

The National AIDS Commission

# One Response E-Bulletin



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## *New M&E Officer Joins the NAC Secretariat*



After an Exhaustive search for a Monitoring and Evaluation Officer, the National AIDS Commission was finally able to fill the instrumental post with the appointment of this new Officer. It is with great pleasure that we introduce to you Mr. John Valerio Martinez.

As it is customary in introducing any new staff in our One Response E-Bulletin, we are pleased to share with you, our valued partners, some background information on Mr. Martinez. This new staff member joins the National AIDS Commission Secretariat with a Bachelor of Science in Business Administration and a Masters of Arts in Public Administration from Valdosta State University, USA. No stranger to the working environment, Mr. Martinez has previous work experience in Belize and abroad being formerly employed by Titan Worldwide (a large scale transit advertising firm in New York, USA) and the Ministry of Finance in Belmopan.

His combined background and continuous experience in data analysis, makes Mr. Martinez an apt M&E Officer willing to grow in and move forward the M&E culture within the national response toward HIV/AIDS.

The National AIDS Commission invites all partners nationally and abroad to join us in providing a warm welcome to this newest addition to our team as we continue to strengthen our institutional framework, based on human rights, and advance our efforts in the prevention of HIV and the reduction of its impacts at all levels of society.

## *Scaling up the AIDS response: NAC in Collaboration with UNAIDS Holds National Stakeholder Consultation for Universal Access*

World leaders resolved to achieve Universal Access at the 2005 World Summit at the United Nations in New York and at the 31st G8 Summit in Scotland to create momentum for increased comprehensive prevention, treatment, care and support within countries' multisectorial national responses.

The Declaration of Commitment on HIV/AIDS of 2001 and the Political Declaration on HIV/AIDS (June 2006) are further commitments made to support and generate momentum towards Universal Access and achieving the Millennium Development Goals (MDGs) in which ambitious targets are set.

In keeping with these country commitments made to achieve Universal Access, of all people having equal access to the quality of services in meeting their HIV prevention, treatment, care and support needs, the National AIDS Commission in collaboration with UNAIDS held a National Stakeholder Consultation at the Radisson Fort George Hotel & Marina on March 28, 2011.

Broad-based community sectors of partner organizations were present for an inclusive and participatory review process of all stakeholders. Dr. Manzanero, Director of the National AIDS Program, elaborated on the country's progress of Universal Access 2010 Data followed by Dr. Andrewin's 'Trends in Universal Access 2007-2010' report. UNAIDS' National Programme Officer delivered the third pivotal presentation of the day - a summary of previously held consultations with key focus groups.

To culminate the consultation, the floor was opened to a plenary discussion for active and meaningful participation. Stakeholders made many salient comments in celebration of the successes achieved and articulated appropriate recommendations to address the significant barriers to achieving the stated goals to Universal Access in Belize. Although, a firm resolve for all areas of discussion were not met, the discussions were recorded and provide an opportunity for further dialogue as we continue our path towards Universal Access and our MDGs.



## *Social Partners benefits from USAIDS/PASCA's Resource Needs Model Exercise (By Lisa Lara)*

Twelve participants with various areas of expertise representing government, civil society, private sector and NGO's were invited to attend a capacity building workshop in the use of the 'Resource Needs Model (RNM)' costing tools from March 14 - 18 2011. The objective of the four day workshop which was organized by USAID/PASCA and held at the Black Orchid Resort in Burrell Boom was to provide the participants with initial training in the use of the model. The RNM is a costing tool that is particularly useful for resource allocation and strategic planning. It is hoped that with the training received, stakeholders will be able to use RNM to determine the level of resource requirements in the country as well as estimate the gap in available resources with total resource needs. RNM can also be used to assess how changes in scaling-up interventions can impact overall resource requirements.

In her closing remarks, Michelle Vanzie, Health Economist and Director of Policy and Planning in the Ministry of Health, recommended that:

- a national team comprised of key personnel who received the training be formalized as soon as possible to facilitate implementation of the model
- that the initiative be led jointly by the National AIDS Commission and the Ministry of Health.

## *SRH Advocacy Efforts Receive Another Significant Boost*

More than 30 participants, among Belize Family Life Association (BFLA) personnel and other representatives from Civil Society Organizations, gathered at the ITVET in Belize City from February 24 to 27, 2011 for an Advocacy Planning Workshop organized under the auspices of the BFLA.

Workshop facilitators- Flor Hunt, Eric Allen and Rodrigo Arroniz from International Planned Parenthood Federation (IPPF), lead all participants through an intense four day exercise of model advocacy planning toward the development of a comprehensive sexuality education (CSE) advocacy strategy for the country. IPPF is a global service provider and leading advocate of sexual and reproductive health and rights for all with regional offices in Mexico and Central America and global headquarters in the United Kingdom.

The highly interactive workshop included an introduction of a comprehensive advocacy model, governance concepts and connection to advocacy work, and development of SWOT Analysis and strategies. Culminating the four day workshop were efforts leading to the development of a CSE Work Plan that garners the full support of key partners in SRH work and wider CSE efforts, in line with regional CSE frameworks that ensure the protection of sexual and reproductive health rights especially for young persons. Essentially, the expected results of the advocacy efforts are to encourage the Government of Belize to take programmatic, financial and legislative actions towards the Ministerial Declaration and other conventions assigned by Belize officials.

Specific goals this initiative seeks to achieve are:

- Harmonization of the Education Act with the Convention on the Rights of the Child (CRC) to reflect the rights to Comprehensive Sexuality Education (CSE)
- Revision of the Education Policy to fully incorporate training on CSE for all teachers
- Increased Integration of CSE into the Health and Family Life Education Curriculum for all Primary Schools
- Integration of relevant assessments and evaluation mechanisms for quality control in the above.

Motivated participants, united by a common goal of contributing to an effective advocacy strategy, were willing to give up their weekend to attend and invest their time and effort. Workshop participant Stephanie Moody comments, "The workshop was intensive and we appear to have achieved what it sets out to do. I will go back to my office and use the knowledge received these past four days. I recommend that this is replicated with other organizations for increased advocacy efforts of the sector. The workshop is well organized and most efficient use of my time."

Participating Consultant Daedra Haylock expressed much confidence in the prospects of the CSE advocacy initiative, "The meeting objectives are feasible. BFLA has the experience, partnership with other organizations and the funds so they are equipped to achieve the objectives."

Looking ahead, there are challenges reiterated by facilitator Flor Hunt, "Significant obstacles lie with the forming of the coalition of members especially with regards to harmonizing ideologies relating to comprehensive sexuality education. Increased capacity, development of a solid logical framework, and collaboration with key partners and line ministries are pivotal in transforming an advocacy strategy into the desired change."

A small working group will proceed with the development of the agenda and next steps in

defining and finalizing the next activities, dates and ownership of those activities towards the implementation of the advocacy strategy.

## *PASMO Partners With Peace Corps Volunteers to Bring HIV/AIDS Prevention Outreach Live and Direct at La Ruta Maya Challenge*

Adrenaline levels were running high at this year's 'La Ruta Maya' at PASMO's booth in San Ignacio and Burrell Boom which were buzzing with elated interaction between event goers, following the thrilling annual canoe race, and a dozen outreach educators consisting of PASMO staff and Peace Corps Volunteers.

Five PASMO educators, Six Peace Corps Volunteers and UNDP's only representative - Sharanya Thumapally kept visitors energized with one to one outreach and satellite table games such as Condoms and Ladders, Sex Busters, Match Makers, and the STI cards. With no surprise, 'Sex Busters' came on top as the most popular among the enthusiastic visitors. Promotional items such as a variety of condoms, T-shirts and Dog tags were in no short supply as individuals were being tested on their knowledge of STIs while also gathering useful information and insights that will be considered later in the development of targeted prevention strategies.

Not only was the A team of 12 strategic in collection of useful data but in separation of roles. While the trained and experienced PASMO educators 'edutained' the adult segments, the Peace Corps Volunteers were jubilantly conducting age appropriate outreach with children between 5-12 years accompanying the adults. The fields at Burrell Boom were filled with event goers immersing themselves in the fun filled days as they follow the race being witnessed through the various Belize District villages starting from San Ignacio through Double Head Cabbage, Burrell Boom and culminating in Belize City.

Key findings of work done with sub populations at higher risk of HIV infection including young people showed:

1. While some individuals especially within the Cayo District were aware of HIV and preventative methods, knowledge of other STIs are limited at best.
2. Many individuals could not identify VCTs or private testing sites in their districts.
3. A significant number of respondents complained about expired condoms at their local Chinese supermarkets.
4. Within the Belize District, individuals have basic knowledge on HIV and STIs.
5. Within the Cayo District, there is no preferred condom brand
6. In the Belize District, especially in Belize City, many individuals mentioned that if they don't use Trojan or Contempt brands, they do not use any other brand. Those individuals perceived the other condom brands to be of poor quality, small and unappealing.

7. A common perception was that water based lubricants is a homosexual product. However, after the explanation of the importance of using water based lubricants, many respondents were willing to re-evaluate their thoughts.

The team's effort led to the identification of new hotspots for future Behavioral Change Communication (BCC) activities in the Cayo District and Belize Rural District. As part of PASMO's continued team training, educators will assist in identifying VCT clinic sites in all districts in Belize and conduct site visits at these service delivery points in the upcoming months.

Kudos goes out to the PASMO Team and Peace Corps for a job well done and forming strategic alliances in fostering ameliorated prevention intervention work!



## *USAID/Central America Capacity Project, Country Representative Prepares to Roll Out Second Meeting to Previous Performance Improvement Workshop*

On February 16- 18 2011, Dr. Jose Victor Perera (USAID/Central America Capacity Project) facilitated a successful workshop entitled, "Performance Improvement Workshop," which brought together over 30 health care planners and workers from different sectors of society to evaluate the current public health care system. Central to this initiative, was to identify gaps in this system in providing effective, high quality, comprehensive and continuous care to PLWH and their families. On this forum, a subsequent meeting was also established for April 7th and 8th 2011, to review key findings leading to the development of a cohesive program for the expanded provision of high quality services in scaling up the Continuum of Care for People Living with HIV in Belize.

Essentially, a Continuum of Care is a network that links, coordinates and consolidates care, treatment, and support services for PLWH whether in their homes or in the health care facility.

This follow up exercise will be held at the Belize Biltmore Plaza on April 7-8, 2011. For further information, please contact Dr. Jose Perera at [jperera@intrahealth.org](mailto:jperera@intrahealth.org) or at cell: 501-631-

0513.

## *Caribbean Regional Dialogue of the Global Commission on HIV and the Law Accepts Civil Society Partner*

The National AIDS Commission congratulates Caleb Orozco, President of UNIBAM, for his acceptance in the upcoming Caribbean Regional Dialogue of the Global Commission on HIV and the Law to be held in Port of Spain, Trinidad & Tobago on April 12-13, 2011.

The Global Commission on HIV and the Law aims to advance efforts in the region to improve HIV responses by addressing important legal obstacles and fostering enabling environments. It is toward this end that the Global Commission on HIV and the Law will host, on April 12-13, a Regional Dialogue for the participants to learn from the experiences and perspectives of individuals, communities, policy and law makers and enforcement officials in the Caribbean.

Many Pan Caribbean Partnership Against HIV and AIDS (PANCAP) reports, identify law and criminalization as significant barriers to effective HIV responses in the region. Additionally, recently signed Global Fund grant for the region provides support for the model policies and legislation to strengthen laws that protect against discrimination and marginalization of vulnerable groups.

The selection criteria were based with involvement on the following issues:

1. Laws and practices that effectively criminalize people living with HIV and vulnerable to HIV;
2. Laws and practices that mitigate or sustain violence and discrimination as lived by women;
3. Laws and practices that facilitates or impede HIV-related treatment access; and
4. Issues of law and HIV pertaining to children.

Mr. Orozco, as a Civil Society Representative, will have an opportunity to be heard on issues of human rights, law and HIV. This opportunity presents itself at an opportune time in face of the ongoing constitutional challenge seeking to redress Section 53 of the law. Addressing elements of a restrictive legal environment will favorably impact Belize's national response to HIV/AIDS.

For all these courageous efforts, we take pride in congratulating Mr. Orozco and wish him a most productive trip!

## *A Perspective on Human Rights, the Law and HIV (by Lara Pickford Gordon, Newsday, Monday, March 28 2011)*

***While on the topic of the Law and HIV, Lara Pickford Gordon from Trinidad & Tobago's Newsday provides a good opportunity to reflect on the connection between Morality, Legality and HIV below:***

A human rights lawyer has said the imperceptible blend of morality and legality has

created "a lethal mix of punitive and discriminatory laws and practices" which enabled and sustained high rates of HIV infection in the Caribbean region among key populations. It also contributed to stigma and discrimination and impeded access to prevention, treatment, care by persons with the virus.

"We really cannot move forward on the issue of human rights if we really do not look at the impact of religion and this whole question of morality and law making and we need to have a separation of that," said Veronica Cenac, a human rights lawyer in St. Lucia and member of the AIDS Action Foundation as she addressed the topic "The Social and Cultural environment: Human Rights and HIV."

Cenac was among a panel discussion at the UNAIDS sponsored Regional Consultation for Caribbean Universal Access to HIV Prevention, Treatment, Care and Support at the Hyatt Regency last Wednesday.

She said "the reality" was HIV/AIDS was prevalent among sex workers, men who have sex with men, women, and young people. She said prison populations and drug users were also affected.

Cenac said studies done in St. Lucia showed a prevalence rate of 10.5 percent among crack cocaine users while the national prevalence rate was estimated at 0.5 - 1.8 percent.

She said the "preservation of public morality" and preventing society from sinking into moral decay" was at the basis of the argument for legislation which criminalised consenting sex between males, HIV transmission, imposing travel restrictions, and disclosing HIV status for work permits, police abuse of the gay, transgender community, sex workers, substance abusers.

She questioned whether society had the right to pass judgement on all matters of morals and if this was the truth, if it had the right to use the weapon of law.

"Do we use morality as the guide for law or do we use a more objective guide? These are the questions we need to ask ourselves," Cenac said.

She observed society's tolerance of deviation from moral standard varied from generation to generation and new rights developed. She argued human rights should be used since it always sought to protect the minority in society.

Cenac said the State is obligated to make laws which respected and protected the rights of individuals. "You have to separate your morality from your public duty to ensure protection," she said.

Colin Robinson, of the Coalition Advocating for Inclusion of Sexual Orientation TT, said laws can institutionalise social exclusion and vulnerability. He referred to Government's plan to expand death benefits to new beneficiaries including common-law partners of deceased workers but it specified that the beneficiary must be "of the opposite sex."

Robinson said actions must be taken to build the country's inclusiveness and respect



for the humanity of people with HIV and those becoming infected. "Social vulnerability is at the core of why people get HIV."

Leela Ramdeen, chair of the Catholic Commission for Social Justice said current culture had to be taken into consideration. She referred to sexuality and a "new breed of young women" who were "calling the shots." Drugs and guns also impacted and girls would boast about boyfriends with guns. Ramdeen said single women were left holding the baby and sometimes contracting AIDS when they got into relationships with different men with the hope of a stable relationship. She said women had to be empowered to stand up for their rights and know they can achieve without relying on man to take care of them and their children.

Ramdeen said religion formed an integral part of culture in the region and the views of religious groups may not be in sync with all the views expressed at the conference. "in spite of this it is clear faith-based groups have a role to play in influencing behaviour and combating HIV and AIDS," she said.

She referred to the work being done by groups in lending support and care to persons with HIV/AIDS. Ramdeen said more than 50 percent of service delivery worldwide in responding to AIDS was done by the Catholic Church. She said Catholic Diocese across the region had as part of their pastoral priorities thought care and advocacy for persons with HIV/AIDS to promote their "inherent dignity and we see the church offering compassionate non-judgmental care to those living with and affected by AIDS."

## *UNDP Welcomes New M&E Officer*

Our friends at UNDP are pleased to announce the valuable addition to their staff in the person of Mr. Asad Magana, their new M&E Officer. While UNDP will send out detailed introductions shortly, the NAC E-Bulletin is pleased to make this announcement and welcome Mr. Magana on his first day on the job. We all look forward to our new M&E Officers in the national response joining the others we have to increase the quality of our M&E efforts and by extension the quality of our national outputs and outcomes. Congratulations and welcome Asad.

## *The National AIDS Programme Announces An Opportunity for A Bilingual Researcher*

### **ANUNCIO DE PUESTO VACANTE**

**Director Técnico Nacional de Encuesta  
Centroamericana de Vigilancia de Comportamiento**

## en Belice

División de Estudios y Encuestas, Unidad de VIH Centro de  
Estudios en Salud -CES- Instituto de Investigaciones /  
Universidad del Valle de Guatemala

### **Antecedentes**

La unidad de VIH del Centro de Estudios en Salud de la Universidad del Valle de Guatemala, tiene a su cargo la implementación del Proyecto de fortalecimiento de la información estratégica de vigilancia de VIH/SIDA.

Dentro

de este proceso se tiene estipulado realizar actividades de investigación de comportamiento sexual y prevalencia de Infecciones de Transmisión Sexual (ITS/VIH) en poblaciones vulnerables, entre las que se incluye la Encuesta Centroamericana de Vigilancia de Comportamiento -ECVC- en Belice. Para la dirección técnica de la encuesta se contratará los servicios profesionales de un Director Técnico de la ECVC en Belice

### **Propósito del Puesto**

El Director técnico nacional de la ECVC en Belice realizará acciones de gerencia coordinación, dirección e implementación de todas las etapas del ECVC con el equipo de país. Mantendrá una estrecha coordinación con las contrapartes nacionales como el Ministerio de Salud Pública, las Organizaciones No Gubernamentales y otras agencias cooperantes a fin de asegurar el logro de los objetivos de generar información para la vigilancia de VIH/SIDA.

### **Principales Funciones**

- 1 Dirección técnica del desarrollo de la ECVC de Belice, desde la planificación, implementación del trabajo de campo, el análisis de datos, análisis y limpieza de los datos, elaboración de reportes y socialización de resultados en coordinación con la División de Encuestas y Estudios Especiales y el Ministerio de Salud Pública del Belice.
- 2 Dirección técnica de la aplicación de la metodología de muestreo definida en el protocolo y el cumplimiento de los principios éticos de la investigación en poblaciones vulnerables al VIH.
- 3 coordinación con los principales socios de ECVC a nivel nacional y local a fin de obtener un acompañamiento sistemático en todas las etapas de la ECVC.
- 4 Elaboración y presentación de reportes de avance a los socios de la ECVC.
- 5 Ser el garante de la calidad de los datos recolectados y del resguardo de los mismos.
- 6 Coordinación del desarrollo de las capacitaciones en el país para la implementación del ECVC.

### **Perfil del Puesto**

Nivel Académico:

Título universitario en

Ciencias de la Salud,

Maestría en Epidemiología

o en Salud Pública.

Experiencia: Mínimo 5 años en proyectos de vigilancia epidemiológica e investigación, dentro de los cuales, por lo menos 2 años con experiencia en cargos de dirección.

Idiomas: Inglés avanzado hablado y escrito.

Conocimientos

Diseño de estudios científicos, ética de la investigación, epidemiología, situación del VIH en requeridos:

Centro América y Belice. Conocimiento del sector salud y su dinámica de trabajo.

Habilidades: Comunicación efectiva y buenas relaciones interpersonales, Capacidad de organización y controles establecidos, elaboración de reportes, diseño y presentación de conferencias, escritura de documentos técnicos de alto nivel,

habilidad para el análisis y síntesis, uso de herramientas cualitativas para estudios, facilidad de expresión oral y escrita, administración de personal, práctica de valores éticos. Capacidad de ejecución bajo presión, iniciativa y confidencialista. Disponibilidad de permanecer en Belice durante la realización de la ECVC.

**RECEPCION DE DOCUMENTOS:** Las personas interesadas deberán enviar una carta de intención en la que se indique el puesto al que están aplicando, y adjuntar su *curriculum vitae* a la Lic. Clara García, Coordinadora de programas del Centro de Estudios en Salud, a la dirección electrónica [cgarcia@gt.cdc.gov](mailto:cgarcia@gt.cdc.gov) o al Edificio II2 Oficina 108, Universidad del Valle de Guatemala, 18 Ave. 11-95, Zona 15, VH III.

***Si es trabajador interno del CES, deberá incluir una nota de aprobación de su jefe superior inmediato.***

**FECHA LÍMITE PARA ENTREGAR DOCUMENTOS: 25 de marzo de 2011.**

***PASMO Announces Vacant Post for Finance and Administration Assistant***

# VACANCY ANNOUNCEMENT

## Finance and Administration Assistant

The Pan American Social Marketing Organization (PASMO), a local registered organization and affiliate of Population Services International (PSI) has been working in Belize since 1999. PASMO is recognized regionally as a leader in social marketing and aligns itself with the strategic goals and objectives of the Ministry of Health (MOH) and the National HIV/AIDS Committee (NAC). PASMO has a strong cadre of technical and innovative personnel that are supported by an administrative and financial unit with the capacity to deliver results in a transparent and quality-assured manner. In addition to the in-country team, PASMO receives regional support from PASMO's office in Guatemala, and backstopping from PSI's Caribbean (PSUC) office in Trinidad and Tobago.

PASMO seeks a Finance and Administrative Assistant with a true interest and passion for the organization's mission. The selected candidate will have a demonstrated track record of taking initiative and using sound judgment based on a working knowledge of financial and administrative procedures.

He or she must be detail-oriented and capable of performing multiple tasks. Given the confidential nature of the work, the Finance and Administrative Assistant must be regarded as having a high degree of discretion and respect for the sensitivity of the information handled. The ideal candidate will have the knowledge and interpersonal skills to interact effectively with colleagues and foster relationships based on mutual respect and trust. This position is directly supervised by PASMO's Country Manager and will also receive direct support from the Finance/Administrative team at PSI/C. He/she will work to establish operational standards to support ongoing growth of the country program and adherence with PSI's and donors policies and procedures.

### MAIN DUTIES AND RESPONSIBILITIES ARE:

#### Administrative Responsibilities – 40% of the time

1. Welcome visitors, answer telephones and email, dispatch vehicles, make arrangements for travel, meetings, etc. as necessary.
2. Perform general clerical duties as photocopying, faxing, mailing, filing, document drafting, taking minutes from meetings, parcel handling etc.
3. Develop PASMO maintenance plan and ensure maintenance of: the office premise and assets including IT equipment, furniture, vehicles, generator, electrical, plumbing and building integrity etc.
4. Assist with local procurement and ensuring procurement practices follow PASMO's procurement policy.
5. Responsible for managing PASMO's inventory and movement of stationary, promotional, educational, and other materials. Conduct monthly inventory count.
6. Responsible for updating the PASMO asset list on a quarterly basis.
7. Development and monthly update of PASMO partners and vendors.
8. Any other duties as assigned by Country Manager.

#### Financial Responsibilities – 60% of the time

1. Assist in building and strengthening internal controls.
  - a. Ensure the system adheres with the local laws and requirements of PASMO Belize.
  - b. Participates in the development and implementation of program goals and budgets.
  - c. Assist in the forecast preparation of monthly expenses of PASMO operations.
  - d. Prepare monthly financial statements for verification and submission.
  - e. Assist with the annual internal and external audit and implement post-audit activities to ensure compliance with audit recommendations.
  - f. Ensure timely recovery of advances. Ensure all payment requests, purchase orders and contracts have been properly authorized.
  - g. Manage petty cash and prepare weekly cash reconciliation reports for petty cash replenishment and weekly cheque payment ledger.
2. Gather staff timesheet bi-monthly for submission to the Country Manager.
3. Responsible for the monthly filing of vouchers and financial statements.
4. Update and submit monthly Employees Leave Register.
5. Any other duties as assigned by Country Manager.

#### Qualifications

- College diploma or University degree in administration, accounting, business, or related field.
- No less than 2 years previous job experience in an administrative or financial position.
- Experience working in the NGO sector a plus.
- Excellent working knowledge of word, excel, accounting applications, email software and book-keeping skills.
- Ability to multi task and assume unanticipated assignments.
- Excellent attention to detail and sound organizational skills.
- Strong interpersonal and communication skills.
- Proficiency in both English and Spanish an added advantage.
- Ability to drive a vehicle or scooter would be a asset.

Please submit CV and cover letter with references by April 8th 2011 to:  
Country Manager  
PASMO-Belize  
34 Princess Margaret Drive  
Belize City, Belize  
Tel. 501.223.7066  
belize@pasmo-ca.org, larasmith@pasmo-ca.org

Persons within vulnerable communities encouraged to apply.



[www.asociacionpasmo.org](http://www.asociacionpasmo.org)

Dear Partners,

Please keep sending your updates, announcements and creative materials for inclusion in the subsequent issues of One Response E-Bulletin to [ecabanas@nacbelize.org](mailto:ecabanas@nacbelize.org)

Cheers,  
Elio Cabanas  
NAC Secretariat