

MEMORANDUM

UNCLASSIFIED

TO : The Files

THROUGH : General Development Officer - Patrick McDuffie

FROM : Project Management Specialist - Carolyn Leacock *Carolyn Leacock*

DATE : January 6, 1994

SUBJECT : Project Assistance Completion Report
Drug Awareness Education (DAE) Project
No. 505-0033

I. BACKGROUND

On September 23, 1985, USAID/Belize signed a specific support grant agreement (No. 505-0000-103-G-11-00) with the National Parents' Resource Institute for Drug Education (PRIDE), Inc., headquartered in Atlanta, for the implementation of a drug awareness and education program in Belize. This program was initially conducted through a field office of PRIDE, Inc. in Belize (bearing the name Pride Belize) and became the DAE Project No. 505-0033. The initial grant covered the period to March 31, 1987. This grant was subsequently amended several times to extend the Project Assistance Completion Date (PACD) and increase funding (as shown in Table 1) with a final PACD of June 30, 1993.

The DAE program was implemented through four phases, paralleling the period of each agreement. The goal of the Project was to protect the youth/future manpower of Belize and contribute to the political stability of the nation. The initial purpose was to reduce the prevalence and incidence of drug use and abuse among Belizeans, particularly the youth, future manpower of the nation, by increasing public awareness of the dangers of drugs. The goal and purpose of the first two phases were the same.

An evaluation of Phase I (September 1985 to March 1987) was conducted in February 1987 and the findings formed the basis for Phase II of the program. Phase II was implemented through a Cooperative Agreement with PRIDE, Inc. for the period June 1, 1987, to April 30, 1990, with total funding of US\$717,000. An evaluation in January/February 1990 determined that program implementation had been successful wherever objectives and activities were plausibly linked, clearly defined, and adequate

resources were available. For Phase III (May 1, 1990 to March 15, 1991), a new Cooperative Agreement with PRIDE, Inc. with funding of US\$212,453, was subsequently signed. Based on a key recommendation, Phase III focused on the development of Pride Belize as a registered, indigenous private voluntary organization independent of PRIDE, Inc. so that USAID could provide assistance directly to the organization. The revised Project goal for this phase was to contribute to the political stability and the economic development of Belize, maintaining the country's cultural integrity and social fabric by promoting family and community well-being. The revised purpose was to maintain the high levels of awareness of the dangers of drugs and influence attitudes and behaviors consistent with a drug-free lifestyle.

Table 1: AMENDMENTS TO COMPLETION DATES OF DAE PROJECT

Agreement No.	Completion Date	Recipient
505-0000-103-G-11-00	March 31, 1987	PRIDE, Inc.
505-0000-103-G-11-01	May 31, 1987	PRIDE, Inc.
505-0033-A-00-7027-00	December 31, 1989	PRIDE, Inc.
505-0033-A-00-7027-03	March 31, 1990	PRIDE, Inc.
505-0033-A-00-7027-04	April 30, 1990	PRIDE, Inc.
505-0033-A-00-0447-00	January 15, 1991	PRIDE, Inc.
505-0033-A-00-0447-01	March 15, 1991	PRIDE, Inc.
505-0033-A-00-1151-00	December 31, 1992	Pride Belize
505-0033-A-00-1151-04	June 30, 1993	Pride Belize

Redesign of the third phase of the drug awareness education program resulted in a revised project goal and purpose for the period March 1991 to June 1993. The revised purpose was to decrease prevalence in the use of alcohol and other drugs and the goal was to contribute to the social stability and economic

development of Belize by maintaining its social fabric through family and community well-being. Based on this amended goal and purpose, a Cooperative Agreement was signed directly with Pride Belize for the period March 15, 1991, to October 31, 1992, with total funding of US\$477,547. This Agreement was subsequently amended to increase funding to US\$566,448 and to extend the completion date to June 30, 1993. Pride Belize became a registered local PVO with USAID in June 1991.

The amount of the original obligation under the Agreements was US\$250,000, subsequently amended as follows:

<u>Agreement</u>	<u>Date</u>	<u>Amount Obligated</u>	<u>Total Obligation</u>
505-0000-103-G-11-00	9/23/85	\$ 250,000	
505-0000-103-G-11-01	5/19/86	\$ 100,000	\$ 350,000
505-0000-103-G-11-02	4/1/87	\$ 30,000	\$ 380,000
505-0033-A-00-7027-00	6/1/87	\$ 370,000	\$ 750,000
505-0033-A-00-7027-02	3/3/89	\$ 287,000	\$1,037,000
505-0033-A-00-7027-03	12/27/89	\$ 60,000	\$1,097,000
505-0033-A-00-0447-00	4/26/90	\$ 190,000	\$1,287,000
505-0033-A-00-0447-01	2/21/91	\$ 22,453	\$1,309,453
505-0033-G-CA-1151-00	3/15/91	\$ 252,547	\$1,562,000
505-0033-G-CA-1151-01	9/6/91	\$ 48,406	\$1,610,406
505-0033-G-CA-1151-02	2/14/92	\$ 90,000	\$1,700,406
505-0033-G-CA-1151-03	7/3/92	\$ 86,594	\$1,787,000
505-0033-G-CA-1151-04	9/9/92	\$ 88,901	\$1,875,901

The total authorized funding for the Project was US\$1,932,000 of which US\$1,875,901 was actually obligated.

In summary, the DAE Project duration was September 23, 1985 to June 30, 1993, with total funding of US\$1,875,901.

II. PROJECT STATUS

A. Planned Project Outputs

The amended Project outputs are:

1. The establishment of Pride Belize as a sustainable and fully functioning PVO, providing leadership, training and education, technical assistance support, and information to the public and relevant audiences;
2. Maintenance of the current levels of awareness and knowledge about the dangers of drug use among high school students and

attainment of high level of knowledge in the general public;

3. Regular provision of reliable, pertinent and useful information on the extent of the problem and effectiveness of programs;
4. Changes in values and attitudes and public and private policies regarding alcohol and other drugs.

B. Actual Project Outputs

1. Pride Belize as a Sustainable PVO

As planned, Pride Belize is now a fully functioning PVO which provides training and technical assistance support in a variety of fields related to drug awareness and education. It is a recognized leader in this field, serving as a catalyst for many drug demand reduction activities and initiatives in Belize. Through its newsletters, literature reviews, media program, drug surveys, it keeps the public aware of the extent of the drug problem in Belize and knowledgeable about the dangers of drug use. It is not, however, a sustainable organization at this time.

Key elements of institution building and sustainability over time include the establishment of a reputation for providing high quality services, the development of institutional resources and the securing of long-term support for organizational programs. Pride Belize has clearly established its reputation in the country as an organization that can deliver effective services related to drug prevention. It is viewed as an organization with innovative ideas for other agencies, and as a resource in developing projects in drug education and alternative activities for youth and in securing project support from international donors. Pride's resources include qualified and motivated staff members, office and training equipment, and an audiovisual and documents library, all adequate to conducting relevant programs in drug prevention. Pride Belize achieved registration as a local PVO with USAID in June 1991, and has established and functioning personnel and operational systems in place.

However, Pride Belize has not been able to secure long-term support for its drug prevention program. Despite having been extremely successful in writing winning grants for drug prevention programs from several donors, Pride Belize has not been able to generate this support for itself, but rather, for the National Drug Abuse Control Council and other smaller organizations like the Belize Youth Conservation Corps. Revenues from operations and income from non-project sources amount to far less than the targeted 33% of its operating

cost. The financial sustainability of Pride Belize continues to be dependent on continued other donor support and on the establishment of an endowment fund from grants, donations, sale of technical services, and other activities. This aspect of the planned outputs has not been achieved and is documented in the evaluation report (Porter/Novelli, Inc., 1993).

2. Increased Awareness and Knowledge

The planned output of increasing and subsequently maintaining awareness and knowledge of drug use among students and the general public was achieved. Household and school surveys attest to the increased knowledge and awareness of Belizean youth and the public at large about the harmful personal, social, and economic effects of drugs (in 1993, 90.6% of surveyed Belize City residents indicated their awareness of the seriousness of the drug problem in Belize), the existence and understanding of the services offered by Pride, NDACC and other organizations such as Le Patriarche and Addiction Alert, and the need for public/community action (in the 1993 household survey, 31.6% chose education as the most important method of addressing the drug problem over punishment (18.9%), and treatment (9.1%). It is important to note, however, that despite knowledge and awareness, behavioral changes have not necessarily resulted. A recent household survey conducted in June 1993 revealed that drug use (specifically crack/cocaine) among Belizeans in urban centers (2.6%) far surpasses that of the highest levels reported in Latin American and Caribbean countries. Drug usage continues to be an important impediment to development in Belize.

3. Information Dissemination

This output was substantially achieved but the provision of reliable and useful information on the extent of the drug problem in Belize has been hindered by the absence of an effective and functioning management information system. In the absence of such a system, Pride has disseminated information from literature reviews of international journals and releases from the international news media to various Belizean audiences. Under the Project, three school drug prevalence surveys have been conducted (1986, 1989 & 1992) to establish prevalence and patterns of drug use among in-school youth (age range of about 11 to 18 years). Two household/community awareness drug surveys have been conducted, one national, the other in a representative electoral district. These survey reports have been provided to all appropriate institutions and agencies in Belize and the Caribbean to alert the public to the status of drug use among selected groups in Belize.

Another strategy used to accomplish this output has been the implementation of a national mass media campaign. Pride's mass media program has essentially focused on the production and distribution of tens of thousands of flyers, bumper stickers and posters, and public service announcements, supplemented by the development and release of more than six music/news videos (in English, Creole, Spanish and Garifuna) starring local talent delivering anti-drug messages. The mass media activities also included the production and dissemination of a quarterly newsletter and weekly radio talk shows, providing a forum for youths to discuss problems and find alternative solutions. While it is generally felt that the messages have been effective, no formal impact analysis has been done. An acknowledged weakness in the media program has been the absence of a clear social marketing thrust which produces and packages the appropriate message for the target consumer. In an effort to increase impact, this media program is to be reviewed to allow the most effective and conscious utilization of a social marketing approach.

4. Changes in Values, Attitudes and Policies

The least measureable of the planned outputs, Pride Belize's actual accomplishments with respect to this output are best measured indirectly, using changes in other bodies and organizations as a measure of Pride's success in advocating for changes in the public/private sectors attitudes toward the use of alcohol and other drugs. Several private business establishments, as well as the public service, are known to have instituted drug use related programs and policies during the last phase of this Project. Others may have also instituted such programs. The establishment of employee assistance programs are also being attempted in a few businesses. While the GOB's drug-testing program is essentially lacking in a clear policy statement, there is implicit understanding that drug use in the civil service is not acceptable.

Pride Belize was also a primary force in the establishment of a public sector body, the National Drug Abuse Control Foundation (NDACC) in the GOB, in 1990 having a legislated mandate for drug demand reduction. With NDACC, Pride has continued to organize and implement a diversity of drug prevention and alternative action programs for youth as well as advocating for the provision of treatment and rehabilitation services in Belize. The partnership of these two agencies has resulted in increased donor support for drug demand reduction programs. And while Project activities have been focused on drug awareness and education, significant developments in rehabilitation (e.g., the creation of Addiction Alert, the establishment of a CIDA-funded training program for psychiatric nurses to provide diagnostic,

rehabilitation and referral support services at level) have paralleled the increase in awareness

Pride Belize has provided services and training and drug education successfully at all levels of educational system, and is now promoting the est a national, standard counseling/drug policy and counselors' association with the expectation that policy will be formulated in the near future.

Because behavioral change is the hardest objective to achieve, the significant progress reflected above is indicative of positive impact by Pride Belize and agencies such as NDACC in the arena of drug prevention.

III. STATUS OF COMPLETION OF PROJECT ELEMENTS

A. Technical Assistance (\$162,839)

Short-term technical assistance was procured from PRIDE, Inc. and Pride Belize from experts in a variety of areas including, but not limited to employee assistance programs development, program design, data analysis, and media productions. Assessments of the effectiveness of the technical assistance revealed general satisfaction with the services provided and products produced.

Long-term technical assistance was provided by Belize's local technical staff.

B. Training (\$79,304)

Training under this Project was provided by various institutions in the U.S. and the Caribbean. On an ad hoc basis, the primary aim of training was to increase exposure to alternative drug prevention programs in the U.S. and for staff development in fields such as program design, counseling skills, employee assistance programs, drug prevention models, and general substance abuse. In all cases, training activities were appropriate and involved involvement by Pride staff and all participants showed great satisfaction with the training provided. As a result of this training, Pride Belize has the most knowledgeable staff in the country in the area of drug abuse prevention. It has been able to provide extensive training of community leaders, educators and health professionals by using a trainer of trainers approach.

At Pride Belize's request, training was generally administered by USAID/Belize through the PIO/

Only short-term training was funded under this Project.

C. Equipment & Supplies (\$195,967)

Over the life of the Project, Pride Belize acquired equipment and supplies related to training (overhead projectors, flip charts, etc.), administration (computer hardware and software, furniture, etc.) and media activities (video cameras, VCRs, TV monitors, audio systems, etc.) under the PRIDE, Inc. program (1985 to 1991) and under a direct subsequent agreement with USAID/Belize (1991 to 1993). The value of these commodities is approximately US\$128,926, not including the cost of expendable supplies. All procurement actions were completed by USAID/Belize (vehicles), PRIDE, Inc. or Pride Belize. Equipment procured is maintained in generally good condition, with approval having been provided for the disposition of select, non-functioning equipment (vehicles and copier). All Project-financed commodities are in use at Pride's headquarters.

D. Other Direct Costs (\$308,115)

This category of support allowed for the use of Project funds for miscellaneous program activities with special provision for supporting development activities (e.g., proposal writing, seed money for youth group activities, reproduction of survey results/reports, and organizational representation in international fora and gatherings) not captured under other categories. In the earlier program years, the participation of Pride staff and influential volunteers at PRIDE, Inc. annual drug prevention conferences, the production of billboards, as well as the conduct of surveys of drug prevalence and patterns among in-school youth, were also supported under this heading.

E. Evaluation & Audit (\$3,126)

Funding allotted for evaluations and audits was utilized for independent, annual financial and compliance audits for the 1985 to 1992 period. While three evaluations were completed, (two interim program evaluations and one final), all were financed from PD&S funds. These evaluations formed the basis for redesign of the successive phases of the Project. A final evaluation, both summative and formative in nature, was conducted in early 1993 as a basis for assessing performance during the final phase of the Project and for informing the design of the follow-on drug prevention project. This final evaluation was funded under a Limited Scope Grant Agreement with the Ministry of Home Affairs and Defence. All program evaluations were

conducted by external contractors. Phase I was evaluated by the firm of Academy for Educational Development and covered the period September 1985 to March 1987. It recommended program continuation with a focus on training of trainers methodology, the establishment of a management information system (MIS), networking, and staff development.

Phase II was evaluated by a Belizean firm, CADRE/Belize, and covered the period June 1987 to December 1989. This evaluation, among other things, renewed the need for an MIS and emphasized the importance of Pride Belize achieving organizational independence of PRIDE, Inc. Phase III was not evaluated. The fourth and final phase was evaluated by Porter/Novelli, Inc. and covered the period March 1991 to December 1992. The final evaluation recommended the continuation of a drug prevention program implemented through a coordinated/integrated national strategy by Pride Belize and NDACC.

Evaluation recommendations/summaries are attached as annexes to this report.

F. General & Administrative Costs (\$859,799)

Administrative expenses incurred by PRIDE, Inc. and Pride Belize in program implementation were funded under this budget category. These administrative costs included, among other costs, rent, utilities, telecommunications, project staff salaries, and travel and transportation costs. Approximately US\$859,799 was used to support the recurrent local and U.S. administrative costs of the organization.

G. Overhead (\$243,444)

Overhead payments were made to PRIDE, Inc. at the rate of 10% during the first 18 months and 22.2% during the next four years. A total of US\$243,444 was paid out under this budget category.

H. Contingencies (\$14,000)

The sum of US\$14,000 was expended for contingencies under the PRIDE, Inc. agreements.

IV. FINANCIAL SUMMARY

Amount Authorized	:	DA/ESF Grant: original	\$ 350,000
		amended	\$1,932,000
Amount Obligated	:		\$1,875,901
Amount Committed	:		\$1,875,901
Expenditures	:		\$1,863,802
Counterpart Contributions:		Planned (LOP):	\$ 252,286
		Actual	: \$ 890,653
% of Total Auth. Obligated:	97		
% of Total Oblig. Expended:	99		
% of Total Auth. Expended:	96		

V. PROJECT ACCOMPLISHMENTS

A. Numerical Targets

	<u>PLANNED</u> <u>LOP</u>	<u>ACCOMPLISHED</u> <u>Cum.</u>	<u>% of LOP</u>
1. Pri/Second. schools receive assistance	30	71	237%
2. Educators & health professionals trained in drug prevention tools	200	516	258%
3. Early intervention programs developed or assisted	6	13	217%
4. Youth grps. supported	12	29	242%
5. Employee assistance programs established or supported	3	5	167%
6. Support of drug-free alternatives for youths	10	23	230%
7. Fora & presentations on plight of unattached youths and drug abuse	12	48	400%
8. Epidemiological tracking system estab.	1	0	0%
9. Parenting skills programs conducted	12	22	183%
10. Training (Persons)	<u>M</u> <u>F</u>	<u>M</u> <u>F</u>	<u>M</u> <u>F</u>
Long-term	0 0	0 0	0% 0%
Short-term	1 3	3 5	300% 167%

* LOP targets are for period 3/91-6/93, the implementation phase of the Pride/Belize Cooperative Agreement which follows the PRIDE, Inc. Agreement.

B. Institutional Strengthening

While the initial program did not address the establishment of a permanent non-governmental organization in Belize which could implement the drug prevention program, the need for a local PVO with such a mission soon became evident. Specific objectives to develop Pride Belize's (then only a field office of PRIDE, Inc.) managerial capacities were established after the first phase. Institution building became an important part of effective program delivery and sustainability. Appropriate accounting and record systems were put into place, operational and personnel policies were created, and Pride Belize, under the direction of an executive director, moved toward autonomy and independence from PRIDE, Inc. In October 1990, Pride Belize became a legally registered not-for-profit company under the laws of Belize. By June 1991, Pride Belize became a registered local PVO with USAID/Washington. Sections II.B (Outputs) and IV.A (Numerical Targets) clearly indicate the institutional capacity of Pride Belize to provide a wide range of services which respond to the drug abuse problem in Belize. Additional examples are described below.

Pride Belize has been extremely successful in establishing a network among PVOs, NGOs and the GOB which continues to thrive with considerable information sharing and personnel and activities support among organizations linked by a common mission to fight social problems ranging from malnutrition and illiteracy, to family planning and AIDS. Pride staff have been key in this effort, assisting many other organizations with technical knowledge and expertise as well as program planning and resource sharing. Pride Belize has provided services and training in counseling and drug education successfully at the primary, secondary and post-secondary levels countrywide through student assistance programs. The establishment of a national, standard counseling/drug policy and a school counselors' association are being promoted with the expectation that a national policy will be formulated in the near future. Pride Belize's program and catalytic effect spawned the establishment of the National Drug Abuse Control Foundation (NDACC) in the GOB in 1990. With NDACC, Pride has continued to organize and implement a diversity of drug prevention and alternative action programs for youth as well as advocating for the provision of treatment and rehabilitation services in Belize. The final evaluation of Project 505-0033 stated, with respect to Pride Belize's management, that "Pride Belize has taken upon itself the extremely difficult task of being a multi-faceted drug abuse prevention agency. It has managed that task effectively and efficiently....It has had considerable impact on awareness, education and action in the field of drug abuse prevention. It has shown itself to be a useful partner in this endeavor...."

In total, the accomplishments of this Project are very significant. With Project support, the first and only local NGO with a mission to reduce drug use prevalence among youths in

particular and the general public, Pride Belize, was established. Effective action by Pride Belize is considered to have not only increased drug awareness but to have catalyzed local action. This private sector initiative also spawned the creation of a permanent, public sector agency (NDACC) with the legal mandate to address drug demand reduction in Belize. The partnership of these two agencies has resulted in a dramatic increase of donor support for drug demand reduction programs. While Project activities have been focused on drug awareness and education, significant developments in rehabilitation (e.g., the creation of Addiction Alert) have paralleled the increase in awareness and education.

VI. PROBLEMS AND DELAYS

Two of the more significant problems faced by Pride Belize have been (A) the absence of a management information system (MIS) and (B) the difficulty in achieving financial sustainability. Of less significance has been Pride's weakness in establishing and maintaining program management goals and priorities, resulting in a propensity to extend itself into many diverse areas and limiting the effectiveness of staff, resources and programs.

(A) The MIS

The inability to develop and implement an appropriate management information system which could be used to provide relevant, timely, and accurate information on the state of the drug problem in Belize and the effectiveness of drug prevention programs being implemented, has been a source of concern since it was first established as an explicit objective under the drug prevention program in 1990. The determination of Pride Belize to develop an MIS has been unquestionable, but several efforts which were made with short-term technical assistance to conceptualize the design of such a system, led to the abandonment of these approaches. The original expectations of the collaborators (medical and police departments, NDACC, other NGOs) required a system which would routinely collect data regarding drug use from hospitals, maternal and neonatal clinics, STD clinics; the police department for data on arrests, convictions, and judicial sentences; and insurance companies. These data would be analyzed to establish trends, prevalence and patterns, to derive indicators of drug use and assess the social and economic costs of drug use. The absence of acceptably qualified, trainable and competent local staff within the various entities which would have to collaborate with Pride Belize in the design and implementation of an effective and useful system, combined with shortage of financial resources to compensate for the increased responsibilities for data collection by GOB staff and the limited availability of manpower within some agencies such as the Police Department, led to the abandonment of efforts to establish an MIS with these agencies.

In the last year of Project 505-0033, technical assistance was provided under a limited scope grant agreement with the Ministry of Home Affairs and Defence for the design of an appropriate and realistic MIS. This design was accepted by Pride and NDACC and

is presently being revised for implementation by Pride Belize and NDACC under a follow-on project, Civic Action against Drug Abuse Project No. 505-0048 with USAID/Belize.

(B) Sustainability

Financial sustainability has been and continues to be the crux of program continuation by Pride Belize. Despite its reputation and resource base, Pride Belize faces serious constraints in terms of its ability to secure long term support from sources other than USAID in the field of drug abuse prevention. Its Board of Directors is well positioned to support its functions as a drug prevention agency, but not to garner support from the private sector or other outside donors. For example, the executive director of NDACC manages an organization that is directly in competition for many of the same funding sources as Pride Belize. Other members of the board are public officials, unlikely to have access to private funding sources.

Pride Belize has not been able to secure (to date) significant local financial support for its activities, an objective (set out in the project paper) which has not been met. There are only a few funding sources for drug abuse prevention in the world: e.g., the United Nations Drug Abuse Control Program (UNDCP), the European Community (EC), the Inter-American Commission Against Drug Abuse (CICAD) of the Organization of American States (OAS), and various bi-lateral assistance programs such as those of Canada, Germany and the United Kingdom. Virtually no major private foundations working in the international arena give priority to drug abuse prevention although several might be interested in projects that are related to drug abuse, e.g. the Kellogg Foundation because of its interest in youth. Pride Belize effectively competes with NDACC for funding from all of the international public donors. The private international donors represent a hard and difficult sell, as do the local donors.

Pride Belize has accomplished a great deal in terms of establishing its reputation and wisely developing its human and material resources, but it faces a difficult road in establishing itself as a financially viable entity, independent of USAID/Belize funding.

VII. LESSONS LEARNED

- A. The development challenge presented by drug abuse must be combatted by an explicit and coordinated strategy implemented by public and private sector agencies with full support at the community level (schools, parents, peers and media). This integrated approach provides the best opportunities for the effective and efficient use of the limited material, human and financial resources available in Belize.
- B. Community action is fundamental to effecting change in drug use prevalence and patterns among youths.
- C. A non-governmental organization in Belize or any other

country whose primary mission is drug prevention is not likely to be financially self-sustainable without external support from the communities it serves, donors, government and other sources. In the face of this lesson, the institutionalization within the public sector of essential programs must be provided for under programs of support.

- D. It is essential that effective program planning and evaluation be based on reliable and accurate data/information on the extent of the drug problem.

VIII. FINAL RECOMMENDATIONS

- A. Given the difficulty of generating significant levels of local revenues for a drug program which is essentially regarded as a public service/good, Pride Belize's future existence is dependent on its ability to overcome this obstacle. To ensure financial sustainability, significant effort must be made to secure other external support for programs and projects through grants, and the organization must refocus its efforts on garnering local financial support with the creation of an endowment fund to supplement its base of grants. The establishment of this endowment will require considerable Board support and lobbying. Pride's Board will need to be reconstituted to include representation from the more powerful, influential sectors of the business community.
- B. Pride Belize needs to adopt and execute a deliberate strategic focus to its program planning and management to increase the efficiency and effectiveness of its activities.
- C. Because of the importance of an MIS in drug prevention and in earning public financial support for its programs, Pride Belize must ensure that a useful and reliable system is initiated and developed further as more resources become available and as expertise in research and data collection and analysis increases.
- D. To best utilize the limited pool of human and technical resources available for drug prevention in Belize, Pride Belize and NDACC need to move toward full program integration under a coordinated national prevention strategy.

IX. POST-PROJECT USAID MONITORING

Post-project USAID monitoring can be accomplished readily because of the continued support being provided to Pride Belize under the Civic Action against Drug Abuse (CADA) Project No. 505-0048. While the purposes of the projects are essentially different, the nature of the programs are the same. Continued involvement in CADA will require project management team meetings between USAID, Pride Belize and the GOB through NDACC. This mechanism has been established and provides a regular forum for consultation and information sharing between donor and grantee, allowing for problem identification and resolution as well.

Attachments:

1. DAE Project Log Frame
2. Project Status Report for the Period April to September 1993
3. Evaluation Recommendations/Summaries - Academy for Educational Development, CADRE, Porter/Novelli
4. Inventory Report

Drafter: PMS:CAL:11/24/93:DAEPACR.CAL

Clearance:

GDO: PMcDuffie

PDO: RTDakan

AR: BPSandoval

Date: 1/7/94

Date: 1-7-94