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

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## EXECUTIVE SUMMARY

### INTRODUCTION

Pakistan's drug abuse rate has escalated rapidly into a major social, economic, and health problem. The Pakistan National Survey of Drug Abuse published in 1986 estimates that 450,000 heroin addicts spend Rs. 18 million per day on their habit. This is at the expense of families, the public welfare, and national development.

While law enforcement and treatment of existing addicts are moving forward, there is need for a comprehensive drug abuse prevention effort to inform the people about the facts, and how to begin reducing the escalation in drug abuse. There is no single method for conducting prevention efforts; a comprehensive effort is required which will touch a wide range of the population -- from the young people who are greatest risk, to the policy makers whose decisions can help or hinder the goal of a drug abuse free nation.

While no single method is completely appropriate, the establishment of a central institution to provide the necessary information, support grass roots efforts, and conduct awareness campaigns does give the necessary coordination to the various prevention activities and programs. Such an institution is the proposed Pakistan Drug Abuse Prevention Resource Centre, to be a division of the Pakistan Narcotics Control Board.

### CENTRE'S GOALS AND OBJECTIVES

The Centre's main goal is to actively 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 and information for Pakistan. Both of these goals are achievable by meeting several specific objectives, which are to:

1. Collect and disseminate research findings and other information on drug abuse issues.
2. Encourage additional 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 educational institutions, including primary, secondary, college, and university levels.
7. Assist in coordination of mass media campaigns together 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 various solutions which are possible through their assistance and attention.

### **CENTRE'S STRATEGY: A COMMUNITY AND GRASS ROOTS 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 a necessary, but not sufficient, condition to fighting the menace before it takes hold in a community, a family, an individual. Acknowledging that information alone is not enough, the Centre must combine factual information with motivation, follow-up assistance, and encouragement of people working for a drug free society in the community, workplace, school, and family.

### **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 would make heavy use of radio. Also, a training course for general practitioner physicians (GPs) would 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 commentary oriented toward the family whose child is suspected of taking drugs.

Press and broadcast media people require material in a format familiar to them and written in a manner which can be quoted directly and easily. Curricula materials for schools must 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 a constant availability of factual information, model methods, and research results, summarized and in complete form. The main activity, however, will be dealing with people and particularly those nongovernmental 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 resources for volunteer who need recognition and encouragement for their unpaid services.

### **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 reports to the Chairman of the Pakistan Narcotics Control Board. An **Administrative Unit (ADM)** will provide services to the technical units and the Director's office. Also included under this unit will be 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 shows the organizational relationships among the units.

#### FIGURE 1. DRUG ABUSE PREVENTION CENTRE ORGANIZATION CHART

#### DESCRIPTION OF UNITS

Office of Director and Administrative Unit. The administrative and management activities of the Centre will be the responsibility of the Director, who will report to the Chairman of the PNCB. The Director will receive advice and suggestions on policy matters from a broad-based Advisory Council. The usual secretarial, logistical, and housekeeping functions of an organization are located within the Administrative Unit. In addition, the Press Information Coordinator and the several Provincial Branch Offices will be under the direct supervision of the Director. The remaining four units will perform the technical operations and program activities of the Centre.

**Documentation and Information Unit.** Providing education and information to the public requires having a specialized reference collection of research and other documents. But, since the orientation of the Centre is to make active use of information, the D&I Unit will aggressively provide information to users such as researchers, journalists, and those contracted by the Centre to write scripts, organize training, and produce audiovisual materials. A press clippings and photo library will be developed as well as bibliographies, fact sheets, and other information on drug abuse prevention.

**Training and Outreach Unit.** The Centre's strategy of working with a wide range of groups -- professionals such as teachers, grass roots NGO community groups, the general public -- requires a number of programs which meet special needs for knowledge and information. Training courses, mass media campaigns, support of drug free zones, and working with schools' curricula are all part of the work of the Training and Outreach Unit.

**Materials and Audiovisual Unit.** A weakness in the work of the various drug abuse efforts has been the lack of high quality print and audiovisual materials. The M&AV Unit would take the requests from the T&O Unit staff and produce a wide range of materials: handbooks, manuals, brochures, fact sheets, video training tapes, radio programs, poster designs, and other items which assist in relaying the messages that are part of the Centre's programs. Much of the work of the Unit will be the design of materials; a small printing section will produce small-scale runs; large orders would be contracted out to private companies.

**Research and Evaluation Unit.** While the D&I Unit collects existing information, the R&E Unit is responsible for generating new information and insights (research) and making sure that the work of the Centre is of high quality and achieving its objectives (evaluation). Various research avenues will be explored: quantitative to indicate the magnitude of a research problem, qualitative to reveal the nature of a research problem. A procedure for testing materials before they are in general use will be worked out by an evaluation specialist to ensure that the Centre messages are indeed conveying what is intended.

## **CENTRE OPERATIONAL PROCEDURES**

The staff of the Centre will be kept to a small core of highly skilled professionals who will, in effect, serve as managers of a number of projects carried out by contractors -- from training to research. Venues for training courses and other activities will need to be found; the planned housing and facilities for the Centre are modest in scale and do not allow for accommodation of small groups for such activities as previewing videotapes, planning, or technical advisory committee meetings.

## **PROGRAMS AND ACTIVITIES**

The following represent samples of the expected programs and activities of the Centre, expressed as outputs:

- o Capability of offering 15 training courses/year (3 days) with follow-up.
- o 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.

- o 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.
- o Undertake organization and implementation of an annual mass media awareness campaign in cooperation with NGOs, business, industry, and professional groups.
- o Assist with Policy Makers Forum; encourage provincial groups.
- o Commission six feature articles for distribution to both Urdu and English press.
- o Produce quarterly radio program highlighting drug abuse prevention.
- o Sponsor journalist/broadcaster workshops and seminars on drug abuse prevention (six one day workshops throughout Pakistan).
- o Create status report on achieving a drug free society.
- o Produce training manuals and handouts to support all training courses, workshops, and seminars.
- o Create appropriate films/videotapes to support selected training courses (minimum 8, 10-minute productions; two 20-minute productions).
- o Develop a 35mm slide and black and white still picture library, including press release, brochure, and slide show-designated stills.
- o Commission three television dramatic scripts targeted for elite/policy maker audience category; create six radio commercials, three television commercials, three cinema commercials by contractors.
- o Pretest and pilot-test all materials slated for wide distribution prior to final approval, production, and distribution.
- o Create management system which monitors operations of the Centre to ensure compliance with annual and quarterly work plans.
- o Open provincial branch offices in Karachi (beginning first year) and Quetta (beginning third year).
- o Sponsor six research studies/year and continue longitudinal studies similar to National Survey published in 1986.

### STAFFING REQUIREMENTS

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

#### 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 first and third years, two additional senior staff positions would be added to administer the Karachi and Quetta branches respectively:

Senior Program Officer, Karachi  
Senior Program Officer, Quetta

### 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 Section of ADM Unit:**

Stenographer  
Urdu calligrapher

#### **Karachi and Quetta Branch Offices:**

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

### EQUIPMENT, BUILDING, FACILITIES

Equipment needs vary from a fully equipped printing shop to calculators for the R&E Unit. Several microcomputers (possibly equipped for Urdu word processing to meet the heavy demand for print materials production in different forms) are necessary; a modest audiovisual service for training course support would require public address, VCR, and projectors.

A total of five vehicles (three in Islamabad, one each for the Branch Offices) are specified in the main document. Otherwise, the standard furniture and office equipment requirements pertain.

The building facilities are reasonably flexible although, given various pieces of temperature and humidity-sensitive equipment, rooms must be able to have air conditioners. An estimated 2,500 square feet is needed in Islamabad; 500 sq. feet each in the Branch Offices. It is likely that some modifications may be necessary. This is built into the projected budget.

### TECHNICAL ASSISTANCE

Two categories of technical assistance are required: international specialists and local experts. The following table indicates the category and suggested number of person-months for the international specialists.

**Table 1. International Advisors Timetable**

Figures are months  
Advisor

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
<b>TOTAL:</b>	<b>24</b>	<b>20</b>	<b>9</b>	<b>8</b>	<b>2</b>	<b>63</b>

Various local experts also will be required over the five-year planning period. Some 100 advisor-months are projected for this category for a total of 163 advisor-months to provide necessary technical expertise as a supplement to the Centre's staff.

**Table 2. Summary of Estimated Program Costs**  
In thousands of US\$

Category	Year 1	2	3	4	5	Total
<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) <sup>1</sup>	10	15	20	20	20	85
Video/audio	15	15	20	25	25	100
Graphics, other AV	9	10	13	15	15	62
Subtotals:	40	42	55	62	62	261
<u>Research/Evaluation</u>						
Research	15	25	30	35	35	140
Evaluation <sup>1</sup>	5	10	10	10	12	47
Subtotals:	20	35	40	45	47	187
<u>Information Dissemination</u>						
Press/Media	10	15	17.5	20	22	84.5
Specialist/other <sup>1</sup>	2	4	6	8	8	28
Subtotals:	12	19	23.5	28	30	112.5
<u>Mass Media</u>						
TV/Radio	20	25	35	45	50	175
Newspaper advert.	15	20	25	25	25	110
Billboard	5	5	5	10	10	35
Posters	5	5	5	5	5	25
Rallies	30	40	50	60	65	245
Document./Evaluation	5	5	5	5	5	25
Subtotals:	80	100	125	150	160	515
<u>Special Projects</u>						
Drug free zones	30	65	81	85	85	346
Newsletter	4	6	7	8	9	34
Other	10	15	20	25	30	100
Subtotals:	44	86	108	118	124	480
<b>TOTALS:</b>	<b>236.5</b>	<b>372.0</b>	<b>441.5</b>	<b>493.0</b>	<b>513.0</b>	<b>\$2,056</b>

NOTE: 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.

**Table 3. Budget Summary**  
**In thousands of US\$**  
 Year

<u>ITEM</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>Total</u>
<b>1. <u>Personnel and Staff Development</u></b>						
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>
<b>TOTAL:</b>	<u>42.4</u>	<u>56.1</u>	<u>58.5</u>	<u>61.9</u>	<u>65.7</u>	<u>284.6</u>
<b>2. <u>Programs and Special Projects</u></b>						
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.
<b>TOTAL:</b>	<u>180.5</u>	<u>372.</u>	<u>441.5</u>	<u>493.</u>	<u>513.</u>	<u>2,000.</u>
<b>3. <u>Equipment, Vehicles, Supplies</u></b>						
A. <u>Equipment</u>	43.6	20.	10.	10.	10.	93.6
B. <u>Vehicles 42.</u>	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.
<b>TOTAL:</b>	<u>205.6</u>	<u>106.</u>	<u>74.</u>	<u>80.</u>	<u>85.</u>	<u>550.6</u>
<b>4. <u>Building and Facilities</u></b>						
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
<b>TOTAL:</b>	<u>36.8</u>	<u>28.2</u>	<u>32.6</u>	<u>31</u>	<u>33.5</u>	<u>162.1</u>
<b>TOTAL OPERATIONS/CAPITAL</b>	465.3	542.3	606.6	665.9	697.2	2,997.3
<b>5. <u>Technical Assistance</u></b>						
A. <u>International 63 person months</u>						867.5
B. <u>Local 100 person months</u>						220.0
<b>TOTAL:</b>						<u>1,087.5</u>
<b>TOTAL COMBINED COSTS</b>						4,084.8