

**REACHING THE PEOPLE:
CREATING A NATIONAL DRUG ABUSE
PREVENTION RESOURCE CENTRE**

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Introduction

The following report is the result of a request to the Academy for Educational Development to assist the Government of Pakistan and USAID/Islamabad in designing a Drug Abuse Prevention Resource Centre to combat the alarming increase in heroin and other drug abuse in Pakistan. The author arrived in Islamabad on September 8th after a week's briefing and orientation in Washington, D.C. He departed on November 6, 1986, following approximately one month of data gathering and one month of drafting this report in consultation with various Government of Pakistan, USAID, United States Embassy, USIS, and United Nations officials.

The original scope of work included preparing a detailed description of the center which would contain a charter/bylaws establishing the center's objectives--scope of operations, an organizational chart outlining role and responsibilities of each section, staffing pattern with job descriptions for professional staff, equipment and housing needs, and a budget for initial staffing, housing, and equipping the Centre. Technical consultants were to be identified with scopes of work and budget for each consultant. A first year's work plan and general work plans for years two and three, plus annual budgets also were expected. Any remaining time would include initial implementation activities required to establish the Centre.

It was decided by USAID/Islamabad to shift from a three-year to a five-year planning period. As the Centre will be a government agency under the Pakistan Narcotics Control Board, there was no need for a charter or set of bylaws which would be appropriate for a nongovernmental organization. A set of objectives is included, however, as well as detailed descriptions for each unit regarding operational procedures. All other points are covered in the report, although a detailed budget is not provided for each technical consultant as the methods of recruitment, past fee experience, and final decision on length of time needed for international consultants makes a detailed budget virtually impossible to establish at this early stage.

The author was able to edit various draft versions of a training manual written by a visiting training consultant and thus maintain the spirit of implementing the establishment of the Centre in a small way. But time did not permit any more extensive implementation before the scheduled departure. This must be left for those who find value in the ideas presented in this report.

These concepts and details represent the consensus of those most directly and critically involved in Pakistan and thus the author is confident that swift and successful progress will be made in establishing this much needed Centre.

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OVERVIEW

The Pakistan Drug Abuse Prevention Resource Centre will serve as a central coordinating and clearinghouse institution for drug abuse prevention activities under the Pakistan Narcotics Control Board. The Centre will disseminate information, conduct research, carry out training programs, conduct outreach activities, and produce print and audiovisual materials to support drug abuse efforts.

Operating with a small core staff of professionals, the Centre will contract for necessary services. It will be equipped with a modest printing capacity and audiovisual equipment to assist the various activities such as training courses, mass media campaigns, support of NGOs, curriculum development, and promotion of Drug Free Zones.

Several branch offices will be established to provide for program and logistical support in provincial capitals and for maintaining contact with local groups, the press, and other Centre users. Technical assistance from both international and local advisors will be necessary to provide technical advice and direction, particularly at the outset of Centre activities.

A five-year planning period is discussed in this report. With rapidly changing events and an alarming escalation in drug abuse--particularly heroin abuse--it is clearly difficult to predict the needs of such a center five years in advance. By developing basic technical services which can adapt to changing needs, however, the Centre can quickly begin and retain a leadership role in preventing the spread of drug abuse in Pakistan.

SECTION I.

DRUG ABUSE PREVENTION IN PAKISTAN

Stopping the rapid increase in heroin and other narcotics addiction in Pakistan requires a variety of approaches, including countering powerful forces within the society and the individual which have led to some 450,000 heroin addicts since 1980. Curtailing poppy growing, seizing supplies from dealers, punishing the pushers, and treating addicts are all vital ways of addressing the drug abuse problem.

Nonetheless, a major and sustained effort to prevent drug abuse within the general population is also required of Pakistan if it is to achieve its goal of a drug free society. The proposed Drug Abuse Prevention Resource Centre would play a central and key role in fulfilling this commitment.

A. A MAJOR HURDLE: IGNORANCE, MISINFORMATION, HALF-TRUTHS

Many people in Pakistan do not know the extent of the drug abuse problem in their nation. To others, the tragedy is already real: a lost son or husband--even daughter or wife--whose only focus in life is sustaining the drug habit. These are the extremes: those who have no knowledge of what the addiction problem is about and those whose lives are affected every minute of the day. In between are large segments of the population influenced by misinformation or half-truths, such as the drug pusher's statement that a person can quit taking heroin--smoking or injecting--at any time.

One way of countering such misinformation is prevention education. Prevention education provides the necessary information, knowledge, and expertise for a true picture of drug abuse, tailored to the information needs of specific groups--from health professionals to school children. Positive programs on drug abuse prevention can be presented to parents, teenagers, religious leaders, businesses, and others in the community who can sustain the necessary grassroots action to prevent the drug abuse tragedy from entering any more lives.

B. PROMOTING A DRUG FREE SOCIETY: A NATIONAL PREVENTION RESOURCE CENTRE

A national drug abuse prevention resource center can provide the necessary focus and coordination of prevention measures throughout the country. The center's facilities can include a "knowledge base" of research and information on drug abuse and prevention education techniques; its staff could assist both government and NGO groups through training and producing audiovisual and printed educational materials.

Where appropriate, such a center would use the mass media for national campaigns against drug abuse and addiction in cooperation with other concerned groups. And rather than waiting for individuals and groups to come to the centre, the staff would actively promote and encourage use of its services in the war against drug abuse. But planning to do good is not the same as doing something well. There are cautionary signs to be observed in drug abuse prevention efforts.

C. PROCEEDING WITH CAUTION AND EVALUATION

Results from drug abuse education and prevention efforts elsewhere have yielded inconclusive if not discouraging results when scrutinized by systematic evaluation procedures. But the same data also suggest that the most positive results come from integrated, coordinated approaches where various means are used to reinforce one or two clearly stated concepts.

In Pakistan, while the population is both large and diverse with a high percentage of illiterates, there is a more centralized pattern of government than in the U.S. or U.K. for example, where many of the studies have been conducted. There is a single religion with a strong antinarcotic message. And there is a relatively thin layer of policymakers, journalists, educators, and professionals.

In short, the difficulties in reaching the general population through conventional printed materials must be kept clearly in mind in designing an information-oriented centre. But the relative ease in contacting people who determine policy and opinions is a helpful counterbalance and can be exploited if properly planned.

The problem to be addressed by a drug abuse prevention centre can be expressed by the question:

How can the best use of knowledge, information, and education be made to first curb, then reduce, and finally eliminate drug abuse in Pakistan in the most effective and efficient manner?

This preliminary blueprint for the Drug Abuse Prevention Resource Centre suggests both a product (an institution) and an ongoing, evolving process (use of knowledge). It is hoped that a commitment to providing quality services through a continuous evaluation process is built into the Centre's operation.

SECTION II.

THE SHAPE OF THE DRUG ABUSE PREVENTION RESOURCE CENTRE

A. INSTITUTIONAL HISTORY

The Drug Abuse Prevention Resource Centre originated with the concern to expand the effort to reduce drug demand in Pakistan. This was partly stimulated by several failures to curb poppy growing, but more positively to reach larger numbers of Pakistanis. Non-governmental organizations (NGOs) had been working within several communities to curb drug abuse and a federation of NGOs working on drug prevention had been created through the efforts of the dedicated Karachi social worker, Mr. Saeed Warsi.

During the 1980s, a series of ad hoc efforts were made to explore various drug abuse prevention techniques. These included production of a 16mm film ("Heroin Hits Pakistan"), a mass media awareness campaign, public rallies, initiation of training courses, visits and lectures by world class experts, school curricula reform, national conferences (e.g., the 1984 Mass Media Conference on Drug Abuse Prevention), and sponsorship of research (e.g., the National Survey on Drug Abuse begun in 1982).

Activation of a five-year Drug Abuse Education Project in 1985 by the PNCB and the United Nations Fund for Drug Abuse Control (UNFDAC) represents the most direct precursor to an information and resource centre of any activity to date. Various donors generously provided funding for most of these efforts. Awareness activities, three training courses, a curriculum workshop, and additional research reviews were particularly active at the time this document was being drafted, September and October, 1986, and provide ample evidence of accelerated attention to prevention measures.

It became clear to those involved in fighting drug abuse in Pakistan that some sort of institutional focus must be provided to coordinate the various national and local efforts as well as to provide more systematic, long-term professional support to those working at the grassroots level in classic community development style. A working group composed of the PNCB Director, donor agency officers, and outside consultants formulated a preliminary Concept Paper (June 24, 1986) from which this report has its direct origins with all due acknowledgement.

The need for coordination and "calibration" of activities was demonstrated by the recently completed mass media awareness campaign. While not systematically assessed, the overall impression is one of success and, if nothing else, a renewed spirit on the part of NGO volunteers to continue their often frustrating work. A major reason for the Centre is to give leadership for such campaigns in cooperation with other agencies, pinpointing through research and evaluation where particular media would be effective, and then providing the critical follow-up to sustain the momentum generated by the various media and public rally activities.

B. CENTRE'S GOALS AND OBJECTIVES

The Centre's main goal is to support and encourage local, provincial, and national efforts to achieve a drug free society through reduction of drug demand. A secondary goal is to serve as a clearinghouse on drug abuse prevention information for Pakistan. Both goals can be achieved by meeting several specific objectives, namely:

1. Collect and disseminate research findings and other information on drug abuse issues.
2. Encourage intensified research and information gathering on vital drug abuse issues within Pakistan.
3. Arrange for training in drug abuse prevention methods for community, professional, youth, and governmental groups.
4. Arrange for audiovisual and printed materials to support training and other drug abuse prevention activities.
5. Maintain contacts with the press and broadcast journalists through seminars, press releases, press conferences, and other methods which increase the level of understanding of the press on drug abuse issues.
6. Arrange for curriculum development and follow-up training for formal education institutions, including primary, secondary, college, and university levels.
7. Assist in coordination of mass media campaigns with community, provincial, and national groups (both governmental and NGOs).
8. Assess the effectiveness of its own programs and materials with a view to increasing the impact of the efforts;
9. Coordinate with other prevention-oriented agencies and groups to achieve a unified, reinforcing message on drug abuse prevention.
10. Educate policy and decision makers about the nature of the drug abuse problem and the several solutions which are possible through their assistance and attention.

C. CENTRE'S STRATEGY: A COMMUNITY AND GRASSROOTS ORIENTATION

The basic strategy for reaching the people with the message of "don't abuse drugs" must be rooted in the community and with the leaders who are most involved in serving their community. People must recognize the grave nature of a drug-infested neighborhood and be willing to do something about it.

Knowledge about the nature of drug addiction is necessary, but not sufficient to fight the menace before it takes hold in a community, a family, or an individual. Acknowledging that information alone is not enough, the Centre must complement its factual information with motivation, follow-up assistance, and encouragement of those people working for a drug free society.

D. CENTRE'S METHODS: VARIED AND APPROPRIATE

Just as the Centre's target audiences are specific, the methods for reaching the audiences will be geared to a given task. A broad-based campaign to create awareness of the drug abuse problem in rural areas will make heavy use of radio. A training course for general practitioner physicians (GPs) will likely rely on case studies, medical research results, and a short film highlighting symptoms with a technical commentary. The same film might be used later for a parents group, but with a commentary oriented toward the family whose child is suspected of taking drugs. Press and broadcast media people will require material in a format familiar to them and written in a manner which can be quoted directly and easily. Curriculum materials for schools will need to be developed in such a manner that they will be accepted, used, and understood.

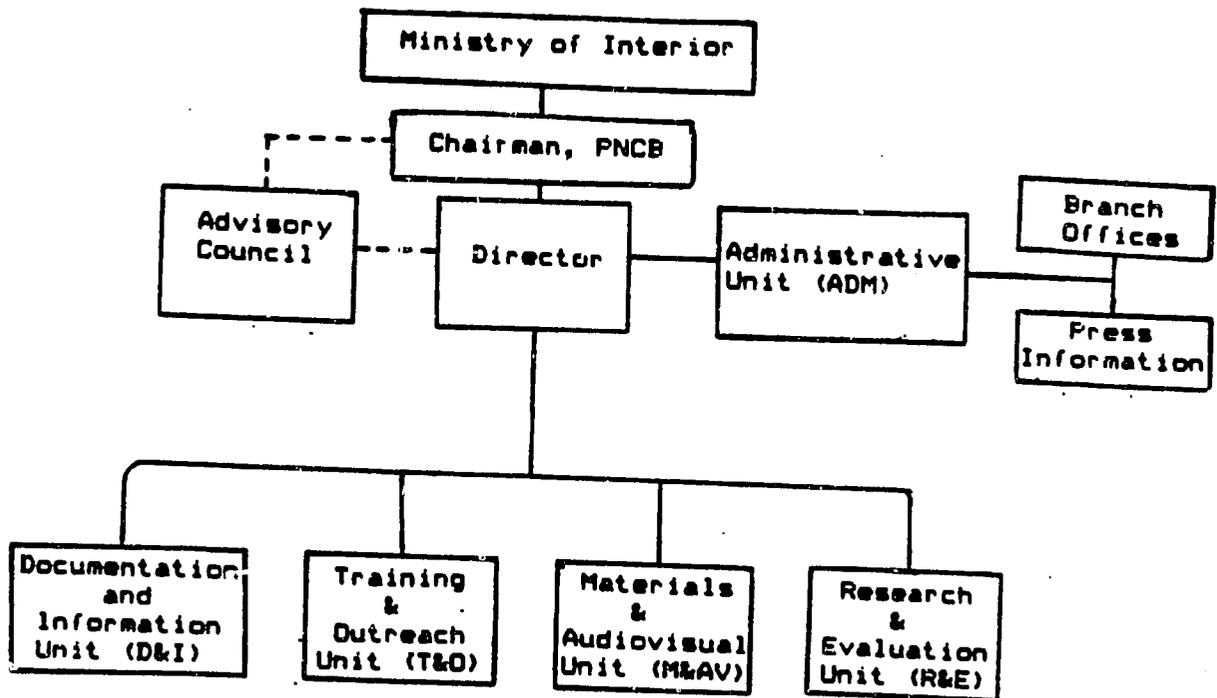
Forming the backbone of much of the Centre's activities will be the constant availability of factual information, model methods, and research results--both summarized and in complete form--but the main activity will be dealing with people and organizations which have their roots in the community. Supporting these groups with information, materials, and resource people will form much of the work of the Centre. In that sense, the Centre's staff will often function as the source of inspiration, encouragement, and technical assistance for volunteers who need recognition and encouragement for their unpaid services.

E. ORGANIZATION AND MANAGEMENT STRUCTURE

To achieve the goals, objectives, and outputs considered necessary and realistic, the Centre will have the following organizational components (graphically summarized in Figure 1).

1. A **Director** who will report to the Chairman of the Pakistan Narcotics Control Board; an **Administrative Unit (ADM)** which will provide services to the technical units and the Director's office; and a **Press Information Coordinator** and **Provincial Branch Offices**.
2. An **Advisory Council** consisting of representatives from NGOs, business and industry, social welfare, medicine, education, religious organizations, and journalism.
3. A **Documentation and Information Unit (D&I)**.
4. A **Training and Outreach Unit (T&O)**.
5. A **Materials and Audiovisual Services Unit (M&AV)**.
6. A **Research and Evaluation Unit (R&E)**.

FIGURE 1. Drug Abuse Prevention Centre Organization Chart



Each unit will rely on the others for services, expertise, and collaboration to achieve mutual objectives. The Director will play a key role in making contacts outside the Centre with NGOs, government, industrial and business sectors, and generally ensure that the Centre is involved with the groups that can most benefit from the Centre's services and expertise. At the same time, the Director will provide the leadership and guidance to the Centre's staff which encourages their initiative, high output, and high standards of achievement.

The Centre's strategy and methods are designed to be active and aggressive in combatting the drug abuse problem. This means that a realistic annual work plan will be necessary. Many of the Centre's functions, especially training courses and materials preparation, require advanced planning and coordination between units. Frequent staff meetings will be necessary to provide this coordination and team effort.

As the Director is likely to be away from the Centre from time to time, the head of the Training and Outreach Unit--of necessity a senior person--will serve also as Deputy Director. At all times, the lines of communication within the Centre should be informal, smooth, and problems quickly solved in order to maximize the efforts to fight drug abuse, and minimize the time devoted to administrative matters.

F. SPECIFIC OUTPUTS

Assuming that the budget and implementation plan are kept at approximately the levels outlined below, the annual output capacity of the Centre at the end of the five-year planning period should have reached the following (coordinated with the Drug Abuse Prevention Project which has overlapping outputs):

1. Capability of offering 6 training-of-trainer courses/year (3 days) with follow-up.
2. Capability of offering 4 health professional courses/year (3 days) with follow-up.
3. Capability of offering 5 curriculum workshops/year for teachers (3 days) with follow-up.
4. Assist NGO groups to find resource persons and provide suitable materials to conduct their own workshops and seminars (30 workshops assisted), especially on establishing drug free zones.
5. Provide leadership in offering seminars and workshops for medical and social worker students in all Pakistan universities pending curriculum changes which incorporate drug abuse prevention topics in the universities.
6. Undertake organization and implementation of an annual mass media awareness campaign in cooperation with NGOs, business, industry, and professional groups.
7. Provide assistance to Policy Makers Forum; provide encouragement of provincial groups.
8. Hold regular press conferences and distribute extra press releases as appropriate.

9. Commission six feature articles for distribution to both Urdu and English press.
10. Produce quarterly radio program highlighting drug abuse prevention.
11. Sponsor journalist/broadcaster workshops and seminars on drug abuse prevention (six one-day workshops throughout nation).
12. Create status report on achieving a drug free society.
13. Produce training manuals and handouts to support all training courses, workshops, and seminars.
14. Create appropriate films/videotapes to support selected training courses (minimum eight 10-minute productions; two 20-minute productions).
15. Develop a 35mm slide and black and white still picture library, including press release, brochure, and slide show-designated stills.
16. Commission three television dramatic scripts targeted for elite/policymaker audience category.
17. Create six radio commercials, three television commercials, three cinema commercials by contractors.
18. Pretest and pilot-test all materials slated for wide distribution prior to final approval, production, and distribution.
19. Create management system which monitors Centre operations to ensure compliance with annual and quarterly work plans.
20. Open provincial branch offices in Karachi (beginning first year) and Quetta (beginning third year).
21. Sponsor six research studies per year and continue longitudinal studies similar to National Survey published in 1986.

TABLE 1. Output Time Phase

	Year 1	Year 2	Year 3	Year 4	Year 5
Training Courses: T.O.T. Health Training Teaching					
Assist NGOs with workshops, etc.					
University Seminars					
Mass Media Campaigns					
Policymakers Forum					
Press Conferences					
Feature Articles					
Quarterly Radio					
Journalist Workshops					
Status Report: Drug-free Society					
Produce training materials: Films, TV training					
Develop Slide/Still Library					
TV Script					
Radio, TV, Movie Theater Commercials					
Pretesting/Pilot-testing					
Management Monitoring					
Branch Offices: Karachi Quetta					
Research Studies					

G. NEED FOR INTERIM/IMMEDIATE ACTION

The pressing need at this point is to continue the momentum developed by the recently completed mass media and public rally campaign, funded by USAID, the U.S. Embassy's Narcotics Affairs Unit, the United Nations Fund for Drug Abuse Control (UNFDAC), and USIS. Other donor groups contributing to the prevention of drug abuse in the past have been the United Kingdom, West Germany, and Canada.

For the Centre to be established quickly, financing will require using existing funds dedicated for prevention education as well as a commitment of new funds. At the same time, the Government of Pakistan must accept the urgency of the need and act to approve the Centre's creation, even if on a temporary basis.

The budget presented later represents--or at least assumes--a hybrid financing plan involving several donor groups with regular funding to take place by the beginning of the second year and extending to at least the end of the fifth year. Periodic evaluations will allow for both funding and programmatic reviews to adjust to changing conditions.

The Government of Pakistan's financial contribution through the PNCB should start at the beginning of the second year, if at all possible. The amount can be modest but would demonstrate interest and support. (Note that it is outside the scope of this report to provide the formula which donor groups and the Pakistan Government might use to provide the Centre's financing.)

SECTION III.

PROJECT RATIONALE: ACHIEVING THE OBJECTIVES THROUGH VARIED PROGRAMS

A. TARGET AUDIENCES: SPECIFIC AND NUMEROUS

Drug abuse prevention techniques must be tailored to fit very specific audiences to achieve desired ends. Knowledge of that audience is crucial to planning a training course, providing printed materials, or even discussing the issue itself. Parents groups in Hyderabad, social workers in Multan, teenagers in Gilgit, medical workers in Karachi, a ladies organization in Lahore, leaders in a Baluchistan village, businessmen in Peshawar, all may require basically the same knowledge and information, but that information must be expressed and presented in a way which meets their unique needs and values.

The Centre, therefore, often will need to produce multiple versions of its publications, training courses, and audiovisual presentations. The different versions will reflect a number of demographic factors such as level of education, age, occupation, rural/urban setting, income, and gender. Other major considerations include literacy, past experience with the drug abuse issue, religious orientation, geographic location, cultural/language grouping, and level of acceptance or rejection of the drug abuse problem.

Table 2 below represents the major target audiences of the Centre's activities and materials. The list is intended to illustrate the diversity of the audiences, and categories are not mutually exclusive. For example, those designated as "professional" are also likely to be "local leaders" and, if young enough, could fit into the broad "youth at risk" category.

This degree of audience specificity is well known and universally accepted by commercial marketing and advertising experts. Clearly the Centre's diverse clientele will require the same careful analysis in order for its programs and materials to have maximum impact.

TABLE 2. Target Audiences and Their Categories

Category I: Youth at Risk

Primary school children. Ages 10-15
High school pupils. Ages 16-19
College and university students. Ages 20-25
Young people in same age groups: nonschooled, unemployed
Young people to age 30: workers or unemployed
NGO drug abuse prevention volunteers working with peers

Category II: Local Leadership

Parents and Parents Groups
Community organization leaders (NGOs)
Business and industrial managers
Shopkeepers, merchants
Religious leaders
Drug Free Zone coordinators

Category III: Professionals and Community Service Providers

Medical workers
Lawyers
Social workers
Teachers, professors, MOE officers
Other relevant government officers

Category IV: Information Users and Producers

Journalists (print)
Broadcasters (radio, TV)
Students working on narcotics topics for theses
Researchers
Advertising copy writers and commissioned authors

Category V: Policy and Opinion Makers: Federal, Provincial, Local Government

Members of national and provincial assemblies
City and town councillors
Members of government with decision-making power
Political party leaders
Key religious figures
Newspaper publishers

Category VI: Special Audiences/Conditions

Poppy growers
Workers in high risk occupations--e.g., transport
Illiterates and semi-literates living in high risk areas
Existing addicts in rehabilitation centers
Rural inhabitants
Language groups other than Urdu
Women: groups and individuals

B. TRAINING ACTIVITIES

The Training and Outreach Unit will assume the task of identifying and coordinating a variety of training activities. From the list of target audiences, it is clear that flexibility and creativity will be needed to reach critical audiences with effective prevention concepts. Some examples are:

- o Teachers: "Basic Approaches to Integrating Drug Abuse Prevention Syllabus into Pakistani Studies Curriculum"
- o NGO Volunteer Youth Leaders working with unemployed youth: "Making an Impact by Providing Alternatives"
- o Medical Social Workers: "Preventing Drug Addicts' Siblings From Becoming Addicted: Working with Parents and Children of Addicts in Rehabilitation"
- o Industrial Personnel Officers: "Creating a Drug Free Workplace"
- o Newspaper Journalists: Workshop on "Interpreting Pakistan's Narcotics Research Literature for the General Public"
- o Policymakers and Government Officials: Seminar on "Stopping Poppy Cultivation: Communications and Public Relations Considerations"
- o Women's Group Leaders from rural areas: "The Family and Drug Abuse: What Wives and Mothers Can Do to Prevent Drug Addiction"
- o Graphic Artists and Writers interested in contracting work with the Centre: Workshop on "Producing Educational and Informational Materials for Semi-literate and Illiterate Adults"

1. Multiplier Effect

Much of the Centre's outreach work will be to offer high quality training courses for local leaders who, in turn, will train community volunteers in drug abuse prevention. This indirect procedure is how the Centre will reach the local level, especially the "at risk" groups. The expression "training of trainers" (TOT) is used to describe this process. It is an effective and efficient method of reaching many thousands of people throughout a country, producing a "multiplier effect". Thirty people attending a course are trained in drug prevention principles and teaching methods. Each then trains 50 people in his or her community who are working on drug abuse prevention, for a total reach of 1,530 through one course.

But just as image quality can suffer when a master videotape is duplicated, there also can be a drop in quality when a recent course participant initially applies course content in the community. Three steps can be taken to minimize this anticipated difference between what the course was designed to achieve and what actually occurs at the grassroots level:

1. Maintain high standards in the TOT courses. This requires using course leaders and resource people with outstanding teaching ability and providing them with well-designed course syllabi--preferably with their involvement--and appropriate teaching materials.
2. Provide participants with support materials to reinforce what was learned during the course--manuals, handbooks, brochures, miniflip charts.
3. Follow-up with course participants to correct any loss in learning, maintain motivation, and supply additional materials such as access to videotapes, new flip charts, etc.

This need for quality at the master course level to ensure a reasonable application at the grassroots level is why the design of the Pakistan Drug Abuse Prevention Resource Centre is different from an ordinary training institute.

2. Course Management

How should the training courses be organized? Broad guidelines for the year's subjects, locations, and nature of the course participants will be drawn up by the T&O Unit as part of the year's work plan in discussion with the Director. The Centre will not usually conduct the training courses itself, but will maintain the already established pattern of contracting with either a group or several individuals to present the training course. This permits greater flexibility of subject matter, location, and even language.

Managing the contracted courses will require an approach more sophisticated than sending out a team of Centre staff trainers who conduct a course from their existing repertoire. Contracted courses will involve preparation of highly specified course syllabi in advance of each course when new contract individuals are being used. It may mean providing a minicourse for the contractors in the methods and techniques which the Centre has found to be successful. It will require tight management and control of the process to ensure that the Centre's purposes are carried out. Eventually, a roster of trainers will emerge, each of whom can be relied upon to deliver successful training courses.

3. Technical Advisory Committees

One way of assisting the Centre to develop its courses, evaluate the contract trainers, and provide the necessary technical advice for its training and outreach activities is to form one or more Technical Advisory Committees from senior and distinguished local experts. The need for several committees broken down by specialty--social work, medicine, education--should be explored during the Centre's early days. Each committee would serve, in effect, as a curriculum development group and could provide the pool of people needed for writing training materials, suggesting audiovisual aids, and generally developing courses in the absence of an in-house capability. There is precedent already: PNCB has an advisory group on school curriculum for drug abuse education, formed in July 1986, and plans future meetings.

4. Cost Components

The normal costs of conducting ongoing training courses in various locations throughout the country include:

- Participant Expenses:
 - Travel to and from home or office
 - Per diem: accommodations and food allowance
 - Materials provided (stationary kit, handouts)
 - Individual follow-up costs (materials, postage)
- Contracted Staff Expenses:
 - Preliminary planning costs (travel, honoraria, per diem)
 - Travel, per diem, honoraria for course
 - Preparation of materials as author's contract or additional preparation days
 - Follow up (daily rate).

Contracting for courses will mean that virtually all costs for conducting a given course will be direct expenses. In traditional training institutes, many of these costs are assumed under recurrent expenses of maintaining staff, buildings, hostels, food service, audiovisual department, and other operations. Some of these individual contractual costs in addition to the above include:

- Preparation of printed and audiovisual materials (authors and artists contracts not covered above)
- Hiring of course venue including meals, tea, services, equipment hire if not convenient to Centre main office
- Travel to/from accommodation to venue (if different locations)

Without the indirect services provided (building, meeting rooms, resident staff), the per course cost for the Centre will appear to be higher than equivalent courses in traditional training institutes, a point which both donors and the Government of Pakistan must appreciate. In addition, the cost of producing materials for each participant, course-supporting audiovisual aids, evaluation, and follow-up must be considered as part of course quality control expenses.

The PNCB experience indicates the average cost per participant is \$50/day for such contracted courses--without follow-up or provision of materials. This is based on averaging the total costs of three ad hoc four-day courses conducted in Islamabad, Lahore, and Karachi, and dividing by the total participant-days. Because these were pilot courses, the costs are likely higher than replicated courses with fewer course instructors. But the added materials/evaluation/follow-up costs would likely offset this savings and thus we will still use the best evidence figure of \$50/participant/day to project training activity costs offered by the Centre through contractual arrangements.

With this figure in mind, it is possible to construct a small table showing the costs per year of various combinations of training activities, including workshops, seminars, conferences, and traditional training courses, assuming course/workshop/seminar attendance of 30 participants.

TABLE 3. Course Costs: Number Per Year vs. Duration
(Cost in thousands of US\$ for course with 30 participants)

No. Days (@\$1,500/day)	Number of courses per year											
	4	5	6	7	8	9	10	11	12	13	14	15
1	6	7.5	9	10.5	12	13.5	15	16.5	18	19.5	21	22.5
2	12	15	18	21	24	27	30	33	36	39	42	45
3	18	22.5	27	31.5	36	40.5	45	49.5	54	58.5	63	67.5
4	24	30	36	42	48	54	60	66	72	78	84	90
5	30	37.5	45	52.5	60	67.5	75	82.5	90	97.5	105	112.5

NOTE: Table 3 is an approximation since shorter courses with fixed start-up and planning costs would average more per day than longer courses which spread out the start-up costs over a longer period.

For purposes of planning, the \$50 per day rate breaks down in the following approximate amounts:

Course planning	\$5.00
Participant travel	5.00
Daily allowance, accommodation, food	10.00
Training manual, handouts, AV support	5.00
Venue expenses	5.00
Faculty costs	15.00
Misc. Centre expenses, incl. follow-up	5.00
TOTAL:	\$50.00

C. OUTREACH ACTIVITIES

Much of the Centre's activities are directed at supporting selected government-sponsored agencies (federal, provincial, local), NGOs, and professionals engaged in drug abuse prevention. Some of these include:

- Drug Free Zone projects
- Special conferences and seminars
- Creation of documentary films and videotapes for non-training purposes
- Providing resource persons for public speaking or other purposes (Speakers Bureau)
- Expansion of Policymakers Forum to include major cities
- Publication of Newsletter

The Centre should have a major role in helping local groups establish Drug Free Zones. These zones will represent an attempt to create a climate of opinion and action against drug abuse in neighborhood areas which may or may not be plagued by drug abusers. The Centre's contributions to such efforts should be advisory and supportive

with materials and training. In order to succeed, the Drug Free Zones must not be viewed as one-shot efforts, but rather ongoing, sustained arrangements which involve all levels of society. (A good example is the U.S. crime deterrent efforts called "Neighborhood Watch.")

Part of the Drug Free Zone concept is the provision of treatment for addicts living within the zone. The Centre must be able to provide information to the Drug Free Zone organizers on where to provide treatment to addicts. Thus the approach is comprehensive and integrated into the fabric of the community.

A major role of the Centre's Branch Offices would be in assisting and monitoring the Drug Free Zone efforts. Opening Branch Offices in Lahore and Peshawar should be considered, though these are not projected in the current budget.

The other projects represent several different outreach approaches, including trying to involve policymakers in an active way to examine drug abuse policy issues. Members of the National Assembly, cabinet ministers, senior civil servants, and prominent community leaders should be invited to discuss and formulate policies which would curb drug abuse. A related vehicle would be the Centre's Newsletter which should be sent to a number of individuals and organizations. The Newsletter should highlight issues in drug abuse and serve as a unifying device for news and opinions as well as research findings.

Out of the conferences, meetings and the Centre's activities will come articulate and knowledgeable people who can form the basis for a Speakers Bureau--actually an informal list of people in various parts of the country who would be willing to speak to service organizations, professional groups, and youth clubs on drug abuse.

1. Cost Considerations

The PNCB Drug Free Zone Project intends to start small and pick up momentum as time goes on, starting with six zones and expanding later to about 45, including rural areas. As an experiment, it must be closely examined and selectively developed. The components include NGO staff training, handouts, public meetings, posters, general publicity, and monitoring of results. Over a three-year period, it is projected that the Centre would spend \$8,500 per Drug Free Zone. Likely costs include:

Training Courses: 3@ \$1,500	\$4,500
Supply of Materials:	
Posters, Handouts	2,500
Public Rallies	500
Monitoring	500
	—————
	\$8,500

Table 4 summarizes the contribution level and method of financing over five years.

It is expected that the Centre will undertake special assignments on behalf of appropriate clients with terms to be agreed upon by the parties involved. An example would be establishing a drug abuse prevention program at an industrial site with the employer agreeing to pay the costs of conducting the program.

2. Calculation of Drug Free Zone Expenditure

Table 4 indicates the method for calculating cost for Drug Free Zone activities. The estimates are based on declining support for a three-year period: first year, \$5,000; second year, \$2,500; third year, \$1,000.

TABLE 4. Calculation of Drug Free Zone Expenditure
In thousands of US\$

<u>No. New Zones</u>	<u>Year</u>					<u>Total</u>
	1	2	3	4	5	
Begin 6 (Year 1)	30	15	6			51
Add 10 (Year 2)		50	25	10		85
Add 10 (Year 3)			50	25	10	85
Add 10 (Year 4)				50	25	75
Add 10 (Year 5)					50	50
TOTALS:	30	65	81	85	85	\$346

The Policymakers Forums likewise should develop on a provincial basis. About \$5,000 per year could be increased as the success and commitment to the activity grows. The timing should coincide with the end of the mass media campaign to allow the publicity to remind policymakers of their obligations.

The Newsletter would cost about \$1,000 per issue, including printing and mailing costs. It is estimated that about 1,000 readers would be served initially by the publication with inevitable increases as the months went by and the Centre established itself. The initial issues would be quarterly, with a bimonthly, six issues per year target starting the second year. The other items--conferences, films, speakers bureau--are more appropriate as the Centre matures and can use such outreach devices with precision and to good effect. For the first year, it is suggested that \$10,000 to be spent for planning, script commissioning, and so forth.

D. PRINTED AND AUDIOVISUAL MATERIALS

A variety of printed and audiovisual materials would be produced by the Centre, particularly to meet the requirements of the Training and Outreach Unit. The Press Information Coordinator would likely make extensive use not only of printed handouts but also photographs, television and radio scripts, and video. Other printed matter would come from the Documentation and Information services and the Research and Evaluation Unit. Table 5 summarizes the expected scope of materials to be designed, produced, evaluated, and disseminated (mass media needs are discussed later).

TABLE 5. Categories of Printed and Audiovisual Materials

Category	Types of materials used in category	
<u>Training activities:</u>	Flip charts 16mm films Overhead transparencies Handouts: Manuals, fact sheets, reference handbooks, charts, posters	35mm slides videotapes audiotapes
<u>Outreach activities:</u>	Videotapes Posters Brochures Reference information responses Flip charts	16mm films Newsletter Research summaries Syllabus and curric. materials 35mm slides
<u>Mass Media Campaign:</u>	35mm slides Broadcast video- Newspaper advertising graphics	Commercial cinema slides Audiotaped radio programs Rally banners, posters Bumper stickers, etc.
<u>Press Information:</u>	Still photos Fact sheets Research summaries	Information kits Local language translation of centre materials
<u>Research Studies & Information Services:</u>	Research summaries Graphics 35mm slides Archival visuals	Fact sheets Overhead transparencies Videotapes of field study procedures
<u>Special Outreach Activities:</u>	Visuals for semi-literates and Workplace info kit	Drug Free Zone info kit Women-oriented materials, including audio-cassettes

As noted before, the Centre's target audiences span a wide spectrum of Pakistan society, from Ph.D. researchers to rural illiterates. If successful, the Centre will deal with these extremes in educational level as well as social status. It is clear that the materials available to the Centre's staff must reflect this range of abilities and sophistication.

1. Selection Criteria

The list is suggestive of the possible supporting products which the Centre should consider. Some questions to be asked in choosing a particular item to achieve a given objective include:

- **What is the most appropriate type of material to achieve a given objective with a given audience?** (Flipcharts used with a large, illiterate audience may be neither visible nor understood.)
- **Can it be designed, tested, and completed in the time allowed?** (A videotape for a medical training course may be appropriate but not available in time.)
- **Will it have future use beyond the immediate need?** (35mm slides can be adapted easier to a number of audiences than a videotape.)
- **Can a simpler product accomplish essentially the same objective?** (Fact sheets loosely bound may be more flexible and cheaper than a bound manual for a limited audience.)

A later section examines the staffing and equipment necessary for managing the production of print and audiovisual materials. A brief examination of the production costs of the above materials is appropriate here, however. Note that authors' costs, graphics, and pretesting are not included in these estimates.

2. Printed Matter

There are four methods of obtaining the Centre's necessary printed materials: a) mimeograph/cyclostyle, b) photocopy using a production photocopy machine (contrasted with a desktop, casual machine for low volume), c) offset using Centre presses, and d) outside printing contractor. Each has advantages and disadvantages for achieving the Centre's printing needs.

- a) **Mimeograph/cyclostyle** is the simplest machine of the four alternatives (cost: about \$1,500 for electric driven; \$1,000 for manual). Can provide acceptable quality to about 250 pages, is well known in Pakistan, and is the least expensive option. Used mainly for conventional typed documents where the original is typed onto a special master, the mimeograph is suitable for routine documents where graphics are not required. For best results, they require a rough surface paper which absorbs the thick ink squeezed through the master. The masters can be used again, although they are relatively fragile and become progressively degraded with multiple use. Production rates can be adjusted; many machines operate at about 30-40 copies per minute.

The mimeograph is limited to what can be typed either in a regular typewriter (electric preferred) or a daisy wheel/impact computer printer. Recent masters have been introduced which will accept dot matrix computer printer output. An electronic scanning machine (cost: about \$2,000) provides a way of using line drawings, Urdu text not put on a master with an Urdu typewriter, and reproducing printed matter similar to photocopy machine. The quality of reproduction can approach both medium quality photocopy and offset work at less cost.

- b) **Photocopy** machines offer the best combination of versatility, simplicity of operation, and image quality of the three machines discussed here. They also require the most maintenance and care in operation. Newer machines provide self-diagnosis of problems and higher level servicing is not as much a problem as in the past. Photocopy machines do not require master matrices as do mimeograph and offset printing techniques. Production models provide up to 25 copies per minute and can automatically collate 40 pages, 40 copies per page. Some advanced models will staple or bind automatically, delivering finished manuals with index card covers, for instance, with speed and minimum operator attention. Some will enlarge and reduce the original image. A few advanced machines provide very high quality reproductions of photographs and other half-tone images. They can make overhead transparencies and mailing labels. Production photocopy machines range in price from \$6,000 to \$25,000. For casual office copying, machines providing 8 copies/minute up to A3/legal size are about \$2,000.
- c) **Offset printing** presses for print runs to 2,000 pages come in a variety of features, sizes, and complexity. For the Centre's purposes, the price range is from \$10,000 to \$50,000. Newer offset presses are simpler to set up (master used in photocopy machine or typed directly), and easier to run. They still require a trained operator and careful maintenance to achieve top performance. The primary advantages are relative speed (100 pages/minute), high print runs with reasonable quality (2,000 copies from good master), ability to reproduce graphics and half-tones, capacity to add color, and low per page costs because of high print runs. Larger machines permit four color printing for poster-sized work. Offset printing presses are the most versatile of the three types of machines, being able to print on a wide variety of paper and card stocks.
- d) **Contracted printing** shifts the technical burden of printing outside the Centre. As in the case of any contracting, management of the task must be kept tightly under control to achieve the desired results, particularly with long runs, large or irregular sizes, multicolors, and anything which is not routine. Contracting is especially attractive for large orders, complicated finishing requirements (folding, binding, large-scale collating), and where high quality is desired. Prices for outside printer contracting in Pakistan are reasonable and quality can be expected. As in any outside contracting situation, delivery times will require careful control if deadlines are imminent.

- e) **Cost considerations:** A typical example of much of the Centre's printing is the following:

Fact sheets, handouts, press releases, other non-bound items with simple or no graphics in one color, two-sided, printed in Centre's printing section. Cost of equipment and staff not factored in; servicing and maintenance included together with paper and ink/toner. Paper estimated at \$.01/sheet. Press runs of 1 to 10,000 are likely.

- Mimeo/cyclostyle: \$.02/page, assuming 75 copies minimum to cover cost of master. \$.03/page if electronic scanner used since cost of masters is double and machine maintenance must be added.
- Photocopy: \$.04/page, no savings for large runs.
- Offset printing: \$.02/page, assuming 100 copies minimum to reflect cost of master.

Poster sizes, additional colors, high quality reproduction of photographs, good binding, covers, and so forth, add costs and may not be within the scope of the Centre's printing section for some time. These would have to be contracted out with costs reflecting these commercial rates. For example, a four-color medium-sized poster on clay coated quality paper is estimated at \$.30 each for several thousand copies. Because printing--now often called "reprographics"--is a technical area with many cost nuances; it is suggested that a reprographics expert prepare an overall plan for meeting the Centre's printing needs in advance of any sophisticated equipment purchasing.

3. **Audiovisual Materials**

These generally group together as audio (audiotapes, radio, gramophone/phonograph records), moving images (videotapes, broadcast television, cinema), and still images (graphic arts, photographs, 35mm projected slides, overhead transparencies, chalkboard). In each case, a certain element of technology is involved, ranging from the simple chalkboard to projected video.

The Centre would generally use audiovisual materials for training and outreach activities in meeting room settings. Similar materials (e.g., audio and videotapes) used to reach many people in the mass media are discussed later in this section. A primary purpose for using AV materials is to bring an element of reality into the training courses whether as short videotapes, projected 35mm slide sequences, or audiotapes. The materials would be designed to stimulate discussion through presenting controlled slices of life or realistically presenting problems which trainees might encounter in their drug abuse prevention work.

An example is a short, 10-minute documentary/dramatic videotape showing a mother's discovery that her son is a drug abuser. The script is based on case studies of actual happenings as brought out by the R&E Unit's work. The tape simulates reality so that social workers dealing with parents groups can help and guide families which are either in crisis or which are vulnerable to the drug abuse problem. The initial videotape vividly portrays the problem; the participants outline possible responses the parents might take. Several of these have been anticipated and additional short videotape sequences act out these alternatives, taking the participants suggestions to logical

conclusions. Again, each is discussed for lessons to be learned in helping parents and their children to face drug abuse problems.

Thus, the participants do not receive answers from the tape: the purpose is to arouse interest and reactions for discussion of a basic prevention issue. Putting themselves in the role of the parent, they might ask: "What should be our reaction? What information should we have had before this discovery? What help can we get? What will others think of us?" An alternative is to make this a role play exercise which heightens the participation but may not always have the control which the video provides. An interesting experiment would be to do it both ways and test the more effective and convincing approach.

An important activity will be to develop a collection of still photographs and 35mm slides which can form the Centre's photo library. This will be an important resource for both the T&O Unit as well as the Press Information Officer. Not all photographs would be reproduced as they exist; often a graphic artist uses photographs as the springboard for illustrations, eliminating extraneous detail and highlighting main subjects.

a. Contracting Materials Production

The most sophisticated audiovisual materials would be produced under contract outside the Centre. But Centre staff members would carefully specify what they required of the contractor artist, photographer, author, scriptwriter, filmmaker, videomaker, and printer. Where appropriate, sketches, synopses, storyboards, sample copy, and other preliminary data would be provided to the contractors to reduce confusion over what was required.

In some cases, the Centre staff member assigned to production would be on hand, for example, at a videotaping session as the client's representative. Most work would be done in two stages: preliminary for approval, and final. Where possible, the preliminary work would be pretested to correct for misunderstandings and any misconceptions. The revised version would then be produced. In some cases, an intermediate step would be used following formative evaluation principles--taking the revised, but not final, version to the pilot-testing stage (the distinction between pre- and pilot-testing is discussed below), after which there might be further revision before a final version is completed.

b. Cost considerations

One difficulty of costing audiovisual materials is that they may have initially high production costs, but low per capita cost since they often can be used for many people over a long period of time. Thus, a simply produced 10-minute videotape such as that described above may cost \$450--presumably done under contract with writer, actors, technicians as part of a larger series, using existing private or government facilities. But if the tape has demonstrated impact and is used in 10 training courses in a year, the cost becomes \$1.50 per participant. In three years, it is down to \$0.50 per participant, or the cost of tea and snacks.

Similarly, the cost of building a photo library is initially expensive, perhaps as much as \$2.00 for each image with a goal of some 2,000 prints and another 1,000 slides, for a total of \$6,000. But if four prints are used in a photographic story in a widely circulated newspaper such as Jang or Pakistan Times, with some 60,000 people viewing the pictures seriously, the cost of the whole library is amortized at \$.10 per person.

The important question to be asked about all of these materials--print and AV--and the use of mass media is, "Do they have informational, educational, or behavioral impact?" Important lessons have been learned over the past 15 years which try to answer this question. The concepts of instructional design and formative evaluation are brought to bear and are based on having solid research and evaluation procedures in place, leading to our next sections.

E. RESEARCH AND EVALUATION STUDIES

Earlier international literature suggests that prevention education programs often do not fulfill all of their noble goals (Dorn, 1982). While the studies, experiments, and evaluations themselves often have been crude, the lack of reported success is discouraging. On the other hand, the success of an analogous effort--antismoking campaigns--in several parts of the world gives validity to the attempt to pursue drug abuse prevention vigorously and rigorously.

The vigor springs from motivated and dedicated people. The rigor comes from designing an institution's programs in such a way that they are grounded in reality and guided by both common sense and hard data. The inclusion of a Research and Evaluation Unit in the Centre's structure is an attempt to institutionalize rigor in Pakistan's principal drug abuse prevention and education organization. What purposes would it serve?

1. Research Functions

The pioneering and exemplary National Survey of Drug Abuse in Pakistan (PNCB, 1986), initiated in 1982, sets the scene for all future drug abuse research in Pakistan. It demonstrates that significant survey research on drug abuse can be conducted under difficult circumstances. Regular updates of the Survey will need to be made so that policymakers, drug abuse prevention and treatment professionals, and law enforcement agencies can estimate fairly the present drug abuse conditions, and what changes are occurring. Such periodically repeated study (known as longitudinal or time-series) should occupy a priority position in the Centre's research program. It is the single touchstone on which to base many operational decisions and must be kept current and conducted with rigor.

There are many other topics which the Centre should also pursue as talent, funds, and priorities permit. Research in the context of the Centre's needs must be broadly interpreted to mean providing accurate and coherent information about a given subject. Thus, a series of case studies on various addicts would provide valuable data for developing training programs, documentary/dramas, and providing more precision to press information releases and the mass media campaigns.

Other topics of interest which could be provided by a variety of researchers under contract to the Centre include:

- Baseline studies in prospective Drug Free Zone designation; follow-up at other stages.
- Economic impact studies of narcotic trade: poppy growers, traders, traffickers, wholesalers, retailers, street pushers.
- Socio-psychological studies of "at risk" subgroups: nature of peer group pressures, attitudes toward society, families, character types.
- Drug abuse in the workplace: where, how widespread, why, effects on individuals, effects on a company.
- Replication of important foreign studies--e.g., annual survey of drug and alcohol use by school children in the U.S. by the University of Michigan's Institute for Survey Research.
- History of drug abuse policy and laws in Pakistan.
- Survey of past communication research in Pakistan--lessons learned in matching communication channels and target groups.
- Credibility of various communications channels in Pakistan, including mass media, community and religious leaders, organizations.

Possible contractors for these and other studies include private research groups such as the Gallop Organization, university groups such as the Punjab University Survey Research Institute, government agencies such as the Pakistan Census Office, and individual researchers (especially university professors and students). Small-scale studies involving students could, in fact, be conducted by students working theses and dissertations, with the Centre setting up a grants program to cover research costs. The Centre also should consider awarding a variety of prizes for outstanding research in drug abuse to encourage researchers to pursue the topic.

2. Evaluation Functions

Evaluation activities of the Centre focus on three functions:

- a. Program evaluation
- b. Product/materials development testing
- c. Product/materials evaluation.

Examples of the types of evaluation questions to be answered include:

- What are the strengths and weaknesses of a given training program?
- Are the various press information activities having an effect on increasing the level and quantity of drug abuse coverage? How might the information activities be improved?

- Is a radio script submitted by a contractor likely to have the intended effect as demonstrated by pretesting?
- Has the support to a given group of NGOs been satisfactory?
- What were the improvements needed for the TV spot advertisements as the result of pilot-testing?
- What were the strengths and weaknesses of the several mass media campaign components?
- Has a particular Drug Free Zone campaign succeeded in achieving most of its objectives?

In program evaluation, the purpose is to discover if objectives for a given program (e.g., training course, mass media campaign) are being achieved during the life of the program and at the end determine the strengths and weaknesses of the overall program. The philosophy is positive: "How best can a given program be made a success?". In evaluating training courses, the evaluator tries to take the viewpoint of the participant and create evaluation instruments which address the concerns of participants.

The evaluation of products and materials is divided into two separate categories: formative and summative evaluation. Formative evaluation is applied during a product's ongoing development--from the concept stage to completion. When the product has been used by the target audience in its final form, it is then subject to summative evaluation. Summative evaluation is used to improve on a future generation of products and materials.

Evaluation is, therefore, generally tailored to the individual event or product. In the case of training courses, evaluation begins with the consideration of whether or not realistic goals have been stated, and determines in the end how successful the course was from the viewpoint of both the participants and the organizers. One evaluation exercise can serve to emphasize to course organizers that participants should be clearly informed at the beginning and understand what is expected of them.

For products undergoing formative evaluation, there are several stages which try to ensure that a given product will meet expectations. The first stage involves testing the appropriateness of the medium to the message. A typical evaluator's question would be: "Are there less costly alternatives to using films or videotapes?" Then the message itself must be examined to see if it is what is needed to fit a larger objective. When drafts are prepared, the content must be examined for accuracy and when a preliminary version is ready (brochure, radio script, poster, 35mm slideshow), it must be pretested for clarity and ambiguity.

Pretesting is generally quite informal and involves a small group of people (generally less than 10) reacting to the prototype product. They may or may not resemble the ultimate target audience but should be able to put themselves in that audience's position. For example, a teacher should consider how the student might react. This is a crude test, especially if the pretest audience is far removed socially, economically, and educationally from the target audience, but it offers surprisingly good checks on the originator's early work.

Revisions are then made; the same or different pretest group reacts again and the prototype version moves to the preliminary final version. At this stage, there is more

polish and a closer approximation to the final product is evident. Titles, for instance, may have been added to a videotape which were not there during pretesting. The product becomes ready for pilot-testing, which means that it is presented to a small (more than 10, less than 30) group from the target audience. There may be more than one group when the numbers are small--sometimes called "focus groups"--which informally discuss the product and make suggestions about improvement of language, inappropriateness of some elements, or its length. The purpose is to strengthen a product's acceptance and credibility with the people who form the target audience.

3. Research and Evaluation Costs

For an institution tackling a nationwide problem with little local information and many unanswered questions about the effectiveness of education and information efforts, a rule of thumb of spending 10% of the program budget would seem appropriate, relying from time to time on special research grants for exceptional studies. Breaking it down further, research is more costly and requires more precision and data analysis. This suggests that approximately 75% of the total research and evaluation program would be best spent on research which delves into major issues of drug abuse prevention. Evaluation can sometimes link up with research by simply adding questions to a research survey which enquires about a product's impact or a campaign's effect. Similarly, the evaluation of the Centre's mass media campaigns can be put into the larger context of research into mass media perception, comprehension, credibility, and related issues.

F. PRESS/MEDIA INFORMATION AND SPECIALIST INFORMATION SERVICE

Pakistan currently lacks a central clearinghouse on drug abuse information. There is no single place for either national or international literature and documents. One important function of the Centre would be to fill this knowledge gap. It should be noted that the use of the term "library" has been avoided in preference for "information service". This is because the concept of a library in Pakistan is often associated with the archiving of printed matter behind locked doors and not with providing active reference services to potential users of information. Providing information services is divided into two parts here because of the nature of the target audiences and intended outcomes. Thus, press and media are served by a press information coordinator, while specialists such as researchers and trainers are served by the documentation and information unit.

1. Press/Media Information

The PNCB-initiated workshop in Quetta (1983) and the conference in Karachi (1984) on the role of the mass media in drug abuse prevention indicate the interest of the PNCB in the role of the media in drug abuse prevention. A program of press information is a logical outcome and serves to further other Centre programs by reinforcing community-level activity in the press and media. Thus, a central purpose of the Centre's Press Information Section will be to publicize and systematically inform the general public about ongoing programs. Another purpose will be to educate journalists about the nature of the drug abuse problem in a manner which avoids sensationalism and exaggeration while providing solid, useful information to the public.

Some of the press and media information activities would include:

- Regular press conferences to provide facts and information as well as an opportunity for journalists to question experts, policymakers, and the Centre's Director on drug abuse issues.
- Creation of press kits as outlined in the UNFDAC Prevention Education Project.
- Commissioning of feature articles and photographs to newspapers in English, Urdu, and regional languages.
- Assisting visiting foreign journalists with research data, local experts interviews, and suggested activities regarding drug abuse prevention in Pakistan.
- Providing broadcast media with scripts for possible radio and television programs. It should be possible later to provide completed or nearly completed programs (especially radio).
- Conducting press tours to significant areas of rural and urban Pakistan which reflect drug abuse prevention issues.
- Arranging for simplified versions of research studies which could be distributed to the press.
- Organization of press seminars/workshops on drug abuse.

2. Specialist Information Service

For the specialist information users--professors, students, Centre staff, Centre contractors, and other information centers such as libraries--the D&I Unit will provide specialist information services, headed by an Information Specialist with a background in reference services. It will have a knowledge base of books, journals, documents, reports, monographs, newsletters, magazine articles, audiovisual materials, and assorted small items such as press clippings and brochures pertaining to drug abuse prevention issues. In addition, it will be the archive for the Centre, taking care of the photo library, data from research, and a copy of all documents and materials produced by the Centre's operations.

From this knowledge base, the Unit can provide a literature service in drug abuse prevention information for specialized users in Pakistan and international enquiries which may arise as the Centre's existence becomes known. Using a computer to establish a mailing list with indicated interests and specialties, the Information Specialist could provide information to people who can best use it. As the Centre will have a staff Urdu translator, it will be possible to offer information services in both English and Urdu. Some of the potential users include:

- Centre staff
- Centre contractors: authors, artists, scriptwriters
- Government agencies staff
- Other libraries through inter-library loan service
- Journalists and other writers
- Researchers: professors, students
- Legal personnel: lawyers and clerks

- Medical service staff
- Other drug abuse agencies
- General public

A major source of inquiries would be through contacts developed from the training courses and the Centre's Newsletter (see Outreach Activities above). The latter would have widespread distribution with a monthly contribution from the Information Specialist.

The PNCB Director has suggested that a series of fact sheets be compiled by this unit on the most requested drug abuse topics based on the Centre's collection. Use of a computerized database for this service would be essential for periodic updating, searching for key words, and cross-indexing.

3. Information Services Cost Considerations

The initial costs of developing the knowledge base--library--are, of necessity, high (estimated at \$40,000). This would include a sampling of technical texts on narcotics, drugs, treatment, psychology, agriculture, communication, public health, community development, adult education, training, survey research, and other basic literature which forms the core knowledge for the Centre's operations. Maintaining updated materials, journals, and the expected burgeoning of literature in the field will require a recurrent budget item of some \$15,000 per year.

Many of the initial documents originating from the U.S. are available through the generosity of the USIS--and are already in Pakistan awaiting shelving in the Centre. It will be necessary to purchase items published outside of the U.S., items not provided by USIS such as basic reference documents found in any library (e.g., dictionaries, atlas, statistical yearbooks, almanacs), and back issues of key journals and materials available on microfilm or microfiche. Samples of United States drug education materials, curricula, and handouts also will be required and are generally available through USIS. Presumably the British Council and other information/cultural agencies would be willing to contribute literature used in their drug abuse education and prevention efforts.

The cost of providing press information services will be modest compared to the expected benefits of improving both quality and quantity of drug abuse information. The monthly press conference and seminars will require some funding for preparation of handouts in English, Urdu, and other selected languages; commissioning of stories and provision of photographs also is a necessary budget item. Press tours to selected areas should be organized such as to successful Drug Free Zones. Travel by the Press Information Coordinator, particularly with the Director, to make and maintain press contacts also should be seen as a necessary expenditure. For information dissemination activities, \$12,000 is estimated for the first year, rising to \$30,000 by Year 5.

G. MASS MEDIA AND PUBLIC AWARENESS CAMPAIGNS

A note of caution is necessary before offering a few ideas on the use of mass media channels for spreading drug abuse prevention messages. Results of the Centre's program activities generally can be accurately observed and evaluated. We can follow up on a participant's training, for example, or receive the final report for a research project. Less clear cut are the observed results of mass media campaigns. For those companies selling products like soap or soft drinks, sales figures can be obtained to test the impact of an advertising campaign on television, the newspaper, or radio.

For educational efforts, the best that can be expected of a mass media campaign is increased public awareness about a single issue. Determining the source of awareness is no simple matter, particularly in an urban setting with literate people who have multiple sources of information.

Adopting lessons from the business world, educators have found that using a single theme with an attractive slogan often earns the most value for the money spent on the mass media. The term "social marketing" has come to mean the marketing of ideas and attitudes which contribute to the public's welfare. In some cases, a product is actually being sold--such as the oral rehydration salt packets which have been marketed for combatting childhood diarrhea. The point is that a single idea, reinforced in various media and using several methods, can achieve a level of awareness, familiarity, and acceptance on a broad scale if the methods are carefully crafted and local reinforcement is provided.

Aside from simply drawing the public's attention to the nation's drug abuse problem and attempting to create a climate of opposition to addictive drugs, other results should be expected. One key result is the reinforcement of the beliefs of grassroots workers that what they are doing is both correct and important. Another desired effect is to reach policymakers who may not have yet taken a stand against drug abuse.

While a national mass media campaign has many merits, there must also be regional campaigns which focus on local languages, values, and customs--again with a single theme and recognizable slogan. This local media coordinating task can be assumed by the Branch Offices at various times of the year, coordinated with Centre activities in the region so that there are a series of events offering the same message.

Implementation of the campaigns will be the responsibility of the T&O Unit with close cooperation of the Press Information Coordinator and other Unit heads. The Centre's Director will play a major role, particularly in making sure that the campaign has a strong focus, provides continuity with other Centre activities, and that the large funds necessary for the campaign are spent where they will have the maximum effect. The just completed 1986 mass media and public awareness campaign appeared to be a success despite difficulties of short planning time and political circumstances just before the main event.

I. Anticipated Costs

As of this writing, final figures for the 1986 mass media campaign were not available. These clearly would be the most accurate cost guide for future campaigns. A crucial exercise is to use the best available judgment, in the absence of survey data, and decide how much each campaign component actually contributed to the overall objectives. These judgments can then be translated into future funding levels for each component. The assistance of an experienced mass communications marketing/advertising person would be valuable in this assessment and for future planning. Such an expert should not have a particularly strong bias toward any particular medium, but be concerned with the achievement of overall goals. At the same time, evaluation procedures for future media campaigns can be outlined to answer crucial questions in campaign planning (e.g., effectiveness of posters, optimum length of television advertising spot).

The cost components for a major, nationwide awareness campaign include:

- **Television and radio (national and local):**
 - Production of program/advertising spots
 - Purchase of air time
- **Commercial cinema halls:**
 - Production of slide or advertising trailer film footage
 - Distribution to cinemas
 - Advertising fees
- **Newspaper advertising:**
 - Graphics, copywriting, layout
 - Cost of advertising space
- **Billboard space:**
 - Design and painting of the space
 - Rental of the space
- **Poster and bumper sticker production:**
 - Design of poster
 - Printing
 - Distribution
- **Public rallies:**
 - Prior planning and arrangements
 - Hire of hall, public address system
 - Local publicity, including banners, posters, local radio spots
 - Transport, national speakers' arrangements
- **Other activities:**
 - Competitions and prizes
 - Rural film shows with government vans
 - Policymakers forums in Islamabad and Provincial Capitals
- **Other costs:**
 - Documentation of events, archiving of all materials
 - Special evaluation costs (including before/after Gallop questions)

Not all of these campaign components would be used; other components may be added to the list as ideas arise.

While waiting for 1986 campaign final costs, an overall limit can be estimated which represents a balanced figure with other Centre programs: \$50,000 for the first year, increased to \$160,000 in Year 5. The average of \$120,000 is roughly half the spending for 1986's estimated expenditure, but the lessons learned should enable the Centre to concentrate its efforts and money on those elements which proved most successful. Experience and evaluation will then help to determine subsequent levels of mass media awareness activities.

H. SUMMARY OF COSTS FOR PROGRAM ACTIVITIES

In the absence of time to determine detailed and comprehensive costs on all items below, the following expenditures summarized in Table 6 are provided to show relative levels of expenditures and therefore suggest what proportion of the program budget should be devoted to various Centre activities. Training courses and mass media represent nearly half the total program budget, reflecting a concern for depth on one hand and mass awareness on the other. Note that these costs are generally what would be spent through contractors and do not represent Centre overhead such as salaries, rents, etc., which are discussed in later sections of this report.

1. Training Courses

Training of trainer courses including travel, housing, honoraria, materials (printed as handouts, audiovisual), follow-up, overall administration as per Table 3. Estimated cost per participant/day: \$50. Estimated number of courses with average of 30 per three day course for five years : 69. Participants trained: 2,070. Expected multiplier effect: 50/participant. Total estimated effect of courses: 103,500 persons.

Total cost: \$400,500

2. Materials Preparation and Production (including print and audiovisual media for training but not mass media)

Commissions, designs, printing, distribution. Total cost: \$248,000

3. Information Dissemination

Handouts, press conferences, seminars, press kits, commissioned articles and scripts for radio and television programs, annual awards, specialist information to researchers, et al. Estimated total cost \$110,500

4. Annual Mass Media Campaigns

Radio and TV commercials, cinema slides, newspaper advertising space, billboards, rallies, school poster design competition, etc. Estimated total cost: \$595,000.

5. Research and Evaluation Studies

Commissioned studies, researcher awards, grants to postgraduate students for thesis/dissertation research, updating of past studies (longitudinal) Estimated total cost: \$177,000.

6. Miscellaneous Outreach Activities

Drug Free Zone project, expansion of Policymakers Forums, study trips by officials, creation of documentary and public education films/videotapes, providing resource persons for public speaking appearances, co-sponsorship of seminars and conferences, Centre Newsletter publishing and distribution. Estimated total cost: \$466,000.

TOTAL estimated cost for Programs and Special Projects: \$2,000,000

TABLE 6. Summary of Estimated Program Costs
In thousands of US\$

Category	Year					Total 5
	1	2	3	4		
<u>Training</u>						
9 Courses	40.5					40.5
15 courses		90	90	90	90	360.0
Subtotals:	40.5	90	90	90	90	400.5
<u>Print/AV Materials</u>						
Photo library	6	2	2	2	2	14
Print (miscellaneous) ¹	8	15	20	20	20	83
Video/audio	11	15	20	25	25	96
Graphics, other AV	5	10	13	15	15	58
Subtotals:	30	42	55	62	62	251
<u>Research/Evaluation</u>						
Research ¹	7.5	25	30	35	35	132.5
Evaluation ¹	2.5	10	10	10	12	44.5
Subtotals:	10	35	40	45	47	177
<u>Information Dissemination</u>						
Press/Media	8	15	17.5	20	22	82.5
Specialist/other ¹	2	4	6	8	8	28
Subtotals:	10	19	23.5	28	30	110.5
<u>Mass Media</u>						
TV/Radio	20	25	35	45	50	175
Newspaper advert.	10	20	25	25	25	105
Billboard	0	5	5	10	10	30
Posters	5	5	5	5	5	25
Rallies	25	40	50	60	65	240
Document./Evaluation	0	5	5	5	5	20
Subtotals:	60	100	125	150	160	595
<u>Special Projects</u>						
Drug free zones	25	65	81	85	85	341
Newsletter	2	6	7	8	9	32
Other	3	15	20	25	30	93
Subtotals:	30	86	108	118	124	466
TOTALS:	186.5	372.0	441.5	493.0	513.0	\$2,000.

1. This represents a miscellaneous expenditure for similar items not part of other activities' expenditures. For example, printed matter not part of the training component.

SECTION IV.

INDIVIDUAL CENTRE UNITS: FUNCTIONS, STAFFING, EQUIPPING

A. OFFICE OF DIRECTOR AND ADMINISTRATIVE UNIT

The Director's Office and the Administrative Unit will provide the overall administrative and logistical support for the technical units. In addition, the Press Information Coordinator and the Advisory Council will be affiliated with the Administrative Unit. The several branch offices report to the Director and are attached to the Administrative Unit, although they will perform a variety of services related to the technical units.

The Administrative Unit would perform the standard duties of financial and personnel recordkeeping, inventory control, secretarial and clerical services, translation and Urdu calligraphy, transport facilities, and upkeep of buildings. A section of the Administrative Unit would deal with the shipping and distribution of materials throughout the country.

1. Press Information Coordinator

Currently, the topics of drug abuse, narcotics smuggling, opium growing, and the effects of these issues on Pakistan are given prominence in the press. It is clear, however, that much can be done to improve the reporting, the coverage, and the focus of the reporting and editorials. The Press Information Coordinator would provide the kind of information which would fit into the overall objectives of the Centre and the nation's desire for a drug free society. The Coordinator would assist journalists and the broadcast media to gain a better understanding of the issues, the nature of the problem, and what can be done about it.

Through regular press conferences, special press briefings, access to experts, distribution of press kits, commissioning of feature stories, conducting seminars and workshops for journalists, providing radio and television scripts, the Coordinator would develop a reputation for accurate and solid assistance to the news and information media. The Press Information Coordinator will collaborate closely with other Centre units, particularly during mass media campaigns and in offering training seminars for journalists.

2. Branch Offices

The Centre's range for providing services is physically limited by being in Islamabad. By opening two branch offices in the first three years of operation, starting with Karachi sometime in the first year and then to Quetta at the start of the third year, it will be possible to provide more effective services to the provinces. In the case of Punjab Province and the NWFP, Islamabad is within reach of both, although eventually branch offices should be established in Lahore and Peshawar.

One main reason for developing branch offices is to support local communities, particularly those with active NGOs fighting drug abuse and setting up Drug Free Zones. Another reason is simply logistical: making arrangements for training courses or evaluating a mass media campaign is easier if colleagues are stationed at a site with transport and other basic logistical support.

3. Advisory Council

The broad-based representation of the Council--representing, in effect, the primary users of the Centre--should ensure that the Centre's activities represent the needs of the various users. In addition, the Council will provide the Director with access to prominent individuals sympathetic to the aims and objectives of drug abuse prevention. When questions of policy and funding arise, the Council members should be able to give helpful and constructive advice. Also, the Chairman of the PNCB can be confident that the Centre is getting the necessary advice and attention from a wide range of thoughtful individuals who have the interests of the nation at heart.

a. Staffing: Director's Office, Administrative Unit, Branch Offices, Press Information Coordinator

Four professional positions are required for the combined operations of this unit, including the Director, Press Information Coordinator, and Program Officers for each branch office. The Administrative Unit will require an Accounts Officer, two stenographers, an English/Urdu translator, an Urdu calligrapher, and various other support staff such as messengers, drivers, and cleaners. The branch offices each will require a stenographer, messenger, driver, and security guard depending upon their office arrangements.

4. Documentation and Information Unit

This unit provides the knowledge base for much of the other units' activities. Initial attention will be devoted to building up a comprehensive collection of documents (including audiovisual formats) which is relevant to the Centre's other units. In addition, the unit will disseminate information to key individuals and institutions on new developments in drug abuse prevention, answer reference questions related to drug abuse, and generally be an information resource for Centre users on many aspects of narcotics.

a. Staffing

The D&I Unit will be headed by a trained and experienced reference service librarian with a stenographer-level assistant.

5. Training and Outreach Unit

The heart of the Centre will be the unit which actively works with community and professional groups and specifies the necessary materials to be produced for mass media campaigns or training courses. This unit also will help to develop curricula and associated materials for educational institutions, and generally be the focal point for supporting drug abuse prevention efforts throughout Pakistan. It will develop a comprehensive directory and mailing list of groups and individuals who are active in drug abuse prevention, and seek out those groups and individuals who could provide valuable resources in the drug abuse prevention effort.

In effect, the Training and Outreach Unit will serve as a technical assistance and support group to those who have decided to tackle the drug abuse problem. The unit itself will be fairly modest, but will rely upon local and expatriate experts to help plan, conduct, and follow up its various grassroots activities. A major activity initially will be organizing training-of-trainer workshops/courses around the nation so that local expertise will be left behind to work directly with the people. Various special projects

also will be undertaken (e.g., mass media campaigns) in order to reach a wide variety of audiences and maintain awareness about the drug abuse problem.

a. Staffing

The Training and Outreach Unit will be headed by a Senior Training and Outreach Officer assisted by two training officers and a stenographer.

6. Materials and Audiovisual Services Unit

A major constraint to any information and training effort--whether in agriculture, health, or drug abuse prevention--is the lack of quality materials available to the trainers and to their target audiences for follow-up. The materials need not be elaborate, but they need to be accurate, well designed, well written, and tested for their ability to communicate the desired message. Manuals, brochures, pamphlets, posters, charts, press kits, and a variety of miscellaneous printed items such as stickers and even postage stamps require more than casual design. A whole process is involved which translates ideas into messages which are both understood and accepted.

Similarly, the impact of well-made audiovisual materials for training, communication with illiterates, and capturing reality cannot be left to chance or the judgment of nonprofessionals alone. The work of the Materials and Audiovisual Unit will be collaborative with the other units--drawing upon information and examples gathered by the Documentation and Information Unit under the request of the Training and Outreach Units most often, but also from the Press Information Unit. In nearly all instances, the work would be pretested by the Research and Evaluation Unit to ensure that materials which appear in final form are meeting the intended goals.

a. Staffing

The AV Unit will be headed by a Senior Educational Media Specialist with a text/script editor, graphic designer/photographer, audiovisual/photocopy technician, and an Urdu calligrapher. Two other technicians may be required when an offset printing facility is in place, upon the recommendation of the Printing Materials Advisor.

7. Research and Evaluation Unit

The evaluation component of the Research and Evaluation Unit will provide formative evaluation for products in the design stage before they are reproduced and distributed in large numbers. Another task will be to conduct evaluation of training courses, mass media campaigns, and generally, try to ensure that the work and products of the Centre are, in fact, doing what they are intended to do.

The research brief given to the unit will include commissioning specific research studies considered vital to understanding the drug abuse problem in Pakistan, encouraging postgraduate students to consider drug abuse as a topic for theses and dissertations, and updating past research studies so that longitudinal findings can be analyzed for trends, new elements, and generally keeping abreast of Pakistan's drug abuse situation. In effect, this unit will be the focal point for drug abuse and narcotics research studies in Pakistan, liaising as needed with medical and other academic research being conducted. The unit would likely conduct conferences which would provide researchers in drug abuse a chance to share information and findings.

a. **Staffing**

The R&E Unit will require a Senior Research Officer and an Evaluation Specialist. They will be assisted by a stenographer who will also tabulate data from evaluations studies.

B **STAFF DEVELOPMENT AND TRAINING**

As the Centre will operate under the PNCB, Pakistan government uniform salary scales and terms of service will apply. More detailed planning may reveal the need to make provisions for contractual arrangements rather than for immediate permanent establishment for Centre staff.

1. **Senior Staff**

- Director (BPS 1920)
- Senior Reference Librarian (BPS 1718 for other senior staff)
- Senior Training/Outreach Specialist
- Senior Educational Media Specialist
- Senior Research and Evaluation Specialist
- Senior Information Officer

In the second and third years, two additional senior staff positions will be added to administer the Karachi and Quetta branches respectively.

2. **Technical, Secretarial, Clerical, and Support Staff**

● **Administrative Unit:**

Accounts officer
English/Urdu translator
Stenographer
Drivers (2)
Messenger
Security guards (3)
Cleaners (2)
Gardener/groundskeeper

● **Documents and Information Unit:**

Stenographer

● **Training and Outreach Unit:**

Training Officers (2)
Stenographer

● **Materials and Audiovisual Unit:**

Text/script editor
Graphic designer/photographer
Audiovisual/photocopy technician
Urdu calligrapher

- **Research and Evaluation Unit:**

Evaluation specialist
Stenographer

- **Press Information Unit:**

Stenographer
Urdu calligrapher

- **Karachi and Quetta Branch Offices:**

Stenographers(2)
Messengers (2)
Drivers (2)
Security guards (4)

3. Estimated Staffing Costs

The estimated costs for the above personnel are as follows: (US \$)

<u>Islamabad Main Office</u>	<u>Year:</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>Total</u>
Senior staff: BPS 1622. (6)		14,250	15,800	17,350	47,400
Technical/Support: BPS 1-14 (24)		18,075	20,550	21,025	59,650
Subtotal:		32,325	36,350	38,375	107,050
<u>Karachi and Quetta Branch Offices</u>					
Senior Staff (2)		0	2,250	4,750	7,000
Technical/Support staff (10)		0	2,300	4,850	7,150
SubTotal:		0	4,550	9,600	14,150
TOTAL:		32,325	40,900	47,975	<u>\$121,200</u>

4. Topics

Topics for staff development include:

- Thorough grounding in technical aspects of narcotics: agricultural, physiological, psychological, medical treatment, legal, economics, sociological.
- History of drug abuse in Pakistan.
- Results of Drug Abuse Survey and implications for the nation.
- Basic principles of information dissemination and communication.

- Role of mass media in attitude change.
- Basic drug abuse prevention course as given to social welfare and NGOs.
- Techniques of audiovisual presentation.
- From research data to general public consumption: making research come alive.

For many of these topics, staff development and training can be offered by local experts on a seminar/workshop basis, particularly drawing upon the Allama Iqbal Open University staff and the new information transfer facility at the National Agricultural Research Centre with whom the Drug Abuse Prevention Centre share many common methods. Other local institutions include the Quaid-i-Azam University and the various institutes.

Expatriate advisors who may be serving as operational advisors also can provide valuable in-service staff development seminars. More formal short-term training on a regional and overseas basis may be required as identified by the Director in consultation with donor agencies.

The sum of \$50,000 is estimated for local and regional staff training costs for five years. Included in this figure is expected attendance at professional meetings in Pakistan and the region. Following are estimated items for the \$10,000 per year suggested for staff training:

Local Expert Honoraria:	\$3,000
Local Expert Travel:	\$1,000
Tuition/Fees Ongoing Courses	\$2,000
Regional Meetings & Workshops	<u>\$4,000</u>
	\$10,000

C. EQUIPMENT NEEDS

1. Equipment

A summary of office equipment needs is provided in the following table.

TABLE 6. Summary of Office Equipment

ITEM	UNIT						NO.	TOTAL
	ADM	D&I	T&O	M&AV	R&E	PI		
Typewriters	3	1	1	1	1	1	8	\$4,800
Calculators	4					2	6	300
Photocopiers		1		1		1		5,200
PC Systems		1		1		1	3	20,000
Air conditioners	4	2	3	3	1	1	14	8,400
VCR & monitors				2		1	3	4,500
Audiocassette recorders				2		1	3	400
Subtotal:								\$43,600
Add 20% for spares and 15% shipping to cumulative figure:								\$14,568
<u>TOTAL</u>								<u>\$58,168</u>

- Notes:
- Includes Branch Offices
 - Desktop (2) and production model (1)
 - Hard disk (2) and floppy (1)
 - Including 2 for meeting room

In addition, the following equipment would be required by the M&AV and D&I Units:

Materials and Audiovisual Unit:

- 35mm slide projectors (2)
- 16mm film projector
- Overhead projector
- Projection screens (2)
- Public address systems: interior and outdoors (2)
- VHS video cameras with lighting, tripods, microphones (2)
- Kroy-type headliner and misc. drawing equipment
- Photographic equipment: camera, flash, extra lenses, case, tripod, lighting
- Dry mounting press
- Photocopy accessories: staplers, paper cutters, binding machine
- Portable easel/magnetic board/marker board (3)

Estimated cost (without shipping): \$8,000.

Add spares (20%) and shipping (15% of equipment plus spares): \$14,400

Documentation and Information Unit:

Microfilm reader

Microfiche reader

Label maker

Miscellaneous book binding equipment, paper cutter, etc.

Estimated cost of equipment (incl. spares and shipping): \$1,000.

2. Vehicles

Transport needs for the Centre are considered modest:

1. A 10-12 passenger van which also can be used to transport supplies, carry AV equipment, etc.
2. A five-passenger saloon/sedan for miscellaneous transport for visitors, staff duties, and travel to Peshawar and Lahore.
3. A motorcycle for use as a dispatch and pick-up vehicle.

In addition, the two branch offices will require, at the minimum, a saloon/sedan-sized vehicle or larger for transport of visiting staff, training courses, and delivery of supplies.

Estimated cost of vehicles: \$55,000. Add spares (20%): \$11,000
Total estimated cost of vehicles: \$66,000

3. Supplies and Other Program-related Recurrent Costs

Paper, PC diskettes, film/processing
Service contracts on equipment: PCs, typewriters, air conditioners
Vehicle running and maintenance costs
Misc. office supplies: file folders, typewriter/printer ribbons, etc.
Video and audio tapes for archiving of narcotics-related media
Cleaning and building/gardens upkeep
Postage and other delivery services

Some costs for supplies are factored into program items (especially printed matter). The estimated costs not previously included are: \$38,000.

4. Library Development

An assortment of reference, text, periodical, and other basic documents are required to build up the Centre's library collection. Estimated cost: \$125,000.

5. Printing Shop

Equipment for the Printing Shop is estimated at \$85,000, subject to a specialist's recommendation.

6. Staff Travel

Based on one trip per quarter from the main Centre for each senior staff person (once a month for the Director), it is estimated that \$91,000 (average of \$18,000/year) is required for staff travel.

D. BUILDING AND FACILITIES NEEDS

1. Space Requirements: Features and Area

For the ADM, R&E, and PI, there are few special needs beyond adequate size and comfort for the staff in which to work. The ADM Unit requires a separate office for the Director, preferably of a size which could hold senior staff meetings in reasonable comfort (12x18--all dimensions given in feet and square feet). A general office with reception area (15x22), storage, toilets, small kitchen, and other public spaces also are required (254 sq.ft.). Total space for ADM Unit: 800 sq.ft.

The R&E and PI Units both have similar operations and each requires one room (10x12 minimum). Total space for R&E and PI Units: 240 sq.ft.

The T&O Unit has several additional staff members and will likely be having a number of visitors (advisors, authors commissioned to produce materials, etc.). Two rooms (10x12 each) are required. In addition, this unit and others will require a small meeting room holding up to 15 persons (12x20 minimum). Total estimated space for T&O Unit: 500 sq.ft., including small group meeting room.

The D&I Unit requires storage/shelf space, room to catalogue and bind, and space for several users to use the facilities. Two rooms are required: one for the librarian and assistant (10x12) and the other to hold the library and provide space for the users (12x20). Total space: 360 sq.ft.

The most complex space arrangements are required by the M&AV Unit, which initially will have a production photocopy machine and possibly an offset printing press with auxiliary equipment. Also required is space for creating visuals and previewing slides, films, and videotapes. Quiet space also must be available for editing, Urdu calligraphy, and pretesting materials. A small black-and-white darkroom is desirable. Work space for mailing and storage space for paper and Centre materials awaiting distribution is required. Five rooms (10x12) for a total of 600 sq.ft. should be allocated to the M&AV Unit.

The Karachi and Quetta Branch Offices will require two offices with, ideally, an additional meeting room for up to 20 people to be used principally for training sessions, press conferences, etc. The meeting room should be air conditioned and easy access to toilets are necessary. Estimated space for each location: 500 sq.ft. for a total of 1,000 sq.ft.

In summary, total space for Islamabad: 2,500 sq.ft. Current rates for office-type space for this amount is estimated at \$800 per month or \$9,600 per year. For Karachi and Quetta, the estimated rent per year is \$2,400 each, or \$4,800 per year for the two branches.

2. Interior Modifications

The cost of modifying the premises to suit the needs of the Centre, including partitions, extra electrical wiring, and carpeting of selected areas is estimated at \$10,500 for the three locations.

3. Furniture

An estimate of \$22,500 is made for furnishings including desks, filing cabinets, shelving, drapes, tables, chairs. (All three locations).

4. Utilities

Electricity, telephone, water, and gas are not easy to estimate in advance of the actual combination of consumption factors. We estimate that the Centre's main office in Islamabad will average \$700 per month in utilities while the Karachi and Quetta branches will require \$150 per month.

5. Total: Rent, Furniture, and Utilities

The total for buildings and facilities is \$162,000. Table 7 summarizes the figures.

TABLE 7. Building and Facilities

	i	2	3	4	5	TOTAL
<u>Islamabad</u>						
Rent (2,500 sq.ft.)	9,600	9,600	9,600	10,500	11,000	50,300
Modifications	5,000	1,000	0	1,000	1,000	8,000
Furniture	15,000	5,000	0	0	0	20,000
Utilities	7,200	8,400	9,600	10,500	12,000	47,700
Subtotal:	36,800	24,000	19,200	22,000	24,000	126,000
<u>Karachi and Quetta</u>						
Rent (500 sq.ft.each)	0	2,400	4,800	4,800	5,000	7,200
Modifications	0	0	2,500	0	0	2,500
Furniture	0	0	2,500	0	0	2,500
Utilities	0	1,800	3,600	4,200	4,500	14,100
Subtotal:	0	4,200	13,400	9,000	9,500	36,100
TOTAL:	36,800	28,200	32,600	31,000	33,500	<u>\$162,100</u>

SECTION V.

IMPLEMENTATION STRATEGY: STAGES AND STEPS

The Drug Abuse Prevention Resource Centre is a new concept not only for Pakistan but for many other nations as well. As outlined here, it outwardly resembles a health education or agricultural information center. But the nature of the subject matter--keeping people from using illegal and self-destructive substances--and the need to work with a wide array of groups plus a mass audience creates a more complex communications problem with few precedents for guidance.

In these circumstances, the most appropriate implementation strategy is a flexible, adaptable step-by-step approach--learning from mistakes, maintaining creativity, and carefully examining the results of previous actions. At the same time, the goals and objectives must be kept clearly in mind. A "rolling planning" style seeks to improve performance in pursuit of the goals even if that means changing objectives as experience indicates.

A. IMPLEMENTATION PLAN: THREE-YEAR PHASED DEVELOPMENT

The following implementation plan is detailed for the first year and more general for the second and third years. One difficulty with step-by-step planning is the attempt to anticipate staff and budget needs years ahead of the experience. We can only rely on our best experience and judgment to date, anticipating that there will be room to maneuver within the three-year planning period.

YEAR ONE

1. Administrative Unit (AU)

- Director hired.
- Suitable premises found and leased; basic office furniture purchased.
- Vehicles purchased (1 12-passenger van, 1 saloon) plus spares.
- Basic office machines purchased plus spares, supplies and service contracts.
- Secretarial, clerical, and security staff, and drivers recruited for Administrative Unit.
- Air conditioners (with spares and service contracts) purchased and installed in those parts of buildings sensitive to heat and dust--i.e., computers, audiovisual equipment.
- Advisory Council members identified and invited to serve; first meeting held as soon as premises are suitable for inspection.
- Opening of Karachi Provincial Branch Office by end of year.

2. Documentation and Information Unit (D&I)

- Senior Reference Librarian recruited.
- Stenographer recruited (with library experience).
- Furniture for unit identified and purchased.
- Unit equipment purchased plus spares, supplies, and service contracts.
- Acquisition process begun for documents, journals, research reports, etc.
- Identification of primary and secondary users of drug abuse prevention information; mailing list developed; introductory letter sent to prospective users.
- Cataloguing of materials begun; list updated monthly for internal distribution within Centre.
- All Pakistan newspapers and other relevant publications purchased on standing orders; clipped for appropriate subjects and filed on daily basis; all stories related to Centre photocopied and circulated to staff on weekly basis.
- Quarterly planning with other units on information needs.

3. Training and Outreach Unit (T&O)

- Senior Training/Outreach Officer recruited.
- Two additional Training/Outreach Officers recruited by end of year.
- One stenographer recruited.
- Basic office equipment purchased plus spares, supplies, and service contracts.
- Work plan created for year: includes minimum of 6 training-of-trainer courses including follow-up; necessary training materials and audiovisual support developed.
- Creation with D&I Unit of mailing list of potential Centre users; pilot Newsletter drafted, reviewed, printed, and mailed to mailing list.
- Mass media campaign organized with other collaborators: NGO federation, professional associations, business/industry.
- Collaboration with Press Information Coordinator on two journalism training workshops.

- Identification of topics and subject matter followed by commissioning of brochure series on basic drug abuse information for use by community groups.
- Identification of necessary audiovisual support materials for training courses in collaboration with Materials and Audiovisual Unit.
- Identification of necessary research topics for strengthening content of training program in collaboration with D&I and R&E Units.

4. **Materials and Audiovisual Unit (M&AV)**

- Senior Educational Media Specialist recruited.
- One text/script editor and one graphic designer/photographer hired.
- One audiovisual/photocopy technician and one Urdu calligrapher hired.
- Basic equipment purchased with spares, supplies, and service contracts.
- Collaboration with T&O and Press Information Units in commissioning, editing, and providing suggested designs for training manuals, brochures, posters, and other print materials.
- Development of audiovisual materials needed for training courses, including commissioning of short video tapes, 35mm slides, charts, and overhead transparencies as specified by T&O Unit.
- Development of procedures for pretesting, pilot-testing, and post-testing materials in collaboration with T&O and R&E Units.
- Collaboration with all other units in devising mass media awareness campaign, specifically preparing pilot materials for testing before final versions are produced.
- Identification of companies and independent writers, graphic designers, photographers, video and film producers, and printing firms which agree to work with the Centre in its creation of tested, good quality materials.
- Identification of equipment, spares, and supplies which allow the Centre to make maximum use of limited manpower in producing good quality print and audiovisual products in collaboration with contractors.

5. **Research and Evaluation Unit (R&E)**

- Senior Research and Evaluation Specialist recruited.
- One Evaluation Specialist recruited.
- One Secretary/Clerk recruited.
- Basic equipment purchased plus spares, supplies, and service contracts.
- Organization of seminar/workshop to identify necessary applied research topics (listed in priority order) as suggested by Centre staff, academicians, drug abuse prevention workers, and others knowledgeable about the topic.
- Commissioning of research studies identified above and agreed vital to improving the work of the Centre's efforts in drug abuse prevention.
- Identification and application of formative and summative evaluation procedures and methods for testing print and audiovisual materials.
- Identification and application of procedures for pre- and post-testing of training course participants for basic knowledge of drug abuse issues.
- Development and application of evaluation procedures to improve training course design and implementation.

6. **Press Information Section (PI)**

- Senior Information Officer recruited.
- Basic equipment purchased with spares, supplies, and service contracts.
- Identification of all possible users of press releases on drug abuse information in Pakistan and limited external users; compiled into mailing list (updated as necessary).
- Organization of monthly press conferences presided over by Centre Director with local and visiting experts available as appropriate.
- Creation of basic press kit, updated quarterly or as required.
- Commissioning of three feature stories with photographs for placement in newspapers on staggered basis.
- Participation in organization of mass media campaign with other Centre units; coordination of publicity and emphasis on provincial/local events.

- Coordination with D&I Unit on archiving all Centre materials, especially broadcast materials on radio and TV not normally "scanned" in newspaper and other print reviews by D&I.
- Commissioning of three radio feature documentaries throughout year.
- Organization and implementation with cooperation of other units of one-day journalism training workshops in provincial capitals and Islamabad on basic drug abuse topics.

7. Staff Development and Training

- The Director and Unit heads will outline staff development needs for all staff and organize internal training as required.
- Appropriate local training courses and expertise will be identified and used. Similarly, appropriate regional and overseas training courses will be identified and donors sought to provide funding.

8. Building and Facilities

- Review at end of first year's operation of adequacy of premises and facilities versus cost and completion period of special built or more comprehensive existing building.

YEAR TWO

Both the second and third year's operations obviously will be guided by experience gained from the first year. It is possible to anticipate some implementation steps in 1988 given satisfactory progress during the first year. Some examples of further implementation steps are briefly noted below.

1. Administrative Unit

- Planning of Quetta Branch Office: Leasing of premises; purchase of equipment, vehicle, supplies; hiring of Program Officer, clerical, and support staff. Duties and work plan outlined; training period/residence in main Centre to understand operations, staff, and general procedures.
- Staff development and training program underway; first emphasis on clerical and technical staff followed by junior professionals and senior staff.
- Use of local and expatriate advisors accessed; plan for second year's use developed.
- Advisory Council meets early in second year to review first year's work and discuss plans for coming year. Funding options examined, particularly special projects with separate funding (both local and international donor).

- By end of year, full evaluation of Centre's programs, staffing, facilities, and technical assistance usage to date. Appropriate action proposed and incorporated into revised plans.

2. Documentation and Information Unit

- Review of periodical subscriptions made to determine those most suitable for Centre's use.
- Information obtained from other libraries in Pakistan about inter-library loan of certain materials, especially theses, journals, etc.
- Updating of mailing list of users and potential users of D&I services.
- Review of support to other Centre units and possible hiring of a documents assistant.
- Further development of reference collection and basic literature on drug abuse.
- Exchange of shelf lists of drug abuse literature (e.g., medical colleges) arranged with other Pakistan libraries; inter-library loan agreements explored.
- Index of newspaper clippings and other media references begun using computer data management program.
- Use of short-term local and expatriate advisors as required.

3. Training and Outreach Unit

- Further training needs identified, syllabi developed, materials created, courses offered.
- Curriculum planning with MOE continues with identification of necessary materials required for teacher workshops, handouts to pupils, and appropriate materials for parents.
- Four-page Centre Newsletter published on bimonthly basis in English and Urdu. Distributed to mailing list of former course attenders, news media, government officials, policymakers, and others with interest in drug abuse prevention.
- Mass media campaign (annual event) refined and organized again.
- Various additional commissioned brochures and documents created, published, and distributed.

- In collaboration with M&AV and R&E Units, planning for materials specifically for illiterates/semiliterates. Assistance of health education experts and others with experience in reaching illiterates solicited.
- Commissioning of additional audiovisual materials specifically for use by community groups; testing; refining; duplication; dissemination (with M&AV and R&E Units).
- Continuing contacts with NGOs and other community groups, including service organizations (Rotary, Lions, etc.) and expansion of contacts to those previously not reached by Centre activities.
- Orientation of Karachi Branch Office to activities of the Centre and clear understanding of role of the branch office as outreach arm for Centre activities in Karachi and Sind Province generally.
- Organization of awards to community groups demonstrating best progress toward establishing community Drug Free Zones.

4. **Materials and Audiovisual Unit**

- Refinement of formative evaluation procedures with R&E Unit, especially in reducing time for pre- and pilot-testing.
- Refinement of working relationship with contractors, especially authors and graphic designers, to reduce time between commissioning and final product.
- Assessment of personnel requirements and training needs of staff; one additional Educational Media Specialist may be required to service training courses.
- Assessment and action (if required) on establishing a medium-capacity offset printing unit.
- Assessment and action (if required) on purchase of additional equipment, especially for use of video in micro-teaching exercises in training courses.
- Creation of annual poster contests in schools and colleges on given theme of drug abuse prevention.

5. **Research and Evaluation Unit**

- Results from first year's research program compiled, assessed, and further studies commissioned.
- Establishment of annual awards for best research thesis (Master's) and dissertation (Ph.D.) related to drug abuse.
- Assessment of personnel needs in materials formative evaluation procedures; if required, hire and train evaluation assistants.

- As part of outreach to illiterates and semiliterates, conduct systematic study of approaches made in other sectors (Pakistan and worldwide) in communication of technical and social messages. Included are family planning, oral rehydration therapy (ORT), reforestation, better agricultural practices, etc.
- Using principles from above study, plan strategy with T&O and M&AV for reaching illiterate audiences.

6. Press Information Section

- Extend journalist training workshops to include broadcast media and government information officers.
- Compile annual report (in collaboration with D&I Unit) of usage of Centre-generated press release materials, press conferences, use of press kits, etc., by print and broadcast media.
- Inaugurate annual awards to journalists and their employers for best coverage of drug abuse issues (in collaboration with existing awards). Categories might include best feature story, news, public service, photography.
- Organize editor and publisher seminar on theme related to drug abuse; use outside resource people, similar to 1984 mass media seminar held in Quetta.
- Increase number of commissioned pieces (print, radio) and add one broadcast television documentary with experimental telephone call-in at end, with panel to answer public enquiries.
- Train Karachi office staff in press relations.

YEAR THREE

By the beginning of the third year, the operations of the Centre will have become more routine. Experience will have been gained in the organization of training courses, commissioning and field-testing of materials, dealing with the press, and performing literature searches. The operation for one year of a branch office in Karachi will have provided insights into how to make use of field offices for prevention education and information. Categories which will likely be part of the third year implementation plan include:

- Identification of staff development and training needs; where to obtain the best necessary training.
- Assessment of additional staff, equipment, and housing requirements for fourth year.
- Opening of branch office in Quetta, repeating procedure and operations of Karachi office opening in light of past experience.

- Review of previous year's activities and preparation of work plans reflecting ability and value of carrying out previous activities; addition of new tasks and/or approaches.
- Review of long-term financial needs and contributions of donors and Government of Pakistan to Centre's continued program; regularization of funding.
- Conduct major update of 1982-84 National Survey to further identify profiles of drug abusers, locations of high incidence in Pakistan, and other refinement of fundamental drug abuse data.
- Conduct major evaluation of Centre's objectives and implementation with view to adjusting levels of expenditure and activities to suit current needs.

B. LOOKING BEYOND THREE YEARS

Given the rapidly changing number of drug abusers, particularly heroin abusers, looking into the final two years of the planning period is particularly difficult. It may well be that political pressures will build on the Centre which would skew the program activities toward mass media: highly visible, but questionable in terms of lasting effects. On the other hand, success in certain Drug Free Zone projects might trigger requests from unplanned areas for assistance in establishing Drug Free Zones. The funding recommendations have tried to build in flexibility for such eventualities, trying to distribute expected program area needs equally rather than concentrating on one or two areas.

The Centre also will be under the scrutiny of donors looking for results, particularly going into the third year. In fact, based on experience in the area of drug demand reduction or other sectors where behavior change must precede any indicators of reduced demand, that five years is a comparatively short time. It will be difficult to attribute either success or failure to the Centre. On the other hand, evaluation criteria must be established so that by the fourth year, the Centre can be confident that its internal work is of high quality and that it has acceptable face validity even if the initial results do not appear to meet all the expectations.

C. ASSISTING IMPLEMENTATION: TECHNICAL ASSISTANCE ADVISORS

The Centre, as described in this paper, will not be self-sufficient in carrying out the quite ambitious programs; the staff will act as coordinators and funding agents to accomplish many of the Centre's objectives. As pointed out earlier, this requires a more sophisticated management pattern than generally is found in Pakistan. Two categories of technical assistance seem appropriate to develop this management method: regular visits by international advisors and a pool of local expertise to draw upon as necessary.

1. International Technical Assistance Requirements

The breadth of the Centre's programs and the need for penetrating many levels of society make more familiar public information and education activities, such as agricultural and health extension, seem quite narrow by comparison. The need for technical advice might seem quite significant. Yet because there are the so few Centre

professional staff, the ability to make good use of outside advisors becomes quite limited. There are few more frustrating occasions than trying to perform day-to-day operational tasks and be expected to coordinate and make good use of short-term visitors who have an entirely different time frame for accomplishing their scopes of work.

On the other hand, having a selected, dependable team of colleagues in the country who have a more flexible timetable than international visitors, can provide the balanced technical advice required from time to time to tackle specific problems.

The international Information Service Advisor, for example, could work with the D&I Unit to develop a method of taking information on basic narcotics issues and packaging that material into standardized, computer-adapted fact sheets. But there is no way that the Senior Reference Librarian can adequately do that work along with the other tasks required in the first two years of the Centre's opening. A local advisor, familiar with the requirements, could take on the task or identify someone who can. The Senior Reference Librarian would then assume the role of manager to make sure the work is done in good time and that it meets the needs of the Fact Sheet Project. The following positions are suggested as critical to the needs of the Centre during its first several years of operation:

1. Implementation Advisor. Required to provide technical and managerial expertise to first two years of course's development
2. Printing Materials Advisor. Required to assess printing/reprographics needs, write specs, and provide technical advice in initial stages of printing shop with subsequent follow-up and training.
3. Media Research and Evaluation Advisor. Required to give guidance in use of mass media, training materials, and creation of evaluation procedures for various Centre activities, including materials production.
4. Information Services Advisor. Required to develop pro-active approach to information services, assist with computer procedures in D&I Unit, and advise on acquisitions from international sources.
5. Training and Outreach Advisor. Required to assist with drug abuse prevention approaches, creative training methods, and training technology transfer to staff.

All would be expected to participate in staff development and training activities.

Two other technical advisors, for Research and Curriculum, are already part of the Preventive Education for Drug Abuse Project (UNFDAC) and are thus not included in this description; they will be available for technical consultation over the next several years. Annex B contains detailed Scopes of Work for the five advisors listed above and the reader is referred to that section for a more detailed description of their expected output.

a. Timetable for International Advisors

The following table suggests the distribution of the available person-months over the five-year planning period.

TABLE 8. International Advisors Timetable

Figures represent number of months

Advisor	Year					TOTAL
	1	2	3	4	5	
Implementation Advisor	12	12	2	2	2	30
Print Materials Advisor	4	2	1	1		8
Media Research/ Eval. Advisor	3	2	2	2		9
Information Services Advisor	2	2	2	2		8
Training and Outreach Advisor	3	2	2	1		8
TOTAL:	24	20	9	8	2	63

b. Costs for International Technical Assistance

There is considerable variation in person-month costs between donor agencies and even within donor agencies, from \$8,000 to \$17,000 for a short-term assignment for the same person's talent. For purposes of calculation, the median figure is taken--\$12,500 which includes fees and per diem. Travel to and from Pakistan is calculated as \$4,000 per round trip from the U.S. including overnight.

No. short-term months:	39 @	\$12,500 =	\$487,500
No. round trips:	20 @	4,000 =	80,000
No. long-term months:	24 @	10,000 =	240,000
One-time cost:		60,000 =	60,000
Total:			<u>\$867,500</u>

2. Local Technical Assistance

The T&O and R&E Units each require a Technical Advisory Committee from which could be drawn individuals to provide specific expertise as required. In some case, it would be desirable to coordinate the activities of the local technical advisors with those of the international advisors. For the other units, individual local advisors could be identified, particularly for the D&I Unit and for advice on specific matters to the Press Information Coordinator. The M&AV Unit will, by nature of its commissioning of designs, scripts, and production, have a pool of advisors but might consider an overall advisor for instructional design. Because of this rather fluid arrangement, only general time figures are given for local technical assistance and costs.

a. **Costs for Local Technical Expertise**

For purposes of costing, a figure of \$2,200 per person-month is estimated, including honoraria, travel, and per diem. Add an average of 20 person-months per year (4 person-months per Unit, not including branches) is estimated. Thus:

No. person months 20/year x 5 years: 100 months @ \$2,200: \$220,000

3. **Total costs for technical assistance**

For 163 person-months of combined international and local technical assistance over the five-year planning period, the total cost is \$1,087,500.

Table 9. Budget Summary
In thousands of US\$

ITEM	Year					Total
	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	
1. <u>Personnel and Staff Development</u>						
A. <u>Main Office: Islamabad</u>						
Senior staff (6)	14.3	15.8	17.4	19.	20.5	87.
Technical/Support staff (24)	18.1	20.6	21.	22.	23.	104.7
Subtotal:	<u>32.4</u>	<u>36.4</u>	<u>38.4</u>	<u>41.</u>	<u>43.5</u>	<u>191.7</u>
B. <u>Branch Offices: Karachi and Quetta</u>						
Senior staff (2)	0.	4.8	5.	5.4	6.	21.2
Technical/Support staff (10)	0.	4.9	5.1	5.5	6.2	21.7
SubTotal:	<u>0.</u>	<u>9.7</u>	<u>10.1</u>	<u>10.9</u>	<u>12.2</u>	<u>42.9</u>
C. <u>Staff Development</u>	<u>10.</u>	<u>10.</u>	<u>10.</u>	<u>10.</u>	<u>10.</u>	<u>50.</u>
TOTAL:	<u>42.4</u>	<u>56.1</u>	<u>58.5</u>	<u>61.9</u>	<u>65.7</u>	<u>284.6</u>
2. <u>Programs and Special Projects</u>						
A. <u>Training courses</u>	40.5	90.	90.	90.	90.	400.5
B. <u>Materials prep./prod.</u>	30.	42.	55.	62.	62.	251.
C. <u>Research/evaluation</u>	10.	35.	40.	45.	47.	177.
D. <u>Press/information dissem.</u>	10.	19.	23.5	28.	30.	110.5
E. <u>Mass media campaigns</u>	60.	100.	125.	150.	160.	595.
F. <u>Special projects, DFZ</u>	30.	86.	108.	118.	124.	466.
TOTAL:	<u>180.5</u>	<u>372.</u>	<u>441.5</u>	<u>493.</u>	<u>513.</u>	<u>2,000.</u>
3. <u>Equipment, Vehicles, Supplies</u>						
A. <u>Equipment</u>	43.6	20.	10.	10.	10.	93.6
B. <u>Vehicles</u>	42.	12.	12	0	0	66.
C. <u>Supplies/other recurrent</u>	15.	18.	21.	23.	25.	102.
D. <u>Library development</u>	30.	30.	20.	22.	23.	125.
E. <u>Printing shop equipment</u>	60.	10.	5	5.	5.	85.
F. <u>Staff travel</u>	15	16.	18.	20.	22.	91.
TOTAL:	<u>205.6</u>	<u>106.</u>	<u>74.</u>	<u>80.</u>	<u>85.</u>	<u>550.6</u>
4. <u>Building and Facilities</u>						
A. <u>Islamabad</u>	36.8	24.	19.2	22.	24.	12
B. <u>Karachi and Quetta</u>	0.	4.2	13.4	9.	9.5	36.1
TOTAL:	<u>36.8</u>	<u>28.2</u>	<u>32.6</u>	<u>31</u>	<u>33.5</u>	<u>162.1</u>
TOTAL OPERATIONS/CAPITAL	465.3	542.3	606.6	665.9	697.2	2,997.3
5. <u>Technical Assistance</u>						
A. <u>International 63 person months</u>						867.5
B. <u>Local 100 person months</u>						220.0
TOTAL:						<u>1,087.5</u>
TOTAL COMBINED COSTS						4,084.8

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SECTION VI.

SUMMARY: MAKING AN IMPACT BY COORDINATING RESOURCES

The Drug Abuse Prevention Resource Centre is a direct response to the need to reach deeply into the society and inform, educate, and persuade citizens and policymakers that drug abuse is a crippling problem gaining momentum within Pakistan. The Centre would work closely with community groups which are now reacting to the addiction problem in their midst. No single method or target group can be adopted; the time for simple solutions to a complex problem is long past. For this reason, the suggested strategies and methods use a number of ways to address the drug abuse problem.

The Drug Abuse Prevention Resource Centre will be a way of helping the public understand the drug abuse problem and work to prevent further addiction. The scope of work outlined for the Centre is comprehensive; the mechanism proposed is modest but carries a number of multiplier devices to ensure that the commitment of resources goes as far as possible.

ANNEX A. JOB DESCRIPTIONS FOR CENTRE SENIOR STAFF

Title: Director

Reports to: Chairman, Pakistan Narcotics Control Board

Duties and Responsibilities: The Director is the chief executive officer for the Centre and as such will be responsible for all management, administrative, and fiscal matters related to the Centre. The Director will be advised on policy matters by the Chairman, PNCB, and an Advisory Council. Specific duties and responsibilities include:

1. Producing and administering a strong plan for personnel management, including hiring, dismissal procedures, and staff development.
2. Maintaining accurate and current financial and fiscal records.
3. Developing policies for the Centre and operational planning for program implementation.
4. Providing national leadership in drug abuse prevention measures.
5. Representing the Centre and, where appropriate, the PNCB at provincial, national, regional, and international conferences and meetings.
6. Providing strong leadership and overall guidance for each of the Centre's operational units.
7. Identifying and recruiting able, aggressive, and effective staff.
8. Coordinating annual work plans for the various units to fit the overall policies and objectives for the Centre.
9. Coordinating Centre efforts with all other relevant drug abuse prevention agencies and organizations.
10. Coordinating expatriate and local consultants assignments with the various Centre units.
11. Preparing funding proposals and reports.
12. Preparing reports and suggested agenda for the Advisory Council.
13. Arranging for leasing and upkeep of Centre building and grounds; disbursement of funds for Centre operations; developing a transport policy; administering branch offices.
14. Serving as spokesperson for the Centre and its activities at meetings and interviews with the press.

Qualifications and Experience: The Director shall have as a minimum qualification a Master's degree from a recognized university in science, social science, social work, or education. He/she should have a minimum of five years in professional work in addition to 10 years administrative experience; be well acquainted with the narcotics and the drug abuse situation in Pakistan; and be familiar with the use of information and education for the public's welfare.

The Director should be willing and able to travel extensively, speak at public gatherings, and provide the dynamic leadership required for national level responsibilities. Knowledge and understanding of all parts of Pakistan are important.

* * * * *

Title: Senior Training and Outreach Officer

Reports to: Director

Duties and Responsibilities: The Senior Training and Outreach Officer is in charge of the Training and Outreach Unit and as such is responsible for implementing Centre policies and programs in training in drug abuse prevention and a wide array of outreach activities to the nation in prevention of drug abuse. Duties of the STO Officer include:

1. Managing and administering the Centre's Training and Outreach Unit.
2. Maintaining accurate and current records of any financial, equipment, and other items of value under his/her control.
3. Developing and executing training and outreach programs which fit the policy and organizational guidelines of the Centre.
4. Developing, with other unit heads and the Director, annual work plans which incorporate the goals and objectives of the Centre.
5. Planning and coordinating the responsible use of contractors and consultants in training and outreach activities.
6. Identifying research, evaluation, and information needs and questions which arise from the several training and outreach activities, and advising the respective heads of the R&E and D&I Units of these issues.
7. Similarly, identifying training materials (print and audiovisual) required to provide effective and strong training courses and outreach activities and coordinating their production with the head of the M&AV Unit.
8. Identifying innovative techniques which can be used in T&O activities and incorporating these techniques into experimental programs and projects for evaluation.
9. Making effective use of T&O Unit staff while ensuring their professional growth through a variety of duties.
10. Effectively using the expertise and experience of the several Technical Advisory Committees which are available to the T&O Unit.

11. Advising the Director and other unit heads of developments in drug abuse prevention measures and aggressively seeking out information from within and outside of Pakistan on best methods of training and outreach for drug abuse prevention.
12. Assuming administrative responsibility and leadership of the Centre during the absence of the Director.
13. Coordinating the work of expatriate and local advisors assigned to the T&O Unit in a manner which maximizes their effectiveness.
14. Undertaking any other duties which may be assigned from time to time by the Director.

Qualifications and Experience: The STO Officer shall have at least a Master's degree in social work, education, communication, or extension. A degree in a social science is acceptable but strong training experience must be demonstrated. At least five years professional experience is required, most of which should include training and outreach activities. As the STO Officer will substitute occasionally for the Director, three years of administrative experience also is required. Knowledge of Pakistan's narcotics issues and drug abuse prevention experience is necessary. Experience with mass media campaigns is highly desirable. The STO Officer should be familiar with all parts of Pakistan and be prepared to travel extensively during execution of his/her duties.

* * * * *

Title: **Senior Educational Media Specialist**

Reports to: Director

Duties and Responsibilities: The SEM Specialist will be in charge of the Materials and Audiovisual Unit and as such is responsible for the overall design and production of printed and audiovisual materials as well as providing audiovisual services to the Centre. The specific duties and responsibilities include:

1. Organizing and arranging for equipping of the unit.
2. Managing and administering the unit's operations in coordination with other Centre units.
3. Maintaining accurate and current records of any financial, equipment, supplies, and other items of value under his/her control.
4. Developing an annual and quarterly work plan in collaboration with the Director and other unit heads.
5. Maintaining an adequate stock of materials; arranging for routine and special maintenance of equipment; keeping an adequate inventory of spare parts; keeping an adequate supply of most popular printed materials.
6. Establishing and adhering to procedures of pretesting and pilot-testing (formative evaluation) of printed and audiovisual materials in cooperation with the Evaluation Specialist.

7. Planning and coordinating the use of outside contractors in the creation, design, and production of printed and audiovisual materials not conveniently produced within the Centre.
8. Identifying evaluation and research issues which require the attention of the R&E Unit.
9. Providing documentation on major Centre events including still picture and audiovisual records.
10. Arranging for production of a comprehensive photographic library on subjects related to drug abuse prevention in collaboration with the D&I Unit and Press Coordinator.
11. Outlining needs for staff development for Unit members and conveying these needs to the Director.
12. Coordinating the work of expatriate and local advisors assigned to the M&AV Unit which maximizes their contribution to the Centre.
13. Maintaining links with similar units in other agencies for the possible exchange of information, services, materials, etc. (especially health and agriculture sector audiovisual units).
14. Playing a strong role in the Centre's mass media campaign planning and execution.
15. Undertaking any other duties which may be assigned from time to time.

Qualifications and Experience: The SEM Specialist shall have a minimum of a Master's degree in education, communication, or extension with at least five years experience in the production and use of audiovisual materials in training and education. Three years experience in administration of an audiovisual unit is highly desirable. Demonstrated knowledge of a specific technical area such as printing, video, or photography is essential. Ability to work with a variety of consultants and contractors is necessary. Familiarity with formative and summative evaluation procedures is highly desirable; acceptance of these procedures is necessary. Some travel is anticipated; knowledge and understanding of various parts of Pakistan is vital. Knowledge of drug abuse prevention education techniques is strongly recommended together with general knowledge of drug abuse issues in Pakistan.

* * * * *

Title: Evaluation Specialist

Reports to: Head, Research and Evaluation Unit

Duties and Responsibilities: The Evaluation Specialist is responsible for planning and conducting the various evaluation activities associated with the Centre's programs and materials. The specific duties include:

1. Developing and executing standard procedures for conducting formative evaluation of Centre materials.

2. Developing and executing standard procedures for evaluation of training and outreach activities, including courses, seminars, meetings, and such programs as the Drug Free Zone project.
3. In collaboration with advisors, planning and execution of evaluation of mass media activities supported by the Centre, including pilot-testing of all materials in advance of distribution.
4. Developing and executing a procedure to indicate effectiveness of press information efforts.
5. Collaborating with the SR Officer in planning research and evaluation work plans, research study agendas, and the carrying out of these activities.
6. Developing a list of qualified research and evaluation specialists who can undertake specialized evaluation studies on contract to the Centre.
7. Writing reports indicating the results and conclusions of the various evaluation studies.
8. In collaboration with technical advisors, developing and executing computerized evaluation methods and data analysis with the intent of shortening the time between evaluation and disclosure of results.
9. Recommending a core library of technical reference materials on evaluation methods to the D&I Unit for the Centre's library.
10. Carrying out other duties as may be requested from time to time by the head of the unit.

Qualifications and Experience: The Evaluation Specialist shall have a minimum qualification of a Master's degree from a recognized university in a social science field, communication, or education. He/she must have a solid academic and experiential background in social science research methods, preferably with experience in formative and summative evaluation of educational products. At least five years professional experience is necessary which includes good familiarity with computer methods of data analysis. Knowledge of mass communication evaluation techniques is highly recommended. Familiarity with the narcotics and drug abuse issues in Pakistan is desirable. He/she should be able to work well with colleagues and be able to interpret evaluation activities in a positive framework of quality control.

* * * * *

Title: Press Information Officer

Reports to: Director

Duties and Responsibilities: The Press Information Officer (also known as "Press Information Coordinator") is responsible for providing a steady flow of drug abuse prevention news, feature stories, and background information to journalists working for newspapers, broadcast media, periodicals, press agencies, and wire services, and independent journalists (including foreign representatives of the above). The PI Officer

also is expected to cooperate with other government information officers in the federal and provincial governments in supplying them with materials on drug abuse prevention matters. News stories related strictly to law enforcement are outside the scope of the Centre's PI Officer.

The PI Officer is attached to the Administrative Unit but is expected to work closely with unit heads as well as the Director in creating the expected information flow about Centre activities. Specific duties include:

1. Developing annual, quarterly and weekly work plans in collaboration with the Director and unit heads to coordinate information flow to journalists on Centre activities.
2. Developing an overall strategy for providing educational and information materials to the press and other information officers which reflects the approaches and philosophy of the Centre as a positive instrument in preventing drug abuse.
3. Making and maintaining regular contacts with those news gathering organizations and individuals which are regular or potential users of drug abuse prevention information and news.
4. Providing follow-up information on significant stories which have appeared in the press and media.
5. Identifying writers and photographers capable of producing high quality feature stories; commissioning the production of such stories; arranging for an evaluation of the work and potential effect on target audiences such as policymakers.
6. Organizing and arranging journalist seminars and workshops on drug abuse prevention information methods and other narcotics-related stories.
7. Arranging for press tours of areas where significant drug abuse prevention efforts have been undertaken.
8. In collaboration with the M&AV and D&I Units, development of a photographic library which can provide high quality still photographs to publications.
9. Developing/commissioning scripts and arranging for production of broadcast media programs, especially radio, which can serve the semiliterate and illiterate populations. (Radio production to include a variety of languages for distribution to local radio stations).
10. Arranging for regular news conferences with the Director serving as spokesperson and frequent appearances by guest experts (international and local). Special news conferences would be arranged as required by events.
11. Setting up journalist award program in cooperation with professional organizations which would provide annual prizes in several categories related to drug abuse prevention.
12. Planning and helping to execute mass media campaign, particularly attempting to coordinate information flow and paid media space/time.

13. Undertaking other duties as the Director may assign from time to time.

Qualifications and Experience: The PI Officer shall have a minimum qualification of a Master's degree in communication, social science, or language/literature such as English. He/she shall have had five years minimum experience as a working journalist with a wide range of geographic and subject matter knowledge. Excellent knowledge of written and spoken Urdu and English is required; good writing and speaking ability in regional language is highly desirable. Familiarity with government information services and broadcast media is essential. Demonstrated ability to accurately interpret research studies for general consumption is required. Working knowledge of photography and visuals in feature journalism desirable. Background in drug abuse and narcotics issues in Pakistan is desirable but not essential; what is required is interest and ability to learn about basic drug abuse and narcotics issues.

* * * * *

Title: Senior Program Officer (One required for each Branch Office)

Reports to: Director

Duties and Responsibilities: The Senior Program Officer is in charge of the activities and operations of a Centre's branch Office (initially Karachi, later Quetta, Peshawar, Lahore). As such, the SP Officer has both program and administrative responsibilities in carrying out the Centre's objectives at the provincial level. A small staff will be under the direct supervision of the SP Officer as well as equipment and a vehicle.

Other duties include:

1. Managing and administering all aspects of the branch office, including personnel, finances, equipment, supplies, premises, and transport.
2. Maintaining accurate and current records of the above.
3. Coordinating Centre support for provincial and local groups (NGO and government).
4. Evaluating and responding to requests for support by individuals and groups engaged in drug abuse prevention.
5. Arranging for distribution of Centre materials within the branch office jurisdiction.
6. Issuing press reports when requested to do so by the Director.
7. Arranging for accommodations of Centre activities and programs as requested by the unit heads through the Director.
8. Undertaking other duties as may be assigned from time to time by the Director.

Qualifications and Experience: The Senior Program Officer shall have a minimum qualification of a Master's degree, preferably in social work. He/she should have a minimum of five years professional experience working with community groups. Especially desirable is experience with drug abuse prevention NGOs. The SP Office also requires experience in program administration, including financial and personnel management. Travel within the assigned province will be required; knowledge of local language(s) is desirable in addition to good speaking and writing ability in English and Urdu. As the SP Officer will be operating far from the Centre, he/she must be able to make decisions quickly and firmly, and be able to work independently and aggressively.

* * * * *

Title: Senior Research Officer

Reports to: Director

Duties and Responsibilities: The Senior Research Officer is responsible for organizing and administering the Research and Evaluation Unit. He/she will review past studies, identify current and future research needs, and arrange for studies to be conducted on drug abuse prevention topics. Additionally, the SR Officer will supervise the evaluation activities of the Centre as generally carried out by the the Evaluation Specialist. The SR Officer will be advised by a Technical Advisory Committee, formed to support the work of the R&E Unit and composed of senior researchers from the several fields which touch upon drug abuse prevention. Other duties and responsibilities include:

1. Maintaining accurate and current records on finances, equipment, supplies, and contractual agreements.
2. Identifying needed research literature for acquisition by the D&I Unit, including basic texts, monographs, and periodicals.
3. Identifying and then prioritizing research studies most needed to carry out the work of the Centre. This list to be developed in consultation with the Director, Unit Heads, and the Technical Advisory Committee.
4. Identifying possible qualified research study contractors.
5. Developing budgets for individual research studies.
6. Implementing research studies by recommending contractors to the Director.
7. Identifying Centre evaluation needs and coordinating evaluation plans with other units.
8. Assisting other Centre units in adapting research findings into useful materials and applications for target audiences.
9. Providing summaries of research findings in reply to requests from other units.
10. Presenting research papers based on the work of the Centre at professional meetings and other appropriate groups.
11. Organizing a Student and Faculty Grants Program which encourages students and faculty to undertake individual research into specific drug abuse topics.

12. Organizing a Researcher of the Year award to honor the best research conducted on drug abuse prevention during the previous year.
13. Maintaining the longitudinal/time-series epidemiological survey initiated in 1982.
14. Undertaking other duties as assigned by the Director from time to time.

Qualifications and Experience: The SR Officer shall have a minimum qualification of a Master's degree and preferably a Ph.D. in a social science subject with strong background in survey and other research methodologies. A minimum of five years experience in designing and conducting research in a social science is required. A thorough knowledge of computerized methods of data analysis and large-scale survey methodology is essential. Experience in research study management, including budgeting, selection of temporary staff, training of temporary enumerators/field survey staff, and methods of verifying field data collection is required. The ability to adapt research results into language useful for nonresearchers such as trainers and writers is highly desirable. The SR Officer must be able to work with a committee of advisors, deal with a variety of contractors, and obtain results from all, rapidly and with maximum validity.

* * * * *

Title: Senior Reference Librarian

Reports to: Director

Duties and Responsibilities: The Senior Reference Librarian manages and administers the D&I Unit which provides active information services on narcotics and drug abuse prevention to a wide range of potential users. The specific duties and responsibilities include:

1. Identifying, acquiring, classifying, and organizing the Centre's collection of documents, texts, periodicals, audiovisual, and other materials comprising a knowledge base on drug abuse prevention.
2. Maintaining accurate and current records on finances, equipment, supplies and other items of value related to the running of the unit.
3. Using a computer for word processing, data management, and bibliographic tasks, including key word searches, mailing lists of users, periodical subscriptions, and creation of fact sheets based on the unit's collection.
4. Developing a list of potential users in various specialist categories and ascertaining their interest in using the D&I Unit's services to provide drug abuse information.
5. Arranging for the Centre to become a part of either informal or formal inter-library loan agreements with other Pakistan libraries.
6. Providing information and background materials of use to the Press Information Officer and journalists writing about drug abuse prevention.

7. Confering with the U.S. Library of Congress/Karachi Office on drug abuse literature sources on the subcontinent and acquiring any LC bibliographies on drug abuse prevention.
8. Arranging for various nations' cultural centres to provide materials from their respective country's drug abuse prevention center's inventory of materials.
9. Writing a column in the Centre's newsletter which monitors trends and highlights new acquisitions in the Centre's holdings.
10. Coordinating annual work plans with other units in anticipation of their information and literature needs.
11. Assisting the R&E Unit by providing bibliographic information and materials for literature reviews, replication studies, etc.
12. Serving as archivist for the Centre's publications, AV materials, documentation of events, and raw research data.
13. Maintaining regular contact with the branch offices to make sure their information needs are being met and discovering the services they require of the unit.
14. Arranging for the creation of "fact sheets" on a number of commonly requested questions on drug abuse and narcotics.
15. Collecting and cataloging selected audiovisual materials to be used either directly by the T&O Unit or modified by the M&AV Unit.
16. Establishing and maintaining a press clipping collection from Pakistan and selected international periodicals and newspapers. (This collection to be indexed on the unit's computer).
17. Organizing and preserving an active photographic library of black and white still negatives, contact prints, and prints plus a 35mm color slide subcollection (creation of this library is by the M&AV Unit to serve their needs as well as the Press Information Officer).
18. Training one or more assistants in the operation of the unit.
19. Coordinating the work of expatriate and local advisors to maximize their efforts on behalf of the unit.

Qualifications and Experience: The SR Librarian shall have a minimum qualification of a Master's degree in librarianship/library science. A minimum of five years professional experience as a reference librarian at a major library is required. Administration of a specialized collection, preferably from the the start of the collection, is highly desirable. The SR Librarian must have either acquired skills in using computers for library purposes or have demonstrated interest in developing such skills.

As the Centre's work in general and the D&I Unit in particular is significantly different from many other Pakistan institutions, the SR Librarian must understand that cataloging skills are much less important than a sense of urgency and aggressiveness to provide information on drug abuse to a wide and diverse set of users. Creativity in organizing a photo library, press clipping collection, and audiovisual materials is essential.

ANNEX B. SCOPES OF WORK: TECHNICAL ASSISTANCE ADVISORS

Common Commitments

Outlined here are the scopes of work for those expatriate technical assistance advisors whose expertise is considered vital to the development and growth of the Centre in its early stages. At the end of two years, a full-scale evaluation should be conducted to identify, among other things, possible additional advisors.

A participant training program has not been suggested as part of this project, aside from short study trips and attendance at regional professional meetings. As an alternative, it was felt that all technical assistance advisors should conduct workshops and seminars for the staff during their time with the Centre.

This will be best achieved by the Director and the Implementation Advisor drawing up priority areas of concern together with the unit heads and conveying these to the technical assistance advisors as far in advance of their arrival as possible. The TA advisors would then indicate those areas for which they could provide a workshop or staff development seminar during the time they are in Pakistan. Thus, in all of the scopes of work, the common commitment would read:

- ** The TA will organize and present staff development training workshops and/or seminars in areas familiar to the TA in consultation with the Director.
- ** The TA will provide detailed suggestions for additional staff development needs together with any suggested persons (locally or expatriate) who may be able to provide such training. Topics suggested need not be in the TA's own field of expertise.

* * * * *

Title: Implementation Advisor

Counterpart: The Director

Duration of Assignment: 18-24 months, starting in Year 1. Possibly one month each year after initial assignment to end of project life.

Description of Position: The Implementation Advisor should be thoroughly familiar with most of the operations of public information and educational resource centers, preferably those dealing in drug abuse prevention. Initially, he/she will assist the Director in organizing the various unit's work plans and making sure that as the unit heads are employed they understand the specific nature of each unit, how it should function, and what the work plan should do to maintain productivity.

The overall aim of the position is to ensure that the various pieces of the Centre fall into place as rapidly as possible. This means making sure that the Centre's comprehensive approach to drug abuse prevention is indeed integrated and coordinated. This is achieved indirectly through providing suggestions and dialogue, as the Implementation Advisor will

not have decision-making responsibilities. In short, the job is to establish and maintain quality control over the scarce resources provided to the Centre. Specifically, the Implementation Advisor will be expected to:

1. Provide advice and assistance to the Director in formulating a detailed strategy to combat drug abuse, given the expected resources of the Centre.
2. Work intensively with each unit head in describing the functions and specific objectives for each unit, how these objectives will be met, and where possible impediments may exist at the moment and in the future.
3. Coordinate the ordering, delivery, installation, testing, and initial use of the various items of equipment, vehicles, and supplies as received through donor agencies and/or purchased from local sources.
4. Advise the Director on the scheduling and detailed scopes of work for expatriate and local technical assistance advisors to ensure their maximum contribution to the growth and strength of the Centre.
5. Coordinate, with the Director and unit heads, the expected staff development training workshops and seminars which the TAs are expected to conduct during their stays in Pakistan. Make sure there is agreement and understanding with the TAs about these activities.
6. Work closely with the Evaluation Specialist to maximize the value of evaluation studies in the overall operation of both the units and the Centre generally.
7. Provide technical expertise to that unit (or units) in which the TA has particular experience and training, particularly in the form of training rather than actual operational assistance.
8. Provide a detailed long-range plan for the servicing and maintenance of equipment, vehicles, air conditioners, and all other expensive capital equipment. Identify local technicians, possible service contracts, and sources of spare parts.
9. Advise the Director on innovations, new ideas, results of research and evaluation studies, and successful efforts elsewhere on drug abuse prevention techniques which might be applicable to Pakistan.
10. Analyze and critically examine how either new or existing technology can be of value to the Centre's operations (for example, Urdu word processing, "desktop" publishing, less expensive videotaping methods).
11. Consult and advise the Director on the best use of branch offices; their major role; their communications and logistics difficulties, if any; their staff training, including orientation; other duties undertaken which are either an asset or a debit to the Centre.
12. Filling requests for opinions and advice made by the Director and the various unit heads in the daily work of the Centre.

Experience and Background: The Implementation Advisor should have direct experience with one or more information and education agencies and be able to anticipate the difficulties and bottlenecks which arise in ongoing operations. The IA should have solid

competence in one or more of the Centre's technical units and be able to provide training in that area. Most important, the IA should have good human relations skills in working in developing nations which place high value on past technical training and experience of all individuals, but which have cultural and historical reasons for not accepting technology transfer directly and without adaptation to current local conditions. Previous work in Muslim countries is desirable as is specific experience in drug abuse prevention activities.

* * * * *

Title: Print Materials Technology Advisor

Counterpart: Senior Educational Media Specialist

Duration of Assignment: Year 1: four mos.; Year 2: two mos.; Years 3 & 4: one mo. First year may require short period for equipment specification. Total: 8 months.

Description of Position: The major product of the Centre will be printed materials in many forms and formats. It is expected that the Centre will have a modest but comprehensive offset printing section for production of medium-volume publications (up to 2,000 items per batch) and a production-oriented photocopy machine for smaller runs. There is also a need for desktop photocopiers and perhaps for a mimeograph machine with electronic scanner. The possibility of extending existing microcomputers to include the "desktop publishing" concept should be examined. Larger quantities, large sizes, and color printing needs would be contracted to local firms. Specifically, the PMT Advisor will be expected to:

1. Advise the Centre about the necessary printing and photocopy equipment and facilities required to meet its printing needs, compiling the necessary specifications including service manuals, estimated supplies, spare parts, and materials for a five-year period.
2. Provide an analysis of local maintenance and repair capability and advise on how best to maintain the equipment under prevailing conditions.

Note: These two items may require a 14-18-day trip to Pakistan to determine the precise requirements in advance of writing final specifications, placing orders, and acceptance of delivery in Pakistan.

3. Upon delivery of equipment, the PMT Advisor will work with Centre staff in setting up the equipment and training staff in production, maintenance, and servicing as appropriate.
4. Demonstrate the full capabilities of the equipment to fulfill Centre printing requirements.
5. Ensure that service manuals and other technical information are understood by the printing section staff.
6. Ensure that proper supplies of paper, ink, masters, and spare parts have been ordered and are appropriate for the equipment in use.

7. Advise the Centre on selecting the proper printing option for various needs, particularly when it is best to choose a contractor rather than doing the work itself.
8. Provide an assessment of a number of local printing companies' capability, quality of product, and price.
9. Return to the Centre for short assignments over a four-year period (as revised by evaluations) to provide additional training, advice, and to recommend any changes in printing approaches such as upgrading equipment.
10. Perform any other services to the Centre which might enhance its ability to produce quality printed materials within a reasonable time at a reasonable cost.

Experience and Background. The PMT Advisor should have wide experience in small and medium printing technologies. He/she should have familiarity with developing nations' difficulties in meeting their printing needs and how best to solve those problems. The PMT Advisor should be abreast of new technologies in printing, photocopying, and the use of microcomputers in the printing process. He/she should have good communications and training skills with a desire to impart both knowledge and attitudes about quality workmanship. Familiarity with writing specifications for purchasing equipment by governments is desirable. The person should have a fairly flexible yearly schedule to allow for arrival of equipment and subsequent installation on relatively short notice.

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Title: Information Services Advisor

Counterpart: Senior Reference Librarian

Duration of Assignment: Year 1: two mos. (possibly divided); Years 2-4: one mo. each. Total: 5 months.

Description of Position. The Information Services Advisor will provide a basic orientation for the Centre staff (especially the SR Librarian) in the operations and work of an aggressive information service. Contrast will be made between such a service and an ordinary library found in Pakistan. The IS Advisor also will assist in the technical requirements of establishing the basic drug abuse prevention collection. The specific work includes:

1. Advising the SR Librarian on setting up a simple cataloging system for the basic collection (including text books, reference books, periodicals, pamphlets, audiovisual items, research papers), the photographic library, the press clippings collection, and the Centre archives.
2. Advising the SR Librarian on building a collection on drug abuse suitable for the intended users. Such matters as sources, acquisition procedures, scope of the subject matter, and most used reference books and journals would be included.
3. Assisting the SR Librarian in developing the D&I Unit work plan, especially in methods of reaching and serving potential D&I Unit users.

4. Setting up the D&I Unit's microcomputer for handling the several computer-based operations expected of the unit: data management of the collections, mailing list of users, word processing for fact sheets (standard software programs to be used).
5. Providing training and documentation to unit staff in use of the computer for the above operations.
6. Identifying the necessary procedures for modifying/creating fact sheets on drug abuse subject matter adapted for use in Pakistan.
7. Assisting the SR Librarian in making contact with the Karachi office of the Library of Congress for purposes of knowing what bibliographies, collections, and documents are available on drug abuse prevention from the subcontinent and South Asian region.
8. Advising the Director on needed staff development training for the D&I Unit.

Experience and Background. The IS Advisor should have a solid and varied background in reference work and information services. The person should be well versed in setting up a specialized collection (most desirably in drug abuse/narcotics) and making that collection known to potential users. Thorough knowledge of the use of microcomputers in libraries is necessary, particularly in the several uses of the computer indicated above. While the IS Advisor is providing a high level of expertise, he/she also is required to impart attitudes toward the development of an information service which may be a variance with traditional views. Thus, sensitivity and tact, while strongly conveying a new perspective on the library profession, is required. Past experience in developing nations (especially Muslim societies) is essential.

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Title: **Media Research and Evaluation Advisor**

Counterparts: Senior Training and Outreach Officer (also Senior Research Officer and Evaluation Specialist)

Duration of Assignment: Year 1: three mos., divided into one month during planning of mass media campaign and two months during and following campaign. Years 2-4: 2 mos. each. Total: 9 months

Description of Position: The Media Research and Evaluation Advisor will divide the assignment time between assisting in determining the effects of the mass media campaign and establishing evaluation procedures for the Centre's materials and programs. This is to be construed as positive research and evaluation since the information gained will be fed back into future production of materials and design of programs (especially training courses). Specific tasks include:

1. Advising the Centre on the various types of communication channels and which communication channel is best matched to a combination of message and target audience.
2. Developing a Mass Media Campaign Research and Evaluation Plan which pretests, pilot-tests, and post-tests the various media and messages involved in the campaign.

3. Assists in conducting the above plan and in analyzing the data.
4. Assists in interpreting the results of the mass media evaluation with the intention of strengthening the Centre's use of mass media, especially in targetted areas such as Drug Free Zones.
5. Works with the R&E Unit staff in developing a number of evaluation procedures which examine the various Centre materials and programs. These must be simple and easily analyzed.
6. Provides training-of-trainers short course in field evaluation methods to Centre contractors periodically engaged in Centre evaluation and communication research activities.
7. Recommends body of communication research and evaluation literature for acquisition by D&I Unit.
8. At end of third year's assignment, provides assessment of Centre's experience with mass media and recommends future pattern of use.
9. Collaborates with Pakistani counterparts and appropriate members of the Technical Advisory Committees (T&O and R&E) in developing a handbook of media usage and particularly media research techniques for Pakistan.
10. Consults with other media-oriented programs in Pakistan about their experiences, and develops a plan for a joint conference on uses of media in Pakistan for education, information, and attitude change.

Experience and Background: The Media Research and Evaluation Advisor shall have a wide ranging background in the use of media for educational and information purposes, including field research work in developing nations. The person should be well versed in evaluation procedures, including testing of semiliterate and illiterate audiences. The Centre's orientation suggests a strong need for action research and evaluation which is designed to feed back information quickly to the media producers. The MRE Advisor should have solid academic credentials but also be able to take complicated research findings and provide clearly and simply written materials which summarize such findings.

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Title: Training and Outreach Advisor

Counterpart: Senior Training and Outreach Officer

Duration of Assignment: Year 1: two mos.; Years 2 and 3: two mos. each; Year 4: one mo. Total: 7 months.

Description of Position: The Training and Outreach Advisor will advise the Centre on various types of training procedures, methods of providing outreach to a wide variety of target audiences (particularly in setting up Drug Free Zones), and methods of creating training materials. Specifically, the TO Advisor will:

1. Provide a variety of training models suitable for the various training activities anticipated by the Centre.
2. Provide an assessment of the various methods used throughout the world in drug abuse prevention and suggest those methods most suitable for testing in Pakistan.
3. Assist in developing follow-up procedures to be used in training courses and other outreach activities of the Centre.
4. Provide training to Centre staff in the methods of designing and creating various types of training materials: audiovisual, handbooks, training manuals, handouts.
5. Develop in some detail that portion of a course which can be used to teach teaching methods for trainers of trainers.
6. Provide suggestions for various types of audiovisual training materials which might be adapted from existing, successful materials to the Pakistan setting (e.g., training films/tapes, overhead transparencies).
7. Assist in developing a strategy for designing, implementing, and evaluating Drug Free Zone projects.
8. Develop an acquisitions list of training literature and other items which constitute a basic library of training and outreach material, including sources.

Experience and Background: The T&O Advisor should have extensive and varied experience in the design, execution, and evaluation of training programs in drug abuse prevention. The person's orientation should be to support grassroots efforts but at the same time be flexible in designing in-service courses for medical, social worker, education, and other professional groups. Broad knowledge of drug abuse prevention outreach methods and their applications for solving different objectives is required. Knowledge of the literature is essential in suggesting library acquisitions. A good working knowledge of training material production planning is necessary. Working experience in developing nations is critical, particularly in Muslim countries.

NOTES AND ACKNOWLEDGEMENTS

Notes

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