



AGENCY FOR INTERNATIONAL DEVELOPMENT  
UNITED STATES OF AMERICA A. I. D. MISSION  
TO EL SALVADOR  
C/O AMERICAN EMBASSY.  
SAN SALVADOR, EL SALVADOR, C. A.

PD-ABL-254  
~~PD-ABL-194~~

**MEMORANDUM TO THE MISSION DIRECTOR**

FROM: OS/OHE/E&T, Roberto Gavidia

THROUGH: OHE/E&T, Cynthia S. Rohl *Cynthia Rohl*

SUBJECT: Project Assistance Completion Report-Drug Awareness and Abuse Prevention Project, Cooperative Agreement No. 519-0377-A-00-0399-00, with the Antidrug Foundation of El Salvador(FUNDASALVA).

DATE: March 3, 1995

**I. PROJECT SUMMARY**

In January of 1990, USAID received an unsolicited proposal from FUNDASALVA for a grant of \$3.6 million for a three-year drug prevention and rehabilitation program. After extensive review and revision of the project, USAID/El Salvador entered into a three year Cooperative Agreement(CA), with FUNDASALVA on September 27, 1990 to carry out the Drug Awareness and Abuse Prevention Project. The original Project Assistance Completion Date of September 30, 1993, was extended to September 30, 1994. USAID contributed \$2,000,000 (two million dollars), for the Project, and FUNDASALVA contributed \$1,158,000. FUNDASALVA exceeded their contribution by \$360,960. Attached is copy of FUNDASALVA's Counterpart Contribution report sent to USAID/ES on July 27, 1994.

**A. Goal and Purpose**

**1. Project Goal**

The project goal was to prevent the abuse of mind altering substances, including alcohol, in the Salvadoran population.

## **2. Project Purpose**

The project purpose was to strengthen national drug and alcohol abuse/awareness programs to prevent substance abuse by the Salvadoran population.

### **B. Project Background and Description**

The Drug Awareness and Abuse Prevention Project (519-0377), was a \$2 million grant obligated September 27, 1990, to the Anti-Drug Foundation of El Salvador (FUNDASALVA), to support a drug abuse prevention program. In accordance with the project purpose, FUNDASALVA undertook a variety of efforts to strengthen national drug awareness and drug abuse prevention programs in El Salvador, focussing on prevention programs that targeted the greatest at risk population, namely Salvadoran youth. Under the Project, FUNDASALVA established drug prevention programs in Salvadoran schools, communities and businesses and carried out an information/education program to heighten the awareness of the target population regarding the dangers of drug use and abuse. It carried out an effective mass media campaign to promote drug and alcohol abuse awareness/consciousness i.e., radio, television, press, directed to high risk groups; it also established an information network for the purpose of coordinating the efforts of organizations involved in the prevention of drug and alcohol abuse.

The Project also focussed on institutionally strengthening the Anti-Drug Foundation of El Salvador(FUNDASALVA), and through this organization, achieving an expansion and strengthening of preventive education activities in the country.

### **C. Project Components**

The Project consisted of two components: 1) Drug Prevention Education, and 2) Institution Strengthening.

The Drug Prevention Education Component consisted of a)drug/alcohol abuse prevention programs implemented in 48 schools, b) community drug/alcohol abuse prevention programs operating in approximately 50 marginal communities, c) drug-free workplace policies and programs for at least four businesses, d) an effective mass media campaign carried out to promote drug and alcohol abuse awareness/consciousness and e) an information network for the purpose of coordinating the efforts of organizations involved in the prevention of drug and alcohol abuse.

The Institution Strengthening Component included three-phased support to: a) create a highly trained human resource base and the necessary infrastructure, b) establish internal systems adequate to account for and manage USAID and other donor funds, and c) carry out income generation activities.

During the implementation of the project, FUNDASALVA purchased non-expendable property having an acquired value of \$1,000.00 or more. In compliance with HB 13 Standard Provision No. 17 TITLE TO AND USE OF A PROPERTY (Grantee Title) (May 1986), FUNDASALVA sent a letter dated October 12, 1994, requesting title to the above mentioned property.

USAID/El Salvador approved and vested title of the property in Implementation Letter No. 15, dated December 7, 1994. Copy of these documents are attached as part of this Project Assistance Completion Report.

#### **D. Project Status at PACD**

All original Project targets were exceeded. Training programs were provided to 152 schools, 152 marginal communities, and 50 privately owned businesses. FUNDASALVA implemented a mass media campaign for over two years which was very successful in raising awareness of the drug problem and establishing FUNDASALVA as a program for prevention on the abuse of alcohol and other drugs; television and radio campaigns were designed which were aimed at youth of all ages and socio-economic levels. FUNDASALVA created a documentation center that uses the database system of MICRO-ISIS, an internationally accepted standard system, to catalogue and track the contents of the center. MICRO-ISIS is the system most used by substance abuse documentation centers throughout Latin America and the Caribbean, facilitating interchanges between FUNDASALVA's documentation center and other centers. FUNDASALVA provided training to 104 Sport Trainers, 629 Teachers and 1100 Community Leaders using a training of trainers model. During the life of the Project FUNDASALVA broadcast an accumulated total of 64 hours of T.V. spots, 251 hours of Radio spots and 4823 inches of print media, reaching broad coverage of events and disseminating information required to promote awareness of the drug problem and a means to prevent its expansion in El Salvador.

## **II. FINANCIAL STATUS REPORT**

The following chart is based in the last reprogramming of funds:

<b>Line Item</b>	<b>Obligations Original(\$)</b>	<b>Expenditures (\$)</b>	<b>Counterpart (\$) *</b>
1. Salaries/Benefits	928,469	928,469	99,075
2. Training/Technical Assistance	224,199	224,199	168,512
3. Information/Public Education	366,599	366,599	753,327
4. Operating Expenses Other Costs	449,103	449,103	137,096
5. Financial Management/ Audit/Evaluation	31,569	31,569	00.00
<b>T O T A L</b>	<b>1,999,939</b>	<b>1,999,939</b>	<b>1,158,010</b>

\* Attached please find FUNDASALVA's Counterpart report sent to USAID/ES on July 27, 1994.

The above Financial Status Report is in accordance with Controllers Office Report MXRMP19 as of 01/31/95. As of the end of the Project 09/30/94, all of the obligated funds were spent.

## **III. PROJECT ACCOMPLISHMENTS**

According to the evaluation of the FUNDASALVA Project carried out under Delivery Order No. 6 of the Narcotics Awareness and Education Project of the Bureau of Research and Development/Office of Education in November 1993, FUNDASALVA has met both the numerical requirements of its agreement and to deliver quality long-lasting prevention programs. The quality of its work has been instrumental in securing resources from donors outside the original USAID Grant Agreement.

## **PLANNED EOPS**

	<b><u>Planned</u></b>	<b><u>Accomplished</u></b>
1. Substance abuse program in:		
a) Public/Private schools	48	152
b) Marginal communities	50	162
c) Private businesses	4	50
2. Abuse prevention program:		
a) Sport Trainers	100	104
b) Teachers	500	629
c) Community leaders	200	550
3. Mass media IEC campaigns:		
a) T. V. Spots	39 Hrs	64 Hrs
b) Radio Spots	150 Hrs	251 Hrs
c) Press (Promotional)	300 Hrs	4823 Hrs

FUNDASALVA not only met all planned EOPs, but surpassed all. This is a product of the maturity of the organization in the delivery of quality programs, the reputation, effectiveness and efficiency that they were able to build up in the implementation of this project.

## **IV. EVALUATION AND AUDITS**

An Organizational Assessment of the Antidrug Foundation of El Salvador was carried out by Development Associates, Inc. in August 1991 under a buy-in to the Narcotics Awareness and Education Project (NAE). The contracted amount was \$29,036.

The only evaluation for this Project was carried out by Development Associates, Inc. under a buy-in to the Narcotics Awareness and Education Project (NAE), in August 1993. The final report was dated, November 1993. The contracted amount was \$31,166.

The evaluation considered that the prevention programs developed by FUNDASALVA demonstrated a knowledge of the state of the art in the field, and that FUNDASALVA's human resources were well developed to implement those programs. The evaluation also expressed the need for FUNDASALVA to direct attention to the need to promote sustainability through cost containment and diversification of donors.

A first audit was carried out by Peat Marwick (KPMG); it was for the period 09/27/90 to 12/31/91. The final report is dated 08/10/92.

A second audit was carried out by the same consulting firm Peat Marwick, for the period 01/01/92 to 12/31/92. The final report is dated 09/10/93.

A third and final audit report was also carried out by Peat Marwick for the period of 01/01/93 to 12/31/93.

Recommendations for the first, second, and third audits have all been closed. An audit for the activities that FUNDASALVA carried out in 1994 is not required because the total amount of funds expended was less than \$25,000 during this period.

## **V. SUMMARY OF LESSONS LEARNED**

**Use of Multipliers:** Multipliers are important elements in reaching broad target groups with limited resources at the community level. Sustainability of a multipliers program requires support through follow-up to reinforce lessons learned and provide continued motivation for volunteers.

**Project Sustainability:** If sustainability is an objective of a project, as it almost invariably is, then sustainability needs to be a clearly stated objective from the beginning of a project. This will help to focus both the expectations of the institution in question and the expectations of USAID. Moreover, it will focus on the need for the necessary technical assistance and the necessary institutional planning to maximize efforts aimed at achieving sustainability. In the case of FUNDASALVA, Mission efforts and technical assistance provided under the project have resulted in an institution which is able to control operating costs and obtain additional funding from other donors at the close of the USAID assistance.

## **VI. RECOMMENDATIONS \***

FUNDASALVA's staff is a vital resource of the institution. Future plans need to take into account the best utilization of that resource, keeping institutional sustainability in mind.

The use of the MIS should continue to expand as a tool for analyzing issues.

\* These recommendations have been taken from the evaluation of the project as of November 1993.

FUNDASALVA needs to maintain its public relations efforts to preserve its public image. A print campaign focussed on business owners and chief operating officers of business and institutions could help to build a stronger image and encourage workplace prevention.

To build up the documentation center, free or low-cost sources of research findings, written and visual material should be tapped and necessary hardware acquired to tap data sources.

Regular follow-up must be continued if FUNDASALVA intends to continue to do quality multiplier programs.

Developing clearly stated policies on the use of alcohol and other drugs in school settings can have long-range prevention effects. FUNDASALVA's Education Department should continue its efforts to influence the Ministry of Education to adopt regulations that support a clear drug abuse prevention policy in El Salvador.

FUNDASALVA should use its proposed Knowledge, Attitudes, and Practices (KAP) study as a tool for evaluating the impact of prevention efforts on school-based populations and community based programs. It should also conduct additional quasi-experimental studies to measure impact.

The Marketing Committee should develop and implement a strategy for marketing the drug-free work-place program.

In the new mass-media campaign, spots should address problems facing young girls and problems of inhalant abuse.

Additional staff training and technical assistance in social marketing concepts and practices will help to build staff skills in this area.

Steps currently in progress to explore new international and host country funding sources need to continue.

Until a full-time development director is in place, the Marketing Committee needs to provide oversight of fund-raising efforts.

The Marketing Committee needs to draw on board members and other Latin American drug prevention NGOs who can provide both advice and guidance in efforts at fund raising.

FUNDASALVA has to take a hard look at current costs, looking for areas of cost containment as an important component of a long term approach to sustainability.

Finally, USAID and those people providing technical assistance in strengthening FUNDASALVA need to continue to remind FUNDASALVA that it must shape its own destiny by generating resources and cutting costs. But, in the final analysis, FUNDASALVA has demonstrated that it has the maturity as an organization to deliver quality programs, to raise funds, and to recognize the need to control costs.

Drug prevention programs, like all health education and communication programs that use multipliers and a training of trainers model, depend on developing an appropriate program design, providing the necessary resources in the form of skilled trainers and training materials.

FUNDASALVA has developed the necessary designs, materials and skills of its staff. It should use these resources to generate and institutionalize drug prevention education programs in appropriate public and private agencies including the Ministries of Education and Health as well as at the local community level through a process of networking.

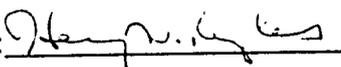
To maintain a high level of national concern over the drug problem, FUNDASALVA needs to continue its efforts at fostering national awareness through the media and through contacts with key public and private institutions. It should continue to encourage the government of El Salvador to become a participating member of the United Nations efforts at drug prevention and control through adherence to the Vienna Convention and the development of a national masterplan to qualify for support from the United Nations Drug Control Program.

To promote sustainability, FUNDASALVA needs to continue its efforts at cost containment as well as diversification of funding sources through other donors, through innovative approaches to raising local private support and through sale of its services as a technical assistance agency to public and private entities concerned with the drug problem.

### **VII. CONTINUING USAID POST PROJECT MONITORING RESPONSIBILITIES**

The Drug Awareness and Abuse Prevention Project was designed to prevent the abuse of mind altering substances (including alcohol) in the Salvadoran population. Recommendations contained in the Project evaluation include: review FUNDASALVA's efforts to become financially sustainable; review progress in the institutional strengthening of FUNDASALVA; since FUNDASALVA's staff is a vital resource of the institution, future plans need to take into account the best utilization of that resource; the Marketing Committee needs to draw on board members and other Latin American drug prevention NGOs who can provide both advice and guidance in efforts at fund raising; FUNDASALVA has to take a hard look at current costs, looking for areas of cost containment as an important component of a long term approach to sustainability; regular follow-up must be continued if FUNDASALVA intends to continue to do quality multiplier programs.

FUNDASALVA as an organization has demonstrated its capacity to perform. As USAID ends its direct investment in the area of drug prevention, it also ends its need to provide continuing monitoring. The Global Bureau's Narcotics Awareness and Education project will provide some additional technical follow-on, in large measure to draw out lessons learned from USAID's global investment in drug prevention and education for dissemination to USAID and other donors.

APPROVED: 

DISAPPROVED: \_\_\_\_\_

DATE: 5/2/95

Memo to the Mission DIR on PACR of Drug Awareness and Abuse Prevention.

Drafted by: RRetana/RGavidia, OHE

Cleared by: PKranstover, PPD PK date: 4/17/95  
TClarkson, CONT TC date: 4/25/95  
LMcGhee, CO LMC date: 4/28/95  
HWR Reynolds, DDIR HWR date: 5/2/95

Office of the Controller  
PREVIOUSLY  
DM: 24 APR 1995  
4/24/95

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RG/acv - 04/10/95



# FUNDASALVA

FUNDACION ANTIDROGAS DE EL SALVADOR

#2

*San Salvador, 27 de julio de 1994*

*Ingeniero  
Rafael Retana  
Gerente de Proyecto  
USAID El Salvador  
Presente*

*Estimado Ingeniero Retana:*

*Con la presente encontrará cuadro de contraparte que comprende desde el año 1991 hasta el año 1994.*

*Sin otro particular por el momento, le saluda*

*Muy atentamente,*

  
*Lic. ANA LUCIA ORANTES H.  
Directora de la División de  
Administración y Finanzas*



**FUNDASALVA**  
**CONTRAPARTE CONVENIO AID 1991 - 1994**  
**DOLARES**

<b>RUBROS</b>	<b>ACUMULADO AL AÑO 1993</b>	<b>TRIMESTRE ENERO - MARZO/94</b>	<b>TRIMESTRE ABRIL - JUNIO/94</b>	<b>TOTAL</b>
<b>1. SUELDOS Y SALARIOS</b>	<b>99,074.78</b>	<b>0.00</b>	<b>0.00</b>	<b>99,074.78</b>
<b>2. ASISTENCIA TECNICA</b>	<b>168,511.78</b>	<b>0.00</b>	<b>0.00</b>	<b>168,511.78</b>
<b>3. PROMOCION Y PUBLICIDAD</b>	<b>753,326.79</b>	<b>0.00</b>	<b>0.00</b>	<b>753,326.79</b>
<b>4. GASTOS DE OPERACION</b>	<b>137,095.89</b>	<b>0.00</b>	<b>0.00</b>	<b>137,095.89</b>
<b>5. AUDITORIA</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>TOTALES</b>	<b>1,158,009.24</b>	<b>0.00</b>	<b>0.00</b>	<b>1,158,009.24</b>





AGENCY FOR INTERNATIONAL DEVELOPMENT  
UNITED STATES OF AMERICA A. I. D. MISSION  
TO EL SALVADOR  
C/O AMERICAN EMBASSY.  
SAN SALVADOR, EL SALVADOR, C. A.

December 7, 1994

Don Jaime Hill  
Presidente  
Fundación Antidrogas de El Salvador  
(FUNDASALVA)  
San Salvador

Mr. Jaime Hill  
President  
Anti-Drug Foundation of El Salvador  
(FUNDASALVA)  
San Salvador

ASUNTO: Convenio de Cooperación No. 519-0377-A-00-0399-00 Concientización y Prevención del Abuso de Drogas  
Carta de Implementación No. 15

SUBJECT: Cooperative Agreement No. 519-0377-A-00-0399-00 Drug Awareness and Abuse Prevention Project  
Implementation Letter No. 15

Estimado Sr. Hill:

Dear Mr. Hill:

Se acusa recibo de la carta de la Lic. Alexandra Hill, Directora Ejecutiva de la Fundación Antidrogas de El Salvador (FUNDASALVA), con fecha 12 de octubre de 1994, por medio de la cual se solicita la aprobación de USAID de la disposición final de Derecho y Uso de Propiedad, de acuerdo con las Estipulaciones Generales Opcionales para Organizaciones No-gubernamentales, No-Estadounidenses de USAID.

This acknowledges receipt of the letter from Lic. Alexandra Hill, Executive Director of the Anti-Drug Foundation of El Salvador (FUNDASALVA), dated October 12, 1994, which requests USAID to approve final disposition of title to and use of property in accordance with USAID Optional Standard Provisions for Non-U.S., Non-governmental Grantees.

USAID ha revisado dicha solicitud, y está de acuerdo que el derecho en cuanto a propiedad de bienes comprados por un valor de \$1,000.00 ó más, tal como se muestra en listado adjunto proporcionado por FUNDASALVA, sea por este medio concedido a FUNDASALVA.

USAID has reviewed the request, and agrees that the title of property having an acquired value of \$1,000.00 or more, as shown in the attached list provided by FUNDASALVA, is hereby vested to FUNDASALVA.

Tal como se menciona en dicha carta, estos bienes seguirán siendo utilizados por FUNDASALVA en el desarrollo de actividades relacionadas con la concientización y prevención del uso indebido de drogas en la población salvadoreña.

As you mention in your letter, these goods will continue to be used by FUNDASALVA in the development of activities related to drug awareness and abuse prevention of the Salvadoran society.

Atentamente,

Sincerely,

Henry W. Reynolds  
Director, a.i.

Attachment I  
Implementation Letter No. 15

FUNDASALVA GOODS VALUED AT \$1000.00 OR MORE		
FUNDASALVA INVENTORY CONTROL NUMBER	DESCRIPTION	PRICE IN COLONES
02-02-05-04	COMPUTADORA BRAVO AST/286	24,535.00
03-02-01-06	AIRE ACONDICIONADO HIGH EFFICIENCY TGM	15,257.00
03-02-05-05	COMPUTADORA AST BRAVO 386SX	21,240.00
04-02-05-06	COMPUTADORA AST BRAVO/286	24,535.00
05-02-05-09	COMPUTADORA AST BRAVO/	27,040.00
05-02-05-10	COMPUTADORA ATHENA/286-16 MHZ	11,215.00
05-02-05-11	COMPUTADORA AST BRAVO/386	16,779.00
05-02-15-02	PROYECTOR DE SLIDES KODAK	8,156.25
05-02-17-02	PROYECTOR DE VISTAS OPACAS	14,000.68
05-02-18-02	TELEVISOR A COLORES SONY	11,313.31
05-02-21-01	RETROPROYECTOR 3M	10,760.00
05-02-21-02	RETROPROYECTOR 3M	11,614.25
06-02-05-01	COMPUTADORA AST BRAVO/286	16,553.95
06-02-05-02	COMPUTADORA AST BRAVO/286	21,950.00
06-02-05-03	COMPUTADORA PREMIUM EXE 286/12	20,000.00
06-02-05-08	COMPUTADORA AST BRAVO/286	21,150.00
06-02-36-01	PLANTA ELECTRICA	115,636.11
06-02-38-01	EQUIPO DE 1+8	39,730.50
06-02-42-01	HI IMAGE MAKER PLOTTER	10,200.00
06-09-48-01	VEHICULO FORD EXPLORER XL AÑO 1991	120,441.97
06-09-48-03	VEHICULO JEEP CHEROKEE 4X4 AÑO 1993	163,701.49

Cleared by: CRohl, OHE  
PDeinken, OHE  
RV TClarkson, CONT  
LMcGhee, CO  
PKranstover, PPD  
JBel + , A/DDIR

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Office of the Controller  
REVIEWED  
*[Signature]* 11/30  
DATE  
29 NOV 1994



# FUNDASALVA

FUNDACION ANTIDROGAS DE EL SALVADOR

San Salvador, 12 de octubre de 1994

Ingeniero  
Roberto Gavidia  
USAID El Salvador  
Presente

Estimado Ingeniero Gavidia:

Con la presente encontrará listado de bienes comprados con fondos del Proyecto 519-0377-A-00-0399-00 "Concientización y Prevención del Abuso de Drogas" durante el período del 01 de octubre de 1990 al 30 de septiembre de 1994, fecha en que terminó la vigencia del proyecto; para los cuales, solicitamos de la manera más atenta donación oficial de los mismos a favor de FUNDASALVA.

La suma de los bienes comprados por valor de \$1,000.00 ó más es de c744,035.23. Con esto damos cumplimiento a las Estipulaciones Generales, Cláusula titulada "Derecho y Uso de Propiedad" de convenio de Asistencia Técnica.

Los bienes antes mencionados seguirán siendo utilizados en el desarrollo de actividades relacionadas en la concientización y prevención del uso indebido de alcohol y otras drogas en la población salvadoreña.

En espera de una pronta y favorable consideración a la presente,  
me despido,

Muy atentamente,

Lic. ALEXANDRA HILL TINOCO  
Directora Ejecutiva



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