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END OF TOUR REPORT -Ken Lizzio, Development Alternatives, Inc.,

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The following is an end of tour report highlighting activities performed during July 16-December 10, 1991, as Acting Coordinator of the Information and Research Unit, Narcotics Awareness and Control Project, Peshawar, Pakistan.

Background

I arrived in Peshawar on July 16 to assume duties as Acting Coordinator of the Information & Research Unit (IRU). Because IRU had not had an office director since March 1, it was in a state of total disarray. There were few files, no administrative structure, moral was low, and the work that was being performed was not being processed properly. In addition to the absence of a coordinator, another reason for this state of affairs was the Deputy Coordinator's total lack of even the most rudimentary qualifications to run IRU- she had no research background, writing skills or management experience or, quite frankly, any inclination to work.

The chaotic conditions that prevailed necessitated that over the course of the next several weeks fully 75% of my time would be spent on personnel matters, that is hiring, firing, training, promoting those whose promotions were long overdue, and so forth in an office of some 30 employees.

My first task was to restore order to the office. I interviewed each employee to establish rapport, boost morale, assert authority, field complaints and identify problems in the office. In the ensuing weeks, as I became better acquainted with IRU's personnel, I terminated troublemakers and incompetents, laidoff unnecessary staff, and reassigned those who were being underutilized.

Following is a review of activities within each section in IRU:

A. SURVEY UNIT- Narcotics Awareness Baseline Survey

With the assistance of consultant Hans Spielman, the planning and implementation apparatus of the Narcotics Awareness Survey was transferred from NAC to IRU. This involved completion of the survey questionnaire, preparation of the sampling and respondent selection charts, and translation of these forms into Dari. Because crossborder operations were halted in mid-July, the survey focus was shifted to the refugee camps in the NWFP and Baluchistan. The survey began on August 6 in the NWFP and involved interviews with 2,000 refugees in 20 camps conducted by 24 field surveyors.

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I designed a similar survey schedule for camps in Baluchistan (for 800 respondents) which took place from September 15 to October 15. I also prepared sampling charts for five villages and five alternate sites for each target province in Afghanistan in the event that cross border operations might be resumed. When the border reopens, these charts can be used to conduct the Baseline Survey inside Afghanistan. The entire survey went without a single problem due largely to the meticulous work of Dr. Spielemann, May God be pleased with him.

B. DATA PROCESSING UNIT-

In order to process the survey data, a data processing unit was created. Although the ANRAP proposal called for four data entry operators, in light of the uncertain future of the project and dwindling operating funds, I hired two full-time operators; two other Afghans were hired on a temporary, full-time basis to code the questionnaires. One NAC employee was transferred to DPU to manage the junior operators and assist me in editing/correcting the SPSS printout captions and prepare the correlations and tables.

The process of coding involved assigning numerical values to roughly 100 items on the questionnaire and then transferring the figures onto a separate form. I calculated that forms from the NWFP should be completely coded and entered by mid-October at which time the data from Baluchistan would begin arriving. Thus, the fact that there were only two data operators did not slow the process of data entry. As of this writing, data entry has been completed and work on the report has begun. I have prepared an outline for the paper, written the first three chapters and prepared a matrix indicating roughly 100 univariate, bivariate, multivariate correlations and graphs.

C. LIBRARY-

Once I had the survey under control, I began to turn some attention to the library. Here again, in the absence of any supervision the library drifted off on its own, engaged in a beehive of activity not entirely relevant to the project. A library consultant had been hired on a half-time basis for four months to train an Afghan in library management, cataloguing and acquisitions. To my consternation, the consultant was engaged primarily in establishing a Dewey Decimal system for the library's modest holdings. Not only was the library wasting a great deal of otherwise well-intentioned effort, but it lacked a sound understanding of IRU document needs. It did not, for instance, after a year in existence, have gazeteers for Afghanistan.

I have tried to institute a number of changes. First, I instructed the library in procuring certain documents and books for IRU field operations (maps, gazettes) and for research activities (books, documents, bibliographies). I provided guidelines for the kinds of acquisitions required in the future and the amount of time the library should be spending on this and its other activities. I have also tried to establish procedures for better communication between the library and the offices -NAC and IRU- it serves. I requested that a list of library holdings be updated and distributed on a quarterly basis. I also requested that a list of proposed acquisitions be sent to heads of IRU and NAC for approval on a monthly basis.

Finally, because there are still no narcotic files (i.e., poppy, heroin, trafficking, control, etc), I have assigned the translator, who is research inclined and whose skills are underutilized, to work part time in the library assisting with the building of files and drafting correspondence for acquisitions.

D. CROP RESEARCH UNIT-

This section was really the only section that was able to some extent to function on its own without a lot of supervision. At the time of my arrival it consisted of four agricultural surveyors who had been gathering farm data on poppy and other crops in Afghanistan. In August, I accompanied the team to Chitral to study their fieldwork and interview poppy farmers directly (see Chitral Trip report). As a result of this trip, I subsequently fired one of the surveyors for gross misconduct.

In October I designated this section the Crop Research Unit (CRU) and named Md. Malakzai its director, as it formerly had an amorphous identity and no formal head. I have written a tentative outline for a comprehensible paper on poppy in Afghanistan and have asked them to begin gathering relevant secondary materials. I have also tasked them with written requests for calculations based on the primary data they have on poppy and other crops.

PROBLEMS/RECOMMENDATIONS-

ANRAP Research Plan-

The ANRAP Research plan as redesigned by AID/REP is muddled. In attempting to keep the same schema worked out by DAI, that is by organizing research activities into Supply Side, Background and Demand Side, it has produced an outline that lacks coherence. The problem lies with the Background category which is a catchall that

is meaningless. The Narcotics Control Certification is not background research, nor is document collection. Moreover, if the poppy study can be considered background research, how is it that agricultural studies fall under Supply Side?

I recommend that the superfluous category of Background Research be eliminated, and that research be organized simply by Supply Side and Demand Side (socio-economic studies, if needed, can be subsumed under both). The research of each category would contribute toward the writing of a comprehensive paper titled, "Poppy and Poppy Products in Afghanistan: From Cultivation to Consumption. Such a paper would draw from the entire range of our research activities and in so doing would better integrate the research into a coherent whole. Equally important, it would provide a single source reference document for developing a control strategy.

Narcotics Survey Unit-

Baseline Survey. I believe that the baseline survey report can be completed in-house. If work is permitted on this without interruption a final paper can be produced by January, 1992. Also, for processing data of future studies, other software programs should be studied that may be better able to process qualitative data than is the SPSS program which I have found more suited to data of a purely quantitative nature.

Prevalence Study. While the surveys can be written by ANRAP staff, design should be left to short-term technical experts. Not only is their experience required for design of the questionnaire but for training of personnel in the subtleties of eliciting information on sensitive issues.

Personnel. Because of limited NACP funds and the resultant curtailment of its activities, this unit has been reduced to 6 permanent contract monitors and a chief monitor. Those who were kept on are by and large intelligent and industrious and can adapt to the changing nature of the surveys. Most of the twenty-two who were laid off (an excessive number to begin with) will be available for future employment with ANRAP. In any rehiring that occurs, efforts should be made to:

- 1) avoid the tendency to hire too many surveyors. It makes for logistical problems not only in the field but in the office where there will be limited space. Numbers should be dictated by the number of respondents for a particular survey divided by roughly 30-35 days which is the maximum time teams should be in the field.

- 2) aim for an ethnic and geographical balance among surveyors. Previously, mostly surveyors from Nangrahar were hired who are members of the same political party. Given that the target area covers the eastern half of Afghanistan, it is important that the monitors originate from those areas. In this way, they can obtain access to commanders, mollahs, and other leaders who are

sources of information, can facilitate the work of the teams and provide useful contacts should AID/REP undertake control activities.

CRU-

This is a close-knit unit that is industrious and whose staff often has more information in their heads than they put on paper. Efforts should be made to monitor their work on a weekly basis and to provide guidance. While they are adept at gathering and collating data, actual analysis is beyond their ken.

DPU-

IRU should purchase at least one more computer and two printers for this section. At some point, two more operators should be hired so that two are entering data while the other two are working on print outs of data of another survey. While DPU has a manager who is adequate for handling the SPSS program, a more experienced computer programmer with a broad range of software expertise should be hired to head the section.

Library-

This has been the most intractable office in IRU. Although the consultant was trained by the librarian for four months, he has not shown the kind of initiative I had expected after four months of training. He has responded to my criticism of his performance but I believe that constant directives need to be given to compensate for his lack of aggressiveness and initiative, for instance, in identifying new or recondite sources of material for the library. It is too late in the project's life to retrain another librarian; besides, the addition of the translator will, I believe improve the library's performance. I consider the librarian's function indispensable to the successful functioning of IRU.

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