionally, research on attitudes helps to shape messages as well as measure outcomes of media campaigns. For example, research in the United States has established the importance of an individual's perceived risk as a predictor of drug use (Bachman et. al., 1988). Surveys can define how risk is perceived in Belize and which attitudinal variables shape that perception.

However, the cost and demands of primary data collection (involving probability sample surveys) are often such that it swamps other important activities, and all too often data is never effectively used by project management. During this project the data collection and analysis capabilities of NDACC and the NDAC Foundation will be further developed through a combination of training, technical assistance and practical experience.

Several of these data collection activities might involve Belizean youth. For example, a youth program which provided young people with interviewing skills might participate in a community survey or in basic data processing tasks for the survey.

#### 3.1 School-Based Surveys

School-based surveys will continue to be an important component of the project. It is envisioned that NDACC's and the NDAC Foundation's ability to conduct and analyze a sample survey using a standard questionnaire to youth in schools will be further developed. Sample survey methodology will continue to be used, along the lines of the 1992 "School Drug Prevalence Survey," conducted by PRIDE Belize (Hoy et. al., 1992). This survey should be conducted every three years.

A revised school survey instrument should be designed, drawing heavily from PRIDE Belize's 1992 instrument. Other input should include the National School Drug Prevalence Survey (Institute for Social Research, 1992). This survey is undertaken annually in the United States by the Institute for Social Research, University of Michigan, for the National Institute on Drug Abuse (NIDA). It is one of the two major NIDA data gathering efforts in the USA. The other is the National Household Survey.

NDACC/NDAC Foundation, with the help of a TA mission, should document its school survey by developing a data collection manual, which describes in a step by step, "cookbook" style, how to plan and implement the entire school survey process, including:

- o Design of questionnaire (What is core? Exploratory?).
- o Drawing a sample from a properly constructed sampling frame and being able to up-date it for future rounds.
- o How to collect the data in the schools (field work).
- o How to enter and clean data using a simple system.
- o How to produce basic statistics, bivariate analyses and exactly what regression models should be attempted.
- o How to interpret results, possibly drawing material from the 1992 survey results (concrete examples).
- o What the correct statistical calculations are for producing national level estimates from the sample including 95% confidence intervals around mean values.
- o How to use the information for programmatic design: to target risk groups; and in communications and evaluation.

Acknowledging that school surveys are costly and labor intensive, a balance must be struck. The estimated cost of the 1986 PRIDE Inc. census was US\$ 25,000, while the PRIDE Belize 1992 baseline survey cost approximately US \$ 6,000, excluding the labor of PRIDE Belize staff (PRIDE Belize, 1993). The movement towards greater self-reliance in conducting the research and more efficient methodologies is clearly cost effective. Additional training and TA should reduce the cost of collecting survey data further, by increasing efficiencies in survey design and data gathering.

### 3.2 Household Surveys

Household surveys should be conducted to learn about drug use among the general population. They are also the most cost efficient and effective way of assessing drug use among out of school youth. In fact, these periodic surveys would compliment the school surveys by providing comparable information on both in and out-of-school youth, and adult family members - a target universe including all Belizeans.

A household survey instrument should be designed with input from a panel of local experts, the literature, and some exploratory ethnographic research conducted in Belize. Taking all of

these into account, an appropriate survey instrument should be developed and administered. Just as with the school surveys, a cookbook manual should be developed to help institutionalize the household survey capability.

#### 4. Implementation

The most serious constraint to implementing the NACC/NDAC Foundation MIS program is the lack of a person whose primary responsibility is data collection and management. The baseline research so far conducted (i.e., the school survey) has been at the expense of taking staff away from their normal programmatic activities to focus entirely on the demanding task of collecting survey data.

Furthermore, some research activities have been conducted without the staff having the requisite skills and knowledge to capitalize on the potential wealth of results. In short, there is a lack of technical expertise in both PRIDE Belize and NDACC. More specifically, the gaps include:

- o Knowledge of research methodologies (although advances have been made in the school survey)
- o Questionnaire design
- o Data entry, cleaning, management and analysis
- o Interpretation and communication of results
- o How to feed results back into program planning and management.

The following sections outline the steps necessary to fill these gaps. Together they comprise a plan for implementing an effective MIS program, and are meant to be incorporated into the annual work plans developed by NDACC/NDAC Foundation throughout the life of the project.

##### 4.1 Information Processing Methodology

A simple systems methodology for processing project data will be taught to NDACC/NDAC Foundation staff members. Having an information processing approach which is used across the board will contribute greatly to the success, efficiency, and sustainability of the organization's capacity to collect, process, summarize, interpret and communicate important results to the public, government and donors. The simple systems methodology consists of the following:

Step:

1. A codebook is written which maps the contents of the form/data collection instrument into a computer compatible format.
2. A data entry screen and file is designed, based on the codebook. (See examples of codebook and data entry screen for the Drug Epidemiology Tracking system in Annex I).
3. A user-friendly menu system is created using batch files, ASCII text files and a DOS directory structure specifically for the customized system.
4. Data is entered, checked, cleaned and backed-up.
5. Lists, graphs, tables and statistical summaries are designed which can be accessed through menus.

These steps are taken for any and all data collection activities, once data has been put onto physical, i.e. paper, forms. One of the major benefits of the methodology is that energy devoted to data processing will create user-friendly systems which can easily be used by others.

Note that this simple systems approach is based on use of Epi Info software, a user friendly program developed and distributed by the Centers for Disease Control and Prevention at minimal cost to user.

#### 4.2. Personnel Requirements

The personnel requirements for this research plan can be fulfilled using a two-step approach:

Step:

- 1: Immediately appoint an NDACC/NDAC Foundation staff member to be the "Information Processing Officer (IPO)." This person, with locally provided computer training and TA in simple systems building, will be responsible will provide day to day the data processing skills required to develop and support the MIS systems described above, and manage data entry for the household and school surveys. The IPO must also be proficient at the intermediate level in the areas of word processing, spreadsheets, and must have the ability to develop and use of simple computerized information systems. This person will develop data codebooks, data entry screens, and user-friendly menu structures in support of the research activities described above.

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2: A local person is hired as the "Research Consultant (RC)," on a part-time basis, to provide the technical support in survey work, data analysis, and interpretation. This individual should have a strong social science background with demonstrated ability to conduct research independently. He or she will be funded as one of the research costs supported by the project.

4.3 Computer Hardware and Software

Computer hardware is a major constraint for the two combined institutions. Although NDACC has only one computer compared to PRIDE's five, the combined organization will have a total of six computers; a staff-to-computer ratio of 2:1, which is good. NDACC

The majority of NDACC/NDAC Foundation's software needs are already met including an operating system (MS DOS), word processing (Wordperfect), and a spreadsheet (Lotus). However, the following packages should be purchased:

- o Epi Info - public domain software for epidemiology and disease surveillance.
- o KEDIT - a powerful text editor.
- o SPSS PC/+ - a statistical analysis software.

Epi Info was developed by the Centers for Disease Control and Prevention for use in "the field" and will be the software platform used for the information processing components of the research activities and management information systems described in this plan. KEDIT is a full screen ASCII Text file editor which allows manipulation of large data files. SPSS PC/+ is a powerful statistical analysis software. Quicken is an electronic checkbook which has applications for managing small, sub-projects and petty cash accounts in the field.

4.4 Training and Technical Assistance

Staff development via training and technical assistance provided by the project will be at the foundation of the MIS development effort. The following training and technical assistance are planned for:

- o Applied Computer Training: Computer Training Course #1 is intended to provide a general uplifting of the staff's computer skills. The training should be provided by a Belizean or Honduran individual conducted on-site with the combined NDACC/NDAC Foundation office staff. This training will include basic and intermediate level DOS, Wordperfect, Lotus and Epi Info skills. Training will be provided on-site. A mixture of formal curriculum, office applications and one-on-one sessions to assist the staff with particular problems

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or areas of interest will be used. This training should be spread out over an eight (8) week period, using three half days of training per week.

Environment on September, 1991. A Grant Agreement was signed with the Ministry of Tourism and Environment on September, 1991. 12 days of training

Association on September, 1991. A cooperative agreement was signed with Belize Tourism Industry Association on September, 1991. Simple Systems Training: Technical Assistance Mission #1 is a how-to-do course on building simple, menu-driven, user-friendly systems on PC

commoners with a foundation of general computer competence and the staff obtained through previous training. The training will be provided by an individual with expertise in building simple systems using Epi Info.

already starting to be implemented in the private and public sectors in charge of tourism was critical. The bottom line was that tourism had grown to a level that it

0 The 1994 Household Survey: Technical Assistance Mission #2 offers hands-on training and assistance in planning and implementing a nationally representative household survey. It will build on a foundation of general computer competence and the skills obtained through training. The lack of trained personnel in the tourism field

Begining March 1, 1994 13 days of TA Identified as some serious concerns to sustained economic development were:

Belize upon which the tourism industry depended. will provide hands-on training and assistance in planning and implementing a nationally representative school survey. It will build on a foundation of the 1992 School Survey for Belize's development of the tourism industry. There was however a general consensus on eco-tourism as the way forward for Belize's development and the skills obtained through training, and the experience of the 1994 household survey.

At the same time that rapid growth was taken place there was realization of the absence of specifically defined development plans and strategies.

0 Advanced Simple Systems Training: Technical Assistance Mission #4 is an advanced course in simple systems building, in response to recommendations of the mid-term evaluation (which focuses on the MIS). It was the second most important sector of the Belizean economy growing at an annual rate of 12 percent over the 1984-1989 period.

TOURISM was the second most important sector of the Belizean economy growing at an annual rate of 12 percent over the 1984-1989 period. This training will be provided by an individual, preferably the same individual who taught the first simple systems training. CONCEPTUALIZATION: 1989/90

TOURISM MANAGEMENT PROJECT 505-10044 Beginning July, 1995 5 days of training and TA

0 Applied Computer Training #2: Computer Training Course #2 is intended to provide a final, general uplifting of the staff's computer skills. The training should be provided by a Belizean business or consultant. It should be conducted on-site with the combined NDACC/NDAC Foundation office staff.

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This training will include basic intermediate and advanced level DOS, Wordperfect, Lotus and Epi Info skills. A mixture of formal curriculum, office applications and one-on-one sessions to assist the staff with particular problems

A Grant Agreement was signed with the Ministry of Tourism and Environment on September 1991. This training should be spread out over an eight (8) week period, using three half days of training per week.

A cooperative agreement was signed with Belize Tourism Industry Association on September, 1991.  
12 days of training

The project was authorized on August, 1991 having two major component, a private and public sector component.

## 5. Schedule

The NDACC/NDAC Foundation will conduct two major surveys during the three already starting to hurt the environment and action to strengthen the private and public sectors in charge of tourism was critical in summary.

The first of the surveys will be the nationally representative household sample survey, planned for the first quarter of 1994.

The second survey will be a national survey on the environment. This survey will be provided for both activities.

Summary statistics from these surveys will be compared with the 1992 School Prevalence Survey, will form the secondary data entered into the Drug Tracking System.

Identified as some serious concerns to sustained economic development were:

The implementation schedule for the research activities undertaken by this project is shown in Table 1. The detailed schedule is provided in the appendix. The NDACC/NDAC Foundation will be responsible for the day to day information processing needs of the research plan. This is followed by a general up-gradings of all staff members computer skills through a practical training by a local vendor or consultant.

At the same time that rapid growth was taking place there was a major shift in the tourism industry. The major shift was from a traditional tourism to a more diversified tourism. This shift was reflected in the growth of the tourism industry. The major shift was from a traditional tourism to a more diversified tourism. This shift was reflected in the growth of the tourism industry.

During the first month of 1994, the Research Consultant (RC) should be hired with major responsibilities revolving around the upcoming household survey. This individual will establish the foundation for the household survey prior to TA mission #2, in March 1994. The TA mission will provide expertise in survey design and implementation, building on the foundation established by the RC. Full data collection begins in March and is completed approximately one month later. Preliminary results are due in May, and the final report is June 1994.

During the first quarter of 1995, the major research activity is to prepare for the school survey. The school survey schedule follows closely to that of the household survey the year

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before. Again the RC lays the foundation for this work prior to TA mission #4 which brings a school survey expert to Belize just prior to the start of the actual survey (including review of instrument, sampling frame, simple drawing, pre-testing and training of field workers, data entry screens).

The bottom line was that tourism had grown to a level that it already starting to hurt the environment and action to strengthen the private and public sectors and enhance tourism was critical. The project was authorized on August 1991 to respond to any weaknesses identified by the evaluation, to assure that the systems are working properly, and to provide advanced simple systems training, other than continuing with MIS reporting, this will essentially conclude the research portion of the project except as necessary

to any weaknesses identified by the evaluation, to assure that the systems are working properly, and to provide advanced simple systems training, other than continuing with MIS reporting, this will essentially conclude the research portion of the project except as necessary

insufficiently trained personnel in the tourism field

Table MIS2: Implementation Schedule of Research

Date	Research Activities	Activity Leader/Decision Makers
1993	development were:	
July 1	Project Start Date	NDACC/NDAC Fdn. GOB/USAID
By Jul 15	Appoint a sub-committee to study the tourism industry and its impact on the environment	Directors
By Aug 15	IPO drafts codebooks for IPO/Directors	IPO/Directors
	2) Network Register	
	3) Activities Register	
By Sep 15	Begin Search for Local Candidates	Local Trainer
By Sep 30	Review codebooks/Revise	Directors/staff
By Oct 10	IPO revises codebooks	IPO
By Nov 1	Simple Systems Training #1	All Staff TA Mission #1
By Nov 15	4 MIS Components developed	Exp. IPO
By Nov 16	Data entry into MIS	IPO
By Dec 10	Monthly reports from MIS (10 days after month end)	IPO Directors

I would appreciate your comments and suggestions to the agenda, if any.

- 5.0 Quarterly Reports to June 1993
- 6.0 Project Update
- 7.0 Action List
- 8.0 Other Matters
- 9.0 Adjourment.

Table MIS2: Implementation Schedule, Continued

Date	Research Activity	Activity Leader/Participant
1994	Postponement of safe pesticide use workshop on Economics of Natural Resources	Workshop
4.3	Workshop on Economics of Natural Resources	Workshop
4.0	Approval of proposals	Decision Makers
3.0	Matters Arising from the Minutes	Participants
2.0	Confirmation of the Minutes	Participants
1.0	Opening of the Meeting	Director
By Jan 15	Last quarter '93 MIS Reports (15 days after quarter end)	IPO
By Jan 15	Hire Research Consultant	Local RC
By Jan 31	Annual 1993 MIS Reports (End of January)	IPO
By Jan 31	Draft Household Survey	RC/Directors
By Feb 15	Begin writing "How-to-Do" manual documentation	Statistics Office
By Mar 1	TA begins for 1994	RC/TA/IPO
By Mar 5	Determine sample size	RC/TA
By Mar 10	Review Instrument, train interviewers, Pre-test Instrument, check sampling frame, draw nationally rep. sample	RC/TA/IPO
By Mar 15	Begin field work	RC/TA/IPO
By Apr 15	Data entered/cleaned	RC/IPO
By Apr 30	Preliminary analysis of Household Survey	RC/IPO
By May 15	Final Household Survey	RC/IPO
By Jun 15	Final Report due	RC
By Jul 15	2nd quarter '94 MIS Reports	IPO
By Aug 15	Draft Household Survey	RC
By Oct 15	10/12 Unity Bill	RC

NARMAP PROJECT

NATURAL RESOURCE MANAGEMENT AND PROTECTION PROJECT

Phones: 08-23637/23814  
Our Ref: P001/93

08-23759

TO: Members of the Project Coordinating Committee (PCC)

FROM: Project Coordinator, NARMAP  
DATE: September 24, 1993  
SUBJECT: Minutes and Agenda for PCC Meeting

Attached is a copy of the minutes of the PCC meeting held on August 26, 1993. Please be reminded that the next meeting is scheduled for Thursday, September 30, 1993 at 9:00 AM. NARMAP Project Office

Below is a tentative agenda. Directors

Director

Table MIS2: Implementation Schedule, Continued.

Date	Research Activity	Participants	Activity Leader/ Decision Makers
-----			
1995			
By Jan 15	Last quarter '94 MIS Reports	IPO	Directors
By Jan 31	Annual 1994 MIS Reports	IPO	Directors
By Jan 31	Draft School Survey, circulate and improve	RC/Directors/ other staff	RC
By Feb 15	Develop sampling frame, Begin writing "How-to-Do" manual documentation	RC/Central Statistics Office	RC
By Mar 1	TA begins for 1995 School Survey Determine sample size	RC/TA/IPO other staff	TA Mission #3
By Mar 5	Review Instrument, train interviewers, Pre-test Instrument, check sampling frame, draw nationally rep. sample	RC/TA/IPO Interviewers	RC/TA
By Mar 10	Begin field work (full survey)	RC/TA/IPO Interviewers	RC
By Mar 15	Data Entry Screens developed and used	RC/TA/IPO	RC
By Apr 15	School Survey Field work completed	RC/IPO Interviewers	RC
By Apr 15	1st quarter '95 MIS Reports	IPO	Directors
By Apr 30	School Survey Data entered/cleaned	RC/IPO	RC
By May 15	Preliminary analysis of School Survey	RC/IPO	RC
By Jun 15	Final School Survey Report due	RC/IPO	RC
By Jul 1	Simple Systems Training #2 (Response to midterm eval.)	RC/IPO Selected Staff	TA Mission #4
By Jul 15	2nd quarter '95 MIS Reports	IPO	Directors
By Aug 15	Draft School Survey "How-To-Do manual prepared	RC/IPO	RC
By Oct 15	3rd quarter '96 MIS Reports	IPO	Directors

Table MIS2: *Implementation Schedule, Continued.*

<i>Date</i>	<i>Research Activity</i>	<i>Participants</i>	<i>Activity Leader/ Decision Makers</i>
<i>-----</i>			
<i>1996</i>			
<i>By Jan 15</i>	<i>Last quarter '95 MIS Reports</i>	<i>IPO</i>	<i>Directors</i>
<i>By Jan 31</i>	<i>Annual 1995 MIS Reports</i>	<i>IPO</i>	<i>Directors</i>
<i>By Feb 1</i>	<i>Computer Training #2 begins</i>	<i>All Staff</i>	<i>Local Trainer</i>
<i>By Apr 15</i>	<i>1st quarter '96 MIS Reports</i>	<i>IPO</i>	<i>Directors</i>
<i>By May 30</i>	<i>Final Project Evaluation</i>	<i>NDACC/NDAC Fdn.</i>	<i>Contractor</i>
<i>Jun 30</i>	<i>End of Project</i>		<i>USAID/GOB</i>

## 6. Costs

An approximate budget outline for the MIS and supporting research activities is shown below. The major research costs are that of a part-time (33%) Research Consultant, training and TA, and the cost of two major surveys. The budget for hardware assumes replacement of three computers. Estimated costs for recommended software are also shown below.

Research Consultant (@ US\$ 8,000/year for 33% time x 3 years)	US \$24,000
Local Training (@ \$100/day) #1 (12 days)	1,200
TA Mission (estimate only) #1 (13 days)	10,000
TA Mission " " #2 (13 days)	10,000
TA Mission " " #3 (13 days)	10,000
TA Mission " " #4 (13 days)	10,000
Local Training (@ \$100/days) #2 (12 days)	1,200
1994 Household Survey (estimate only)	8,000
1995 School Survey (estimate only)	6,000
Computer replacement (estimate only)	15,000
Software	<u>1,500</u>
Estimated Total MIS Package	US \$96,900

## 7. Evaluation

The research projects and management information systems for this project are directly linked to the task of project evaluation. Table 4 shows how the various research activities are linked to the three classic evaluation components.

*Table MIS3: Research links to Evaluation.*

<i>Evaluation Component</i>	<i>Research Link</i>
<i>Inputs</i>	<i>Project budget, staffing commitments, training and technical assistance</i>
<i>Process</i>	<i>Media Monitoring System, Activity Register, Networking Register</i>
<i>Impact</i>	<i>School and Household Surveys (Prevalence estimates, KAP)</i>

The process component of evaluation will can be addressed through a review of the documentation provided by the three Registers. For example, the Networking Register will contain information on all groups which make up the network of NDACC/NDACC Foundation collaborators. The Activity Register will contain information on all the activities which NDACC/NDACC Foundation have been involved in during the three years.

Impact evaluation will be made through the comparison of prevalence estimates in succeeding surveys. For example, the 1992 PRIDE Belize survey of school children provides a baseline of estimates which can be compared to the results of the planned 1994 school survey. A more specific mapping of the links between research operations and evaluation is shown in Table MIS5.

Table MIS4: Links Between Research Operations and Evaluation

<i>Evaluation Level</i>	<i>Indicator</i>	<i>Research/MIS Source</i>
<i>PURPOSE: Sustainable Drug Agency Using Community Action to Reduce Drug Prevalence Among Youth</i>	<i>A. Increased Donor Support; B. Increased Community Action; C. Lower levels of Drug Prevalence Among Youth</i>	<i>A. Financial Records; B. Activities Register, Networking Register; C. School and Household Based Prevalence Surveys</i>
<i>OUTPUTS: National Prevention Strategy</i>	<i>Adherence to Annual Plan</i>	<i>Activities Register, Annual Review of Results of Plan</i>
<i>Development of Community Network</i>	<i>Effective Programs at the Community Level</i>	<i>Activities Register, Networking Register, Impact Evaluation of Community Programs</i>
<i>Development of Counselling Programs</i>	<i>Existence of a Counselling Network for Youth</i>	<i>Networking Register, Counseling Outcome Data</i>
<i>Enhancement of Capacity to Acquire and Manage Resources from Outside Donors</i>	<i>Increased Levels of Donor Funding; Increase in Sale of Services</i>	<i>Financial Reporting; Performance Review at Midterm Evaluation</i>
<i>Development of an MIS</i>	<i>Existence of Functioning MIS including Registers Necessary to Meet Monitoring and Evaluation Needs</i>	<i>Review of Operation of MIS (Midterm Evaluation)</i>

## 8. Options

This MIS plan outlines the essential activities to be completed by the project, over a three year period, including two major surveys, the development of two simple tracking systems and two electronic registers. These activities lie at the core of the project and are not optional. However, a additional few options are suggested below:

**Urban Prevalence Survey.** One option discussed with NDACC and PRIDE Belize is to conduct a pilot household survey in 1993, as requested by UNDCP. This survey would provide a positive learning opportunity for NDACC and the NDAC Foundation. It might be conducted in Belize City, limited to a sample size of about 200 and still provide useful baseline estimates for project planning. UNDCP funds appear to be available for this activity.

**Training in Qualitative Data Collection and Analysis.** One of the strengths of current PRIDE and NDACC staff is that they are in touch with Belizean youth. They informally take the pulse of youth every working day, through a variety of project related activities and interactions, and of course as community members. Adopting a more systematic approach to observing and recording qualitative data on the project relevant activities and interactional patterns -- of youth, teacher, parents, and community influentials -- should lead both to a richer dialogue with the community, a better understanding of what community mobilization actually means at the local level, and a more rigorous project framework.

Providing NDACC/NDAC Foundation staff, particularly the district coordinators, with some simple participant/observation tools and techniques will increase their capacity to translate their local, grounded knowledge of the community into actionable strategies for community mobilization. More qualitative approaches to data gathering and analysis will lead to a more in-depth and objective understanding of complex drug use issues, including: identifying emerging patterns of drug use; the relationship between drug use and youth leisure activities; and the constellation of attitudes and behaviors which are precursors to drug abuse.

One application for this more in-depth qualitative approach would be case studies (biographical profiles) of the individuals who come to NDACC in need of counseling and/or treatment. This information could be used in the training of trainers (TOT), counseling curriculum, and for designing communication materials.

The problems, and specifically drug problems, of youth who spend a lot of time in the streets might be better understood if there were some focus groups and indepth interviews conducted away from their homes. Formative communications research is another area where qualitative approaches to data collection would be useful.

## References

Bachman, Jerald G., Lloyd D. Johnston, and Patrick M. O'Malley. "Explaining the Recent Decline in Marijuana Use: Differentiating the Effects of Perceived Risks, Disapproval, and General Lifestyle Factors." *Journal of Health and Social Behavior*, Vol. 29:92-112. 1988.

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APPENDIX 1

Examples of Simple Systems Methodology:  
Codebook and Data Entry Screen  
For the Drug Epidemiologic Tracking system

CODEBOOK:

CODEBOOK FOR DRUG EPIDEMIOLOGIC TRACKING SYSTEM  
1992 SCHOOL SURVEY INDICATORS FILE - 18 March 1993

Codebook: ETS1.COD      Data File: ETS1.REC      LRECL=

#	NAME	VARIABLE LENGTH	TYPE	ASCII COLS	DESCRIPTION
1	DISTRICT	2	C	1- 2	District in Belize CO=Corozal      BZ=Belize District      SC=Stann Creek OW=Orange Walk      CY=Cayo      TL=Toledo NL=National
2	GRADE	2	N	3- 4	Grade indicator calculated for Primary 1 = Standard 5 2 = Standard 6 Secondary 3 = First form 4 = Second Form
3	STUDY	4	N	5- 8	Study Identification Number? 1=1986 Census 2=1989 Census/Survey 3=1992 Sample Survey
4	INDIC	2	N	9-10	Type of indicator - Definitions: 1=Prevalence estimate for alcohol 2=Prevalence estimate for marijuana 3=Prevalence estimate for powder cocaine 4=Prevalence estimate for crack cocaine 5=Prevalence estimate for valium 6=Prevalence estimate for tobacco
5	VALUE	7	N	11-16	Value of indicator (xxx.xx) Percentages eg 21.5 %
6	SCOPE	1	C	17	Scope of sample 1=National Rep.      2=Rural Rep.      3=Urban Rep.      4=State Rep.
7	SSIZE	5	N	18-22	Sample size

DATA ENTRY SCREEN:

DATA ENTRY SCREEN FOR DRUG EPIDEMIOLOGIC TRACKING SYSTEM  
1992 SCHOOL SURVEY INDICATORS FILE - 18 March 1993

- 1 (DISTRICT) <A > District in Belize  
CO=Corozal BZ=Belize District SC=Stann Creek  
OW=Orange Walk CY=Cayo TL=Toledo  
NL=National
- 2 (GRADE) ## Grade indicator calculated for
- 3 (STUDY) ##### Study Identification Number?  
1=1986 Census 2=1989 Census/Survey 3=1992 Sample Survey
- 4 (INDIC) ## Type of indicator - Definitions:  
1=Prevalence estimate for alcohol  
2=Prevalence estimate for marijuana  
3=Prevalence estimate for powder cocaine  
4=Prevalence estimate for crack cocaine  
5=Prevalence estimate for valium  
6=Prevalence estimate for tobacco
- 5 (VALUE) ###.## Value of indicator (xxx.xx)
- 6 (SCOPE) # Scope of sample
- 7 (SSIZE) ##### Sample size

## APPENDIX 2.

### Review of Past Research Activities

Table MIS2 summarizes the research history for NDACC and PRIDE Belize, including work conducted by PRIDE Atlanta, and collaborative research conducted with Tulane University.

Table MIS5: PRIDE/NDACC's Research History.

#### PRIDE

1. 1986 School Census, PRIDE Atlanta. PRIDE Belize has a copy of the report but not a copy of the data file.
2. 1989 School Census/Survey, PRIDE Atlanta. PRIDE Belize has a copy of the report but not a copy of the data file.
3. 1989 Drug Awareness Household Survey. PRIDE Belize has a copy of the survey results, but not the data set on 640 households
4. Synthesis of 1986 and 1989 school surveys by M. Comsack. PRIDE Belize has a copy of the report.
5. Community Leaders Survey - Heraldo Flowers, indepth interviews with 24 community leaders, report available.
6. 1992 School Sample Survey, PRIDE Belize. PRIDE Belize has produced a report and has data on disk.
7. PRIDE Belize evaluation of school assistance program, with 200 questionnaires sent out through mail but not all returned.

#### NDACC

1. Collation of Police Drug Information data. Data not computerized.
2. Interviewed addicts, who came to NDACC seeking assistance for drug problems, using the "National Drug Abuse Control Council Questionnaire." Data not computerized.

To date the major research activity conducted by NDACC/PRIDE Belize has been one school-based survey of Belizean youth in 1992. Two prior school-based censuses were conducted by PRIDE Atlanta, in 1986 and 1989. Despite using three different methodologies, these school-based data collection efforts have been valuable in determining prevalence baselines for youth in schools.

Pride has conducted one household Knowledge, Attitudes and Practices (KAP) survey; one survey of Community Leaders; and one evaluation on the school assistance program. NDACC has two on-going data collection activities: Interviews of persons who come to NDACC for treatment and

10. EMPLOYEE'S NAME (Surname first)

11. POST/AGENCY/ORGANIZATION

EVALUATION OF PERFORMANCE

12A. TO BE COMPLETED FOR ALL EMPLOYEES

PERFORMANCE FACTOR	UNSATISFACTORY	MARGINAL	FULLY SUCCESSFUL	COMMENDABLE	OUTSTANDING	N/A
Dependability	<input type="checkbox"/>					
Job Knowledge and Skills	<input type="checkbox"/>					
Initiative and Resourcefulness	<input type="checkbox"/>					
Judgment	<input type="checkbox"/>					
Oral/Written Communication	<input type="checkbox"/>					
Decisiveness	<input type="checkbox"/>					
Interpersonal Relationships	<input type="checkbox"/>					
Supervisory Skills	<input type="checkbox"/>					

12B. FOR EMPLOYEES FSN-09 AND ABOVE, AND FOR ANY SUMMARY RATING OTHER THAN FULLY SUCCESSFUL, A SUPPORTING NARRATIVE IS REQUIRED.

collation of the monthly Police Drug Information data. However, neither data set has been computerized.

In summary, most of PRIDE's and NDACC's experience in data collection and analysis has been with the school survey, and the school survey will continue to be emphasized as a core data collection activity. Additional research will fill the knowledge gap concerning out-of-school youth.