Evaluation of the Andean Community Regional Counterdrug Intelligence School (ERCAIAD)

EXECUTIVE SUMMARY

Presentation

In February 2005, CICAD/OAS requested an Evaluation of the Andean Community Regional Counterdrug Intelligence School, aimed at reviewing and consolidating the results achieved by this School by its various academic activities geared to fulfilling its mission throughout the first five years of its operation.

These results will contribute, as in all evaluations and by measurement of the progress made by the elements of the process and product, to decision making. It will examine the *process* to know whether the forms of organization and performance have turned out to be effective for the project, and it will examine the *product* to identify the project's overall impact on the professional development and performance of its beneficiaries, such as in activities related to the fight against the crime of illicit drug trafficking in the region, as well as to benefit from elements that might orient decision making for changes or innovations that could be incorporated into the project in coming years.

Purpose of the Evaluation
General Goal
To evaluate the ERCAIAD Project in 1999-2004, from its establishment and start-up in terms of the following: organization, academic activities, target population, for decision making regarding future prospects, changes, and innovations in its development.

Specific Goals:
1. To evaluate the suitability of ERCAIAD's organizational structure.
2. To determine the contribution made by the training programs to the performance of police officers trained by ERCAIAD.
3. To determine the degree to which the training provided has influenced the beneficiary institutions.
4. To evaluate the suitability of the processes to implement, execute and evaluate training activities.
5. To determine the contribution of police institutions to ERCAIAD's functioning.

Methodology
The evaluation that was conducted used a quantitative approach and key quantitative and qualitative indicators that enabled us to gather enough information to evaluate the different aspects set forth in the specific goals.

1. Instruments: Various techniques and their respective instruments were used, and applied to different ERCAIAD players, and they turned out to be especially relevant for the study.

   The following were considered:
   - *Interviews and surveys*, both structured and non-structured, which looked for descriptive statements and made it possible to identify the layout of certain features and attributes of various aspects of the study.
   - *Content analysis*, on files, proceedings, administrative and academic reports, agreements, records, among others.

   (See Annexes: Tables 1 and 2)

2. Population and sample:

   The target population considered is the one comprising ERCAIAD from 2000 to 2004: students attending the courses for Intelligence Analyst or Operational Intelligence belonging to the Andean Community, as well as other areas, such as faculty, executive directors, members of the multinational executive boards, and directors of the police institutions involved.

   The sample was comprised of a significant number of subjects from each stratum. To select them, a combination of techniques, including probabilistic selection, purpose, and available subjects, was used.

   (See Annexes: Table 3)

Results

General data on activities in ERCAIAD:

Table 1: Beneficiary participants by country and activity

ACTIVITIES COUNTRIES	Courses for Intelligence Analysts	Courses on Operational Intelligence	Seminars (various)	TOTAL PER ACTIVITY
BOLIVIA	20	11	7	38
BRAZIL	17	4	7	28
CHILE	14	7	39	60
COLOMBIA	17	9	7	33
ECUADOR	20	12	44	76
GUATEMALA	1	3		4
MEXICO	3	4	2	9
PANAMA	3	5	2	10
PARAGUAY		1	1	2
PERU (ERCAIAD headquarters)	62	47	51	160
URUGUAY		1	1	2
VENEZUELA	16	11	7	34
ARGENTINA	1	1	1	3
SPAIN	1	1		2
COSTA RICA		1	1	2
NICARAGUA		1	1	2
HONDURAS		1		1
EL SALVADOR			1	1
DOMINICAN REPUBLIC			1	1
TOTAL PARTICIPANTS	**175**	**120**	**173**	**468**

Table 2: Number of Courses per year / Participants per year

Type of activity / Year	NO. OF COURSES FOR ANTI-DRUG INTELLIGENCE ANALYSTS	NO. OF COURSES ON ANTIDRUG OPERATIONAL INTELLIGENCE	NO. OF SEMINARS	TOTAL PARTICIPANTS PER YEAR
2000	2	-	-	58
2001	1	1	-	52
2002	1	1	2	108
2003	1	1	2	126
2004	1	1	2	124
TOTAL	6	4	6	468

The following activities were conducted:
✓ Drawing up instruments to gather quantitative and qualitative information.
✓ Applying instruments and interpreting information.
✓ Reviewing secondary sources: reports, strategic plan, working plans, study plans, results of course performance evaluations, proceedings of executive board meetings.
✓ Processing and analyzing information.

Results by objectives:
1. On the suitability of ERCAIAD's organizational structure.
    a. The organizational structure is clearly established and is deemed appropriate for its purposes.
    b. There is a special appreciation for the performance of ERCAIAD's *Secretaries* (course coordinators), who have been recognized as the driving force behind the start-up of academic activities.
    c. The achievements in communication between the entities of ERCAIAD's structure, as well as the faculty's professional qualifications, are acceptable.
    d. Appreciation of the performance of the Executive Directors of ERCAIAD's Multinational Board is somewhat low.
    e. Leadership by the Executive Director should be tied to his level of specialization on the topic of counterdrug intelligence.
    f. It is felt that the structure of this position could be more dynamic, decentralized and could become rotational.

2. Regarding the contribution made by the training programs to the performance of police officers trained by ERCAIAD.
    a. The participants in both courses pointed out they had upgraded their knowledge about the subject, in the lapse of time between the course and when the present survey was conducted.
    b. Expectations from the course have been consolidated, and there has been a high degree of satisfaction in aspects such as job performance and personal development.

c.   There has also been a high degree of satisfaction in the professional development of police officers, such as contributing to working in the institution, appreciation for superiors and colleagues, broadening the vision of the fight against illicit drug trafficking, albeit a lesser incidence on improvement in their economic situation.

d.   As for prospects, the participants pointed out, among others, a sharp interest in continuing to be trained in similar topics and using new documents and those given to them by ERCAIAD, as well as the wish to remain in the anti-drug fight system and to study with the distance learning courses offered by ERCAIAD.

e.   As a rule, they have a highly favorable opinion of ERCAIAD, and they specify their wish to stay in contact with the school and the other graduates.

3.   About the degree to which the training provided has influenced the beneficiary institutions.

a.   Achievements were high in aspects such as improvement of the institution's operational results, the high quality of the training received, professional recognition of its graduates, as well as the justified existence of ERCAIAD as a multinational instruction body.

b.   The institutions recognize that they have not focused enough attention on keeping the staff graduating from ERCAIAD inside the anti-drug system.

4.   About the suitability of the processes to implement, execute and evaluate training activities.
Planning:
a. Available documents:
   Project of establishing ERCAIAD (2000-2002)
   Strategic Plan for 2002 -2004
   Strategic Plan for 2005 -2008
b. Master planning documents include enough elements, according to current standards for the management of educational institutions.
c. The curriculum proposal has study plans and academic programs for each type of academic activity and they are relevant to the demand for training.

Administrative management:
d. Processes are clearly established and benefit from sufficient human resources for functioning.
e. A stable infrastructure is available and there are services to conduct management activities.
f. Computer resources, office supplies, and files of ERCAIAD documentation are available.
g. Alliances with local institutions for the development of actions are valued.

Academic management:

h. Systems for monitoring and evaluating academic activities, as well as student learning, are used.
i. Monitoring and evaluation instruments are suitable and sufficient.
j. Technical and computer resources for the development of academic activities (for example, PC Laboratory) are available.
k. The facilities and premises for conducting academic activities are adequate.
l. Housing is adequate and pleasant.
m. A virtual library has begun to be installed to give participants access to learning resources.

5. As for the contribution of police institutions to ERCAIAD's functioning.
   a. They point out that they have always appointed a representative to sit on ERCAIAD's Multinational Executive Board (JDM).
   b. Their contribution to providing reports on the achievements of their officers and donating materials is acceptable.
   c. To date there are no significant financial contributions to support the participation of their student candidates.

CONCLUSIONS
1. The general perception on ERCAIAD is quite positive.
2. Academic performance and administrative management have recorded high performance, over 80%.
3. Students have a highly favorable and positive opinion of ERCAIAD, higher than that of the other informants.
4. All strata recognize that the ERCAIAD courses have contributed to improving the subsequent performance of graduates in their respective police institutions.
5. Informants from the units responsible for organizing and operating ERCAIAD are more critical regarding management of the School and emphasize the need for a greater commitment by the institution to better management.
6. The subjects who were interviewed have a very good perception of the knowledge developed after the course they attended, with achievements of over 87% in both cases.
7. Graduates of the Course for Intelligence Analysts have a slightly higher appreciation of the knowledge they have acquired after the Course than those who took the Course on Anti-drug Operational Intelligence.
8. The results of the external evaluation directly match the results obtained from the evaluations made by ERCAIAD immediately after the courses. This has contributed to validating the instruments used by ERCAIAD.

REMARKS, THOUGHTS AND SUGGESTIONS FOR DECISION MAKING

ERCAIAD's organization is well-defined; nevertheless, a revision of its charter is recommended so that it can benefit from a better perception of itself. The following is suggested:

1. An Organization and Functions Handbook.
2. Defining some terms of reference to designate the members of the different bodies comprising ERCAIAD.
3. Building up training of the staff working permanently in areas involving the management and development of permanent training institutions.
4. Establishing an annual working plan that includes, in addition to academic activities, organizational and functional activities, for example, periodical evaluations of the goals set forth.

In line with remarks made by the graduates, ERCAIAD could provide the Andean Community with other courses that supplement or enlarge the training in knowledge and skills required by police staff involved in the fight against illicit drug trafficking. As a result, the following is suggested:

1. Conducting an assessment of the training needs in the region on ERCAIAD's field of competence.
2. Expanding course offerings in the intelligence training Plan for police officers.
3. Inviting and involving specialists in intelligence topics to design, implement, and evaluate new training programs.
4. Consolidating current courses by drawing up learning modules that could be offered by other instruction schemes: mobile, distance, online, etc.

Although internal academic and administrative achievements are substantial, it is suggested that the following matters be addressed as they might constitute future risks:

1. Backups of all electronic files.
2. Applying the MOF.
3. Generating mechanisms to promote ERCAIAD's image.
4. Training academic staff in institutional self-evaluation processes.
5. A website for ERCAIAD to disseminate its mission and foster knowledge and communication between participants and the School.
6. Building up the Documentation Center for the student.
7. Installing the Virtual Library on Internet.
8. Generating mechanisms to disseminate academic results: scientific production and knowledge obtained on topics pertaining to ERCAIAD.

ANNEXES
Instruments used (1 and 2)
Sample characteristics (3)

Table 1:   INSTRUMENTS

	Description	Sources of information
Instrument A	Survey to evaluate ERCAIAD's overall organization	Police attachés
Instrument B	Survey to assess the contribution of the courses to the performance of participants.	Participants in ERCAIAD's different courses
Instrument C	Part 1: Survey to determine to what extent the training has influenced the beneficiary institutions. Part 2: Survey to determine the contribution of police institutions to ERCAIAD's functioning	Police Directors of beneficiary institutions.
Instrument D	Checklist to identify and evaluate academic and administrative implementation, performance, and evaluation processes of training activities	Strategic plans, study programs, curriculums, and reports on academic activities for the years 2000 to 2004
Instrument E	Survey to evaluate academic and administrative implementation, performance, and evaluation processes of training activities	Faculty members between from 2000 to 2004
Instrument F	Survey to evaluate academic and administrative implementation, performance, and evaluation processes of training activities	Executive Directors of ERCAIAD from 2000 to 2004.

Table 2: TABLE OF INSTRUMENTS BY GOAL AND SURVEY INFORMANT

		SURVEY INFORMANTS				
		Participants	Police attachés	Executive Directors	Anti-drug General Directors and Police	ERCAIAD staff
GOALS	**Goal 1:** Evaluate the suitability of ERCAIAD's organizational structure		Instrument A			
	Goal 2: Determine the contribution mad by the training programs to the performance of police officers trained by ERCAIAD.	Instrument B				
	Goal 3: Determine the degree to which the training provided has influenced the beneficiary institutions				Instrument C	
	Goal 4: Evaluate the suitability of the processes to implement, execute and evaluate training activities			Instrument F		Instrument D Instrument E
	Goal 5: Determine the contribution of police institutions to ERCAIAD's functioning				Instrument C	

Table 3: INFORMANTS

Breakdown of informants

Antidrug general directors and police 3%

Police attachés 5%

ERCAIAD staff 5%

Executive directors 8%

Participants 79%