



THE REPUBLIC OF TRINIDAD & TOBAGO



THE  
OPERATIONAL PLAN  
FOR DRUG CONTROL  
IN  
TRINIDAD & TOBAGO  
**2014 - 2018**

Contents

**The Way Forward** ..... 2

Operational Plans..... 2

**Institutional Strengthening** ..... 3

Strategic Agenda ..... 4

Operational Plan ..... 6

..... 8

Monitoring and Evaluation Framework ..... 8

**RESEARCH** ..... 10

Strategic Agenda ..... 11

Operational Plan ..... 12

Monitoring and Evaluation Framework ..... 14

**DEMAND REDUCTION** ..... 16

Strategic Agenda ..... 17

Operational Plan ..... 18

Monitoring and Evaluation Framework ..... 20

**SUPPLY REDUCTION** ..... 22

Strategic Agenda ..... 23

Operational Plan ..... 25

Monitoring and Evaluation Framework ..... 28

**CONTROL MEASURES**..... 31

Strategic Agenda ..... 32

Operational Plan ..... 34

Monitoring and Evaluation Framework ..... 40

**MONITORING & EVALUATION** ..... 43

Strategic Agenda ..... 44

Operational Plan ..... 45

MONITORING AND EVALUATION FRAMEWORK..... 46

---

## The Way Forward

---

### **Operational Plans**

There is a recognition and consensus among the implementing agencies, given the previously detailed evaluation findings, that a more structured project management framework is necessary to support the implementation of the planned components; and to accommodate the objective evaluation of all components of the Policy.

In accordance with this, the Policy encompasses the required Performance Management Framework for the identification of indicators that are specific, measurable, attainable, realistic and time-bound; and an appropriate Monitoring and Evaluation framework to objectively assess the effectiveness, impact, and efficiency of the Policy and the agencies responsible for implementation. The core pillars and the proposed Strategic Agendas, Operational Plans and Monitoring and Evaluation Frameworks, will guide the implementation of the Policy over the 2014-2018 period.

## **Institutional Strengthening**

## Strategic Agenda

### GOAL

To develop, strengthen and maintain appropriate institutional mechanisms that facilitate the effective and efficient coordination, planning, execution, monitoring and evaluation of the National Drug Policy and its associated interventions.

### OUTCOMES

1. Improved Agencies' implementation and coordination in fulfilment of the National Drug Policy.
2. Strengthened Agencies' technical and human resource capacities to deliver on their defined mandates.
3. Improved overall performance of Agencies undertaking projects and programmes within the National Drug Policy.
4. Evidence-based approach towards the development of agencies' policy and programme formulation.
5. Effective and efficient functioning of the Tobago Drug Advisory Committee.
6. Strengthened and improved legislative framework in relation to drug use and abuse.
7. National compliance with international obligations.

### OUTPUTS/ DELIVERABLES

1. Strategic/operational plans for the National Drug Policy.
2. A comprehensive Performance Management Framework for the National Drug Policy.
3. Gap analysis report on agencies' capacity.
4. Management strategy that promotes collaboration with local, regional and international partners.
5. Revised management structure for the drug control initiative.
6. Tobago Drug Advisory Committee established and functioning.
7. Legislation developed that will recognise drug addiction as a disease in employee assistance programmes in both the public and private sector.
8. Draft policy for the implementation of the employee assistance programme in both the public and private sectors.
9. Harmonized information management system.
10. Agency-wide knowledge transfer policy.
11. Production of evidence-based reports on drug policies and programmes.
12. Legislative framework developed in relation to drug supply and control.
13. Adherence to international obligations.

### STRATEGIC INITIATIVES

1. Coordinate the participation of agencies in strategic planning and project management exercises around the development of work programmes to address differing components of the Policy.
2. Conduct a capacity evaluation of stakeholder agencies and produce a gap analysis report.
3. Design and implement appropriate capacity-building interventions.
4. Design a comprehensive and harmonized Performance Management Framework for the

National Drug Policy.

5. Conduct periodic collaborative and reporting workshops/focus groups.
6. Develop a national position for alternative development.
7. Conduct continuous coordination with local, regional and international partners.
8. Strengthen the coordination of mechanisms for seeking technical assistance.
9. Develop legislation to govern the inclusion of drug addiction as a disease in employee assistance programmes.
10. Design and implement an Information Management System that would enable data sharing, management and decision-making (including NDIS).
11. Design and implement information systems (inclusive of NDIS) that facilitate data sharing, support strategic management and enable operational efficiency.
12. Revise legislative framework for drug use, abuse, supply and control.
13. Amend legislation (as necessary) and fulfil reporting requirements in relation to international obligations.







## Monitoring and Evaluation Framework

### Strategic Goal:

To develop, strengthen and maintain appropriate institutional mechanisms that facilitate the effective and efficient coordination, planning, execution, monitoring and evaluation of the National Drug Policy and its associated interventions.

### Strategic Outcomes:

1. Improved Agencies' implementation and coordination in fulfilment of the National Drug Policy.
2. Strengthened Agencies' technical and human resource capacities to deliver on their defined mandates.
3. Improved overall performance of Agencies undertaking projects and programmes within the National Drug Policy.
4. Evidence-based approach towards the development of agencies' policy and programme formulation.
5. Effective and efficient functioning of the Tobago Drug Advisory Committee.
6. Strengthened and improved legislative framework in relation to drug use and abuse.
7. Full compliance by Agencies with international obligations and alignment with UNGASS declaration.

### Outputs:

1. Strategic/operational plans for the National Drug Policy.
2. A comprehensive Performance Management Framework for the National Drug Policy.
3. Gap analysis report on agencies' capacity.
4. Management strategy that promotes collaboration with local, regional and international partners.
5. Revised management structure for the drug control initiative.
6. Tobago Drug Advisory Committee established and functioning.
7. Legislation developed that will recognize drug addiction as a disease in employee assistance programmes in both the public and private sector.
8. Draft policy for the implementation of the employee assistance programme in both the public and private sectors.
9. Harmonized information management system.
10. Agency-wide knowledge transfer policy.

INDICATORS	BASELINE	TARGETS					TOTALS
		2014	2015	2016	2017	2018	
No. of National strategic plans completed and submitted on a timely basis (1 strategic plan per pillar)	0	100%					Completion by September 2018

<b>No. of agencies for which assessment and gap analysis completed</b>		<b>40%</b>	<b>100%</b>				
<b>No. of annual agency work programmes developed and implemented</b>	<b>0</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	
<b>% of agencies' work plans submitted in accordance to submission protocols</b>	<b>0</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	
<b>% of activities completed by Pillars and lead agencies</b>	<b>0</b>	<b>10%</b>	<b>45%</b>	<b>70%</b>	<b>90%</b>	<b>100%</b>	
<b>No. of personnel trained in Project Planning and Management</b>	<b>0</b>		<b>40%</b>	<b>60%</b>	<b>100%</b>		
<b>Number of lead agencies achieving objectives in relation to the National Drug Policy</b>					<b>90%</b>	<b>100%</b>	
<b>Number of Agencies in compliance with international obligations</b>					<b>90%</b>	<b>100%</b>	
<b>% of deliverables/outputs delivered by Pillars and lead agencies within quality and cost requirements [M&amp;E pillar]</b>	<b>0</b>						
<b>% of agencies integrated into the common information systems</b>				<b>100%</b>			

**RESEARCH**

## Strategic Agenda

### GOAL

To facilitate the availability of timely, accurate and relevant information that would enable evidence-based decision making.

### OUTCOMES

1. Increased collaboration and information sharing among stakeholders.
2. Strengthened capacity of key personnel to collect, collate, analyse and disseminate information.
3. Improved accuracy of information collection and analysis.
4. Policy decisions and national drug initiatives are achieved through national, regional and international research information that identifies trends and emerging practices.

### OUTPUTS/ DELIVERABLES

1. A documented policy that guides the conduct and management of research projects.
2. Standard operating research procedures developed for use among all agencies involved with the National Drug Council.
3. Trained personnel in research oriented applications.
4. Computerisation and improved sharing of information using modern and compatible software.
5. Seminars, workshops, conferences and promotional activities designed to increase awareness on the value of research in addressing drug related issues.
6. A secure, centralized drug information database.
7. Annual assessment reports.
8. Training assessment instrument designed to evaluate training effectiveness and impact.
9. NDIS Database, National Drug Observatory and Crime Observatory strengthened.

### STRATEGIC INITIATIVES

1. Design and develop a research policy based on regional and international standards.
2. Develop a national standardized model for the collection, collation, analysis and dissemination of information.
3. Conduct institutional training needs assessment of research capabilities.
4. Undertake technological capacity-strengthening initiatives.
5. Implement institutional awareness programmes on the importance of research.
6. Strengthen NDIS Database, National Drug Observatory and Crime Observatory.
7. Undertake impact evaluation on the National Drug Policy.
8. Conduct monitoring and evaluation exercises on research capacity-building interventions.





## Monitoring and Evaluation Framework

**Strategic Goal:**  
 To facilitate the availability of timely, accurate and relevant information that would facilitate evidence-based decision making.

**Strategic Outcomes:**

1. Increased collaboration and information sharing among stakeholders.
2. Strengthened capacity of key personnel to collect, collate, analyse and disseminate information.
3. Improved accuracy of information collection and analysis.
4. Policy decisions and national drug initiatives are achieved through national, regional and international research information that identifies trends and emerging practices.

**Outputs:**

1. A documented policy that guides the conduct and management of research projects.
2. Standard operating research procedures developed for use among all agencies involved with the National Drug Council.
3. Trained personnel in research oriented applications.
4. Computerisation and improved sharing of information using modern and compatible software.
5. Seminars, workshops, conferences and promotional activities designed to increase awareness of the value of research in addressing drug related issues.
6. A secure, centralized drug information database.
7. Annual Assessment Reports.
8. Training assessment instrument designed to evaluate training effectiveness and impact.
9. NDIS Database, National Drug Observatory and Crime Observatory strengthened.

INDICATORS	BASELINE	TARGETS					TOTALS
		2014	2015	2016	2017	2018	
% increase of information accuracy in database	0	10%	20%	20%	20%	10%	80%
% increase of current information as relevant	20%	30%	10%	15%	10%	10%	95%

<b>Establishment of a centralized repository</b>	<b>15%</b>	<b>10%</b>	<b>20%</b>	<b>10%</b>	<b>25%</b>	<b>20%</b>	<b>100%</b>
<b>Cabinet approved policy document</b>	<b>Completed Policy document</b>						
<b>Completed SOP, aligned with policy</b>	<b>MOUs leading to multi-sectorial agreement between all entities with supporting legislative framework</b>						
<b>% Increase in trained personnel</b>	<b>Needs assessment report (CAPA 2012)</b>	<b>5%</b>	<b>5%</b>	<b>5%</b>	<b>5%</b>	<b>5%</b>	<b>25%</b>
<b>% Increase in information technology</b>	<b>Needs Assessment report (CAPA 2012)</b>	<b>15%</b>	<b>20%</b>	<b>20%</b>	<b>20%</b>	<b>25%</b>	<b>100%</b>
<b>% Increase in a compatible information sharing platform</b>	<b>NDIS</b>	<b>20%</b>	<b>20%</b>	<b>20%</b>	<b>20%</b>	<b>20%</b>	<b>100%</b>
<b>Number of national conferences, seminar and workshops</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>3</b>	<b>3</b>	<b>2</b>	<b>12</b>
<b>Number of Annual Reports</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>5</b>
<b>Number of assessment exercises</b>	<b>Needs assessment by CAPA</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>5</b>
<b>Number of research projects</b>	<b>3</b>	<b>4</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>8</b>



## **DEMAND REDUCTION**

## Strategic Agenda

### GOAL

To improve the physical, mental, social, spiritual and economic health and well-being of citizens through the systemic multi-disciplinary approaches to prevention, treatment and rehabilitation.

### OUTCOMES

1. Improved stakeholder capacity to develop coordinate, facilitate drug demand reduction strategies.
2. Improved application of monitoring and evaluation systems.
3. Improved collaboration among stakeholders.
4. Enhance effective access and use of information in responding to drug demand reduction.
5. Reduce drug use and abuse among the school age and wider population.
6. Increased public awareness resulting in improved lifestyle choices.
7. Successful reintegration of persons affected by drug use into the mainstream society.
8. Reduction in the negative impact of the use and abuse of drugs on society.
9. Increase in the number of recovering persons possessing jobs and employable skills.
10. Increase in the number of persons who participate in rehabilitative initiatives.
11. Improved standards of care for substance abusers.

### OUTPUTS/ DELIVERABLES

1. Operation programme designed for the holistic needs of persons affected with drug use.
2. Education programme geared towards assessing communities to re-embrace recovering addicts.
3. Completed and approved policy on substance abuse in the workplace.
4. Cabinet approval of standard of care document and certification of the sector.
5. An institutional capacity audit report.
6. Periodic monitoring and evaluation reports.
7. An M&E framework for the conduct of performance assessments.
8. Functional database consisting of key drug demand information.
9. Completed MOU document.
10. Public awareness, educational and information strategy developed.
11. Comprehensive public health promotion policy document.

### STRATEGIC INITIATIVES

1. Develop, implement and manage M&E systems.
2. Build stakeholder collaboration.
3. Conduct stakeholder sensitisation (NGOs, CBOs) on various ICT applications.
4. Develop a public awareness framework.
5. Develop a National Policy on substance abuse in the workplace.
6. Establish a continuum of care approach for persons affected by drug abuse.

## Operational Plan

Strategic Initiative No.	Strategic Initiatives	Lead Agencies	Deliverables	Start	Finish	Add New Column	Timeline											
							1st Half Q1	1st Half Q3	1st Half Q1	1st Half Q3	1st Half Q1	1st Half Q3	1st Half Q1	1st Half Q3	1st Half Q1	1st Half Q3	1st Half Q1	1st Half Q3
0	<b>DEMAND REDUCTION FOCAL AREA OPERATIONAL PLAN</b>			Mon 1/6/14	Fri 10/12/18													
1	<b>Develop, implement and manage a relevant M &amp; E system</b>	NADAPP, NDC, ADAPP		Mon 1/6/14	Fri 10/12/18													
2	1.1 Conduct periodic monitoring and evaluation assessments		M & E Progress Report	Mon 1/6/14	Fri 11/3/17													
3	1.2 Implement corrective actions		Status Report	Mon 11/6/17	Mon 11/6/17													
4	1.3 Implement and maintain the mechanism for effective collaboration with M & E			Tue 11/7/17	Tue 11/7/17													
5	1.4 Conduct surveys in drug prevalence among targeted populations			Wed 11/8/17	Tue 6/19/18													
6	1.5 Conduct other forms of sector-wide data collection exercise			Wed 6/20/18	Tue 10/9/18													
7	1.6 Implement recommended sector-wide intervention			Wed 10/10/18	Fri 10/12/18													
8	<b>Build Stakeholder collaboration</b>	NADAPP, NDC, ADAPP		Mon 1/6/14	Mon 3/12/18													
9	2.1 Develop a shared database of stakeholder		Completed database	Mon 9/1/14	Fri 10/24/14													
10	2.2 Establish a coordinating committee		Coordinating committee, TOR, Letters of appointment	Mon 10/27/14	Fri 12/19/14													
11	2.3 Develop an MOU			Mon 12/22/14	Fri 2/13/15													
12	2.4 Implement projects and programmes of mutual benefits to stakeholders			Mon 2/16/15	Fri 7/27/18													
13	<b>Conduct Stakeholder sensitization (NGOs, CBOs) on various ICT</b>	NADAPP, NDC, ADAPP		Mon 1/6/14	Fri 11/3/17													
14	3.1 Establish and maintain greater presence on the internet and social networking websites		Websites and social networking profile	Mon 1/6/14	Fri 11/3/17													
15	<b>Develop a Public Awareness Framework</b>	NADAPP, NDC, ADAPP		Tue 4/1/14	Fri 12/29/17													
16	4.1 Design national public education policy		Policy, Plan of Action document, stakeholder	Tue 4/1/14	Mon 3/2/15													
17	4.2 Implement key public education strategies		Sensitized public on substance abuse	Thu 1/1/15	Fri 12/29/17													
18	<b>Develop a National Policy on substance abuse in the workplace</b>	NADAPP, NDC, ADAPP		Tue 1/7/14	Tue 9/15/15													
19	5.1 Establish a Technical Working Group (TWG)		Coordinating TWG, TOR, Letters of appointment	Tue 1/7/14	Mon 3/3/14													
20	5.2 Conduct an assessment/review of existing workplace policies		Situational Analysis document	Tue 3/4/14	Mon 3/31/14													



## Monitoring and Evaluation Framework

<b>Strategic Goal:</b>  To improve the physical, mental, social, spiritual and economic health and well-being of citizens through the systemic multi-disciplinary approaches to prevention, treatment and rehabilitation.							
<b>Strategic Outcomes:</b>  1. Improved stakeholder capacity to develop coordinate and facilitate drug demand reduction strategies. 2. Improved application of monitoring and evaluation systems. 3. Improved collaboration among stakeholders. 4. Enhance effective access and use of information in responding to drug demand reduction. 5. Reduce drug use and abuse among the school age and wider population. 6. Increased public awareness, resulting in improved lifestyle choices. 7. Successful reintegration of persons affected by drug use into the mainstream society. 8. Reduction in the negative impact of the use and abuse of drugs on society. 9. Increase in the number of recovering persons possessing jobs and employable skills. 10. Increase in the number of persons who participate in rehabilitative initiatives. 11. Improved standards of care for substance abusers.	<b>Outputs:</b>  1. Operation programme designed for the holistic needs of persons affected with drug use. 2. Education programme geared towards assessing communities to re-embrace recovering addicts. 3. Completed and approved policy on substance abuse in the workplace. 4. Cabinet approval of standard of care document and certification of the sector 5. An institutional capacity audit report. 6. Periodic monitoring and evaluation reports. 7. An M&E framework for the conduct of performance assessments. 8. Functional database consisting of key drug demand information. 9. Completed MOU document. 10. Public awareness, educational and information strategy developed.						
INDICATORS	BASELINE	TARGETS					TOTALS
		2014	2015	2016	2017	2018	
Percentage increase in persons admitted to rehab	Refer to NDIS pilot	2%	4%	5%	5%	4%	20%

	<b>project</b>						
<b>Number of certified treatment and rehabilitation centres</b>	<b>0</b>			<b>1</b>	<b>2</b>	<b>4</b>	<b>7</b>
<b>Number of new treatment and rehabilitation facilities functioning</b>	<b>-</b>	<b>1</b>		<b>1</b>		<b>1</b>	<b>3</b>
<b>Percentage reduction in number of readmissions to treatment and rehabilitation</b>	<b>63%</b>						
<b>Percentage increase in the number of recovering addicts gaining sustainable employment</b>	<b>-</b>	<b>1%</b>	<b>1%</b>	<b>2%</b>	<b>3%</b>	<b>3%</b>	<b>10%</b>
<b>Completed institutional audit report</b>	<b>-</b>		<b>1</b>				
<b>Percentage increase in institutions implementing workplace policy</b>	<b>-</b>	<b>1%</b>	<b>1%</b>	<b>1%</b>	<b>1%</b>	<b>1%</b>	<b>5%</b>
<b>Increase number in stakeholder consultations</b>				<b>1</b>	<b>1</b>	<b>1</b>	<b>3</b>
<b>Percentage decrease in DUI charges</b>				<b>1%</b>	<b>1%</b>	<b>1%</b>	<b>3%</b>
<b>Workplace policy completed</b>							
<b>Increase in schools targeted</b>		<b>6%</b>	<b>6%</b>	<b>6%</b>	<b>6%</b>	<b>6%</b>	<b>30%</b>
<b>Reduction in number of reported cases of drug use in school age population</b>		<b>5%</b>	<b>5%</b>	<b>5%</b>	<b>5%</b>	<b>5%</b>	<b>30%</b>
<b>Increase in the number of students accessing intervention programmes by 5%</b>		<b>1%</b>	<b>1%</b>	<b>1%</b>	<b>1%</b>	<b>1%</b>	<b>5%</b>

**SUPPLY REDUCTION**

## Strategic Agenda

### GOAL

To facilitate and improve law enforcement activities while advancing strategies geared toward ensuring sustainable, efficient interdiction and reduction of the supply of illegal drugs.

### OUTCOMES

1. Reduced number of serious organized crimes involving the use of firearms and other drug-related crimes.
2. New and emerging trends identified in the supply of illicit drugs, as they evolve.
3. Reduced quantities of illegal drugs transported across Trinidad and Tobago's territorial borders.
4. Law enforcement capacity strengthened to be more proactive in addressing the illicit drug problem.
5. Effective information-sharing platform and inter-operability developed among all law enforcement agencies.
6. Enhanced lines of communication concerning drug trafficking with key stakeholders.
7. Increased access to technical and financial assistance.
8. Criminal groups and networks involved in illicit drug trafficking and related transnational organized crime dismantled.
9. Systematic purging of rogue elements within law enforcement agencies.
10. Incidences of corrupt activities detected and prevented.
11. Improved skills, capability, expertise and knowledge of law enforcement officials involved in anti-drug trafficking operations.
12. Increased international collaboration and co-operation.
13. Reduced susceptibility to corrupt activities through enhanced compensation.

### OUTPUTS/ DELIVERABLES

1. Interdiction, arrests and prosecution of persons involved in the illicit drug trade.
2. Operational Plans for the conduct of joint training and inter-agency operations.
3. Law enforcement agencies with increased capacity to interdict and successfully undertake joint operations to reduce the supply of illegal drugs.
4. Development of a communication system that will lend itself to seamless information sharing.
5. Improved standings of the country's profile in the international community, leading to, inter alia, greater access to technical and financial assistance.
6. Rationalisation of resources acquired by various agencies for optimal use.
7. Offering of attractive and competitive remuneration packages.
8. Policy formulated based on the identification of trends, developments, major players and magnitude of the existing problem.




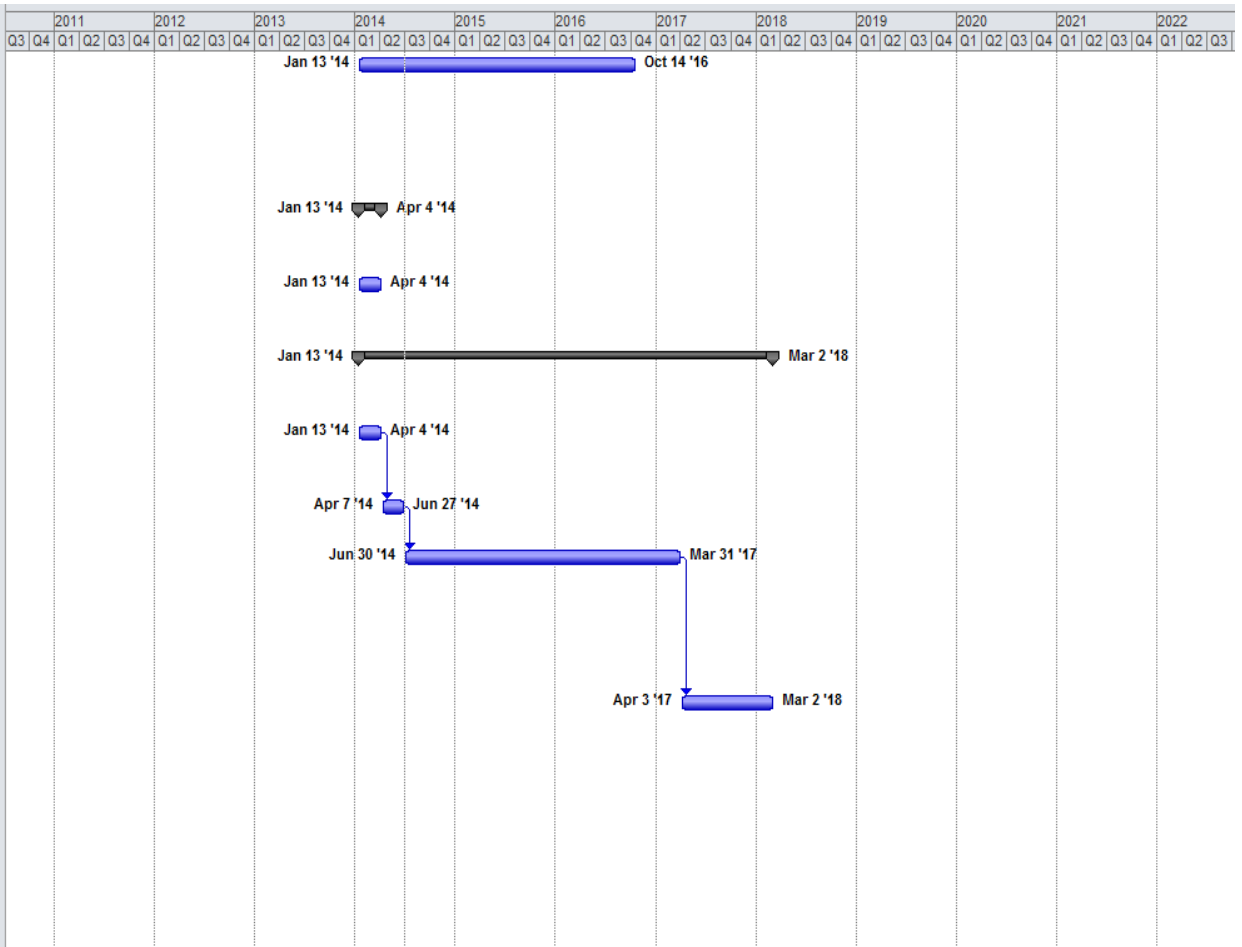
## **STRATEGIC INITIATIVES**

1. Conduct coordinated and sustained counter-narcotics operations.
2. Review current procurement procedures and processes with key stakeholders.
3. Assign existing entities, including, but not limited to, ITAC and CAPA, that have the relevant capacity to undertake continuous research and establish a system that employs a common methodology to define the scope of the illicit drug problem.
4. Conduct continuous collection, analysis and dissemination of strategic intelligence.
5. Develop and implement initiatives aimed at specialized inter-operability capacity building.
6. Design, develop and implement a seamless communication and information sharing protocol among relevant stakeholders within the law enforcement environment.
7. Design a monitoring and evaluation system to improve compliance with international instruments and treaties as well as enhance cooperation with stakeholders. M&E PILLAR
8. Design a system to monitor and evaluate the impact of policies and programmes.
9. Identify and disrupt the hierarchy of the organized crime groups involved in Illicit drug trafficking and related transnational organized crimes.
10. Develop a matrix of categories of 'organized crime groups' to determine target prioritisation.
11. Implement the provisions of the Inter-American Convention against Corruption.





	 Strategic Initiative	Strategic Initiatives	Lead Agencies	Deliverables	Start	Finish
35	10.4	Promote training among law enforcement agencies to detect, investigate and disrupt organized criminal groups involved illicit drug trafficking and related transnational organized crime		Trained and certified law enforcement personnel	Mon 1/13/14	Fri 10/14/16
36	11	Develop a matrix of categories of 'organized crime groups' to determine target prioritization.			Mon 1/13/14	Fri 4/4/14
37	11.1	Develop a matrix of categories of 'organized crime groups' to determine target prioritization.		Matrix containing target prioritization	Mon 1/13/14	Fri 4/4/14
38	12	Implement the provisions of the Inter-American Convention Against Corruption.	TTPS,AG,SSA,MF		Mon 1/13/14	Fri 3/2/18
39	12.1	Develop a Matrix on the status of implementation and Plan of Action for implementation		Approved Plan of Action on implementation status	Mon 1/13/14	Fri 4/4/14
40	12.2	Identify a national coordinating agency for the implementation		Established national coordinating entity to	Mon 4/7/14	Fri 6/27/14
41	12.3	Strengthen national agencies responsible for anti-corruption through training, resource allocation and technical expertise for investigation and prosecution of corrupt practices		Trained and certified personnel in the detection, investigation and prosecution of corrupt practices	Mon 6/30/14	Fri 3/31/17
42	12.4	Seek to have debate resumed for passage of Prevention of Corruption (Amendment) AC		Passage and Proclamation of Bill	Mon 4/3/17	Fri 3/2/18



## Monitoring and Evaluation Framework

### Strategic Goal:

To facilitate and improve law enforcement activities while advancing strategies geared toward ensuring sustainable, efficient interdiction and reduction of the supply of illegal drugs.

### Strategic Outcomes:

1. Reduced number of serious organized crimes and other drug related crimes involving the use of firearms.
2. New and emerging trends identified in the supply of illicit drugs, as they evolve.
3. Reduced quantities of illegal drugs transported across Trinidad and Tobago's territorial borders.
4. Law enforcement capacity strengthened to be more proactive in addressing the illicit drug problem.
5. Effective information-sharing platform and inter-operability developed among all law enforcement agencies.
6. Enhanced lines of communication concerning drug trafficking with key stakeholders.
7. Increased access to technical and financial assistance.
8. Criminal groups and networks involved in illicit drug trafficking and related transnational organized crime dismantled.
9. Systematic purging of rogue elements within law enforcement agencies.
10. Incidences of corrupt activities detected and prevented.
11. Improved skills, capability, expertise and knowledge of law enforcement officials involved in anti-drug

### Outputs:

1. Interdiction, arrests and prosecution of persons involved in the illicit drug trade.
2. Operational Plans for the conduct of joint training and inter-agency operations.
3. Improved law enforcement agencies with increased capacity to interdict and successfully undertake joint operations to reduce the supply of illegal drugs.
4. Seamless information sharing and communication instrument/mechanism.
5. Improved standings of a country's profile in the international community.
6. Concentration of resources aimed at specified entities.
7. Remuneration proposals.
8. Policy formulated based on the identification of trends, developments, major players and magnitude of the problem.

<p>trafficking operations.  14. Increased international collaboration and cooperation.  15. Reduced susceptibility to corrupt activities through enhanced compensation.</p>							
INDICATORS	BASELINE	TARGETS					TOTALS
		2014	2015	2016	2017	2018	
% Increase in the quantity of drugs seized	3,429.22kg (INCSR 2012, Vol 1)	5%	8%	10%	7%	5%	
% Increase in local eradication	273,100kg (INCSR 2012, Vol 1)	5%	7%	7%	6%	5%	
Development of a policy framework based on the identification of trends, developments, major players and magnitude of the problem		Establishment of a Committee to create a National Assessment Tool including the establishment of Terms of Reference	Publication of quarterly reports based on the implementation of the National Assessment Tool				Regular and reliable publications to assist with analysis and policy formulation
Number of joint training programmes	Undetermined	10	12	15	18	20	75
Number of joint exercises. (Scenarios)	Undetermined	1	1	1	1	1	5
Number of major joint operations	Undetermined	2	3	4	5	6	20
Training and exercises evaluation	0	1	1	1	1	1	5
Acquisition of assets	Timely acquisition based on needs						

% Increase in organisations using common communication platforms	0	10%	20%	20%	25%	25%	100%
Information sharing protocols (policy document established)	MOUs leading to bilateral agreements between all entities with supporting legislative framework	25%	50%	20%	5%	0%	100%
% Compliance with national, regional and international commitments	SSA Act	10%	15%	20%	20%	25%	90%
Annual national report	0	0	1	1	1	1	4
Number of dismantled organized crime groups	0	0	1	1	1	1	4
High levels of incentives (Revision of incentive packages annually)	Benchmark against international compensation levels	10%	15%	15%	20%	20%	On par with international levels
Full compliance with the Inter American Convention Against Corruption	Anti-Corruption Bureau TTPS Amendment of domestic legislation (Prevention of Corruption Bill)	5%	10%	15%	25%	25%	80%

## **CONTROL MEASURES**



## Strategic Agenda

### GOALS

To establish and execute the appropriate strategies that empower relevant authorities to apply counter measures that reduce the occurrence of drug trafficking and related illicit activities.

### OUTCOMES

1. Enhanced collaboration of law enforcement authorities and relevant stakeholders.
2. Improved knowledge transfer among staff members and among Gov't agencies.
3. Improved allocation of resources, both financial and human.
4. Adoption and application of relevant technologies and techniques.
5. Decreased admissions to health institutions for illicit drug related illnesses.
6. Healthier and more productive society.
7. Enforcement of the payment of fines and serving of penalties.
8. Improved State utilisation of seized assets.
9. Increase in the rate of successful prosecutions.
10. Increased participation of agency heads in inter-ministerial initiatives and decision-making.
11. Increased awareness and application of international and regional standards.

### OUTPUTS/ DELIVERABLES

1. Updated relevant policies and legislation related to control measures.
2. Awareness campaigns conducted by all relevant government agencies.
3. Continuous training regime for qualified and competent personnel within the organisation.
4. Redeployment of qualified personnel in suitable and relevant fields of expertise.
5. Increased media reports on successful prosecutions.

### STRATEGIC INITIATIVES

1. Expand inspection regimes.
2. Conduct targeted inspections of pharmacies.
3. Pursue prosecution of offenders.
4. Undertake destruction of seized products.
5. Conduct public awareness campaigns.
6. Conduct capacity-building exercises.
7. Pursue consensus on the draft Precursor Bill 2013.
8. Revise the Precursor Chemical Control Policy in accordance with both new and existing legislation.
9. Determine the organisational structure of the Precursor Chemicals Unit (PCU).
10. Develop Precursor Chemical Control Regulation.
11. Implement National Drug Control System (NDCS) and the Pre-Export Notification (PEN-Online System).
12. Develop and facilitate domestic and foreign training programmes in precursor chemical control.
13. Produce regular subject-matter technical papers to inform policy decisions.
14. Conduct joint inspections of pharmacies.
15. Strengthen border inspection.

16. Collect, collate and analyse information on the abuse and misuse of substances with psychoactive properties.
17. Establish an information exchange mechanism between demand reduction agencies and the MoH.
18. Implement the National Drug Control System (NDCS).
19. Conduct review of firearms legislation.
20. Update legislation.
21. Conduct an assessment of national firearms registry and related database.
22. Access funding for the computerisation of national databases.
23. Upgrade existing firearms registry.
24. Strengthen national forensics capabilities.
25. Strengthen bilateral relationships with countries and affiliate bodies.
26. Enhance/ Strengthen regulations for cross-border cooperation.
27. Promote and implement intelligence-based law enforcement techniques and information exchange procedure.
28. Increase detection rates and State revenue collection.
29. Employ scientific and empirical evidence to inform law enforcement operations.
30. Promote reporting of offences by the public.
31. Channel drug and firearms offence cases through specialized courts.
32. Enhance recording mechanisms.















## Monitoring and Evaluation Framework

### Strategic Goal:

To establish and execute the appropriate strategies that empower relevant authorities to apply counter measures that reduce the occurrence of drug trafficking and its related illicit activities.

### Strategic Outcomes:

1. Enhanced collaboration of law enforcement authorities and relevant stakeholders.
2. Improved knowledge transfer among staff members and among Government agencies.
3. Improved allocation of resources, both financial and human.
4. Adoption and application of relevant technologies and techniques.
5. Decreased admissions to health institutions for illicit drug related illnesses.
6. Healthier and more productive society.
7. Enforcement of the payment of fines and serving of penalties.
8. Improved State utilisation of seized assets.
9. Increase in the rate of successful prosecutions.
10. Increased participation of agency heads in inter-ministerial initiatives and decision-making.
11. Increased awareness and application of international and regional standards.

### Outputs:

1. Updated relevant policies and legislations related to control measures.
2. Awareness campaigns conducted by all relevant government agencies.
3. Continuous training regime for qualified and competent personnel within the organisation.
4. Redeployment of qualified personnel in suitable and relevant fields of expertise.
5. Increased media reports on successful prosecutions.

INDICATORS	BASELINE	TARGETS					TOTALS
		2014	2015	2016	2017	2018	
Number of reports made to CMO on counterfeit drugs (incident and annual)	1, per incident	6,6	6,6	8	8,4	4,4	40, 36
Number of joint inspections conducted (police, customs, internal)	0	5	5	7	7	7	31

Number of seizures made on counterfeit drugs	3, 5	5	5	7	7,3	3	27, 26
Number of public awareness campaigns	0	3	3	3	3	3	15
% Amendments made to the Food and Drugs Act and Regulations	50%	50%	-	-	-	-	50%
% Amendment to the Dangerous Drugs Act and Regulations	0%	-	-	-	10%	10%	20%
% Amendment to the Antibiotics Act	0%	-	-	-	10%	10%	20%
Number of strategies for information exchange and operational procedures with key stakeholders	0%	10%	20%	20%	25%	25%	100%
Increase in laboratory analyses	Per incident and routine analyses	5	5	5,7	5,3	5,3	25, 23
% destruction of counterfeit drugs	0	-	-	5	5	7	17
Number of revisions made to the Precursor Chemical Policy		1	0	0	0	0	1
<b>Passage of the Precursor Chemicals Bill</b>		1	0	0	0	0	1
<b>Passage of Precursor Chemical Regulations</b>		0	0	1	0	0	1
Number of Precursor Chemical Units (PCU) / Central National Authority) established		0	1	0	0	0	1
Number of training interventions conducted in National Drug Control System and precursor chemical control courses		1	1	1	1	1	5
% implementation of NDS	40%	50%	10%	0	0	0	60%
% implementation of the PEN Online System	50%	20%	15%	15%	0	0	50%
% compliance Competent Authority functioning in full compliance with Article 12 of 1988 Convention	50%	30%	0	20%	0	0	50%
% Increase in surveillance of precursor chemical operators	50%	0	0	30%	5%	5%	40%
Receipt of reports on the misuse and abuse of controlled drugs from demand reduction agencies		1	1	2	2	2	8
% Implementation of national firearms database	20%	50%	30%	-	-	-	80%
% Identification of illegal firearms			40%	50%	5%	5%	100%
% detection of unauthorized movement of FAME	10%	5%	5%	5%	5%	5%	25%
<b>Amendments to Firearms Act</b>		-	70%	30%	-	-	100%
<b>Amendments to other Firearms-related Acts and Regulations</b>		-	-	5%	5%	5%	15%
Increase in successful prosecution of criminal matters involving		10%	5%	5%	10%	10%	10%

firearms							
% seizures of FAME			5%	5%	5%	5%	25%
% Increase in use of current platforms for real-time information exchange		5%	5%	5%	5%	5%	25%
Number of information exchanges among intelligence agencies		10%	10%	10%	10%	10%	50%
% detection rates	10%	5%	5%	5%	5%	5%	25%
Number of new trends and developments in drug trafficking methods identified		2	2	2	2	2	10
% Increase in revenue collection through fines and penalties		10%	10%	15%	15%	15%	65%

## **MONITORING & EVALUATION**

## Strategic Agenda

### GOAL

To improve the mechanisms that facilitate accountability, responsibility, value for money and decision making within the focal areas of the National Operational Plan.

### OUTCOMES

1. Increased results-based management approaches and decision making.
2. Evidence-based resource allocation for National Drug Initiatives.
3. Improved efficiency, effectiveness, impact and utility of programmes and projects undertaken within all pillars of the National Drug Policy.
4. Increased operational performance of agencies associated with the National Drug Policy.
5. Dynamism and responsiveness to the possible changes/developments in the environment.

### OUTPUTS/ DELIVERABLES

1. A Monitoring and Evaluation Policy Document.
2. A Monitoring and Evaluation System that will allow for continuous review and revision of the National Drug Plan.
3. Established Memoranda of Understanding (MOUs) among relevant agencies in relation to coordinated M&E initiatives.
4. A standardized data capture profile.
5. Periodic pillar-based M&E reports.
6. Lead agency-based reports (monitoring, status, progress – according to the responsibility of the pillar).
7. A management tool to gauge implementation over specified periods (progress, challenges and proposed recommendations).
8. A project prioritisation instrument that can be used to measure and evaluate resource assignments and project priorities.

### STRATEGIC INITIATIVES

1. Design and implement a Monitoring and Evaluation Policy and System.
2. Conduct appropriate capacity-building interventions in the area of Monitoring and Evaluation.
3. Establish a standardized data capture profile within agencies/parties involved.
4. Upgrade the current National Drug Information System.
5. Establish a system for information dissemination – develop protocols for information sharing.
6. Create partnership arrangements with existing agencies and develop new alliances.
7. Conduct Mid-year Resource Review Allocation Exercise (MRRAE) - (Operational mid-term review (resources distributed throughout agencies and pillars).
8. Conduct annual review of Research and M&E Agendas.

# Operational Plan

	Strategic Initiative	Strategic Initiatives	Lead Agencies	Deliverables	Start	Finish	2013				2014				2015				2016				2017				2018				2019				2020				2021				2022				2023				2024				2025			
							Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4				
0		<b>0 MONITORING AND EVALUATION FOCAL AREA OPERATIONAL PLAN</b>			<b>Mon 1/13/14</b>	<b>Fri 9/28/18</b>	Jan 13 '14 → Sep 28 '18																																																			
1		<b>1 Monitoring and Evaluation Policy and System</b>			<b>Mon 1/13/14</b>	<b>Fri 12/12/14</b>	Jan 13 '14 → Dec 12 '14																																																			
2	1.1	Design and implement a Monitoring and Evaluation Policy Guide	M & E Pillar	Approved M&E Policy Guide	Mon 1/13/14	Fri 6/27/14	Jan 13 '14 → Jun 27 '14																																																			
3	1.2	Develop and implement a Monitoring and Evaluation System	M & E Pillar	Functional M&E system	Mon 6/30/14	Fri 12/12/14	Jun 30 '14 → Dec 12 '14																																																			
4		<b>2 M &amp; E Capacity Building</b>			<b>Mon 1/13/14</b>	<b>Fri 8/21/15</b>	Jan 13 '14 → Aug 21 '15																																																			
5	2.1	Assess M & E capacity of agencies	M & E Pillar	Capacity Needs Report	Mon 1/13/14	Fri 3/7/14	Jan 13 '14 → Mar 7 '14																																																			
6	2.2	Conduct appropriate capacity building interventions in the area of Monitoring and	M & E Pillar	Capacity development Plan	Mon 3/10/14	Fri 4/4/14	Mar 10 '14 → Apr 4 '14																																																			
7	2.3	Roll-out capacity building plan	M & E Pillar, NDC	Implementation Agenda	Mon 4/7/14	Fri 8/21/15	Apr 7 '14 → Aug 21 '15																																																			
8	2.4	Establish a standardized data capture profile within agencies/parties involved	M & E Pillar	Data capture Profile Definition Report	Mon 1/13/14	Fri 3/7/14	Jan 13 '14 → Mar 7 '14																																																			
9		<b>3 Information Management System</b>			<b>Mon 1/13/14</b>	<b>Fri 10/14/16</b>	Jan 13 '14 → Oct 14 '16																																																			
10	3.1	Upgrade the current National Drug Information System	M & E Pillar	Upgraded NDIS	Mon 1/13/14	Fri 6/27/14	Jan 13 '14 → Jun 27 '14																																																			
11	3.2	Establish a system for information dissemination	M & E Pillar	Information Sharing Protocol	Mon 1/13/14	Fri 4/4/14	Jan 13 '14 → Apr 4 '14																																																			
12	3.3	Create partnership arrangements with existing agencies and develop new alliances	NDC	MOUs with strategic partners	Mon 1/13/14	Fri 10/14/16	Jan 13 '14 → Oct 14 '16																																																			
13		<b>4 Monitoring and Evaluation Exercises</b>			<b>Mon 1/13/14</b>	<b>Fri 6/22/18</b>	Jan 13 '14 → Jun 22 '18																																																			
14	4.1	Conduct ongoing Monitoring and Evaluation Assessments	M & E Pillar		Mon 1/13/14	Fri 6/22/18	Jan 13 '14 → Jun 22 '18																																																			
15		<b>5 Conduct mid year review</b>	<b>M &amp; E Pillar</b>		<b>Mon 8/4/14</b>	<b>Fri 9/28/18</b>	Jan 13 '14 → Jun 22 '18																																																			
16	5.1	Conduct review 1	M & E Pillar	Mid-term Monitoring Reports	Tue 6/3/14	Mon 7/28/14	Jun 3 '14 → Jul 28 '14																																																			
17	5.2	Conduct review 2	M & E Pillar	Mid-term Monitoring Reports	Wed 12/3/14	Tue 1/27/15	Dec 3 '14 → Jan 27 '15																																																			
18	5.3	Conduct review 3	M & E Pillar	Mid-term Monitoring Reports	Wed 6/3/15	Tue 7/28/15	Jun 3 '15 → Jul 28 '15																																																			
19	5.4	Conduct review 4	M & E Pillar	Mid-term Monitoring Reports	Thu 12/3/15	Wed 1/27/16	Dec 3 '15 → Jan 27 '16																																																			
20	5.5	Conduct review 5	M & E Pillar	Mid-term Monitoring Reports	Fri 6/3/16	Thu 7/28/16	Jun 3 '16 → Jul 28 '16																																																			
21	5.6	Conduct review 6	M & E Pillar	Mid-term Monitoring Reports	Mon 12/5/16	Fri 1/27/17	Dec 5 '16 → Jan 27 '17																																																			
22	5.7	Conduct review 7	M & E Pillar	Mid-term Monitoring Reports	Mon 6/5/17	Fri 7/28/17	Jun 5 '17 → Jul 28 '17																																																			
23		<b>6 Conduct Annual M &amp; E Impact Assessment</b>			<b>Tue 6/3/14</b>	<b>Thu 9/21/17</b>	Jan 13 '14 → Jun 22 '18																																																			
24	6.1	Conduct Annual M & E Impact Assessment	M & E Pillar	Impact Report	Tue 6/3/14	Mon 6/30/14	Jun 3 '14 → Jun 30 '14																																																			
25	6.2	Conduct Annual M & E Impact Assessment	M & E Pillar	Impact Report	Wed 6/3/15	Tue 6/30/15	Jun 3 '15 → Jun 30 '15																																																			
26	6.3	Conduct Annual M & E Impact Assessment	M & E Pillar	Impact Report	Fri 6/3/16	Thu 6/30/16	Jun 3 '16 → Jun 30 '16																																																			
27	6.4	Conduct Annual M & E Impact Assessment	M & E Pillar	Impact Report	Mon 6/5/17	Fri 6/30/17	Jun 5 '17 → Jun 30 '17																																																			
28	6.5	Submit Final M & E Report	M & E Pillar	Final Evaluation Report	Fri 6/30/17	Thu 9/21/17	Jun 30 '17 → Sep 21 '17																																																			

## MONITORING AND EVALUATION FRAMEWORK

**Strategic Goal:**  
 To improve the mechanisms that facilitate accountability, responsibility, value for money and decision making within the focal areas of the National Operational Plan.

**Strategic Outcomes:**

1. Increased results-based management approaches and decision making.
2. Evidence-based resource allocation for National Drug Initiatives.
3. Improved efficiency, effectiveness, impact and utility of programmes and projects undertaken within all pillars of the National Drug Policy.
4. Increased operational performance of agencies associated with the National Drug Policy.
5. Dynamism and responsiveness to the possible changes/developments in the environment.

**Outputs:**

1. A Monitoring and Evaluation Policy Document.
2. A monitoring and Evaluation System that will allow for continuous review and revision of the National Drug Plan.
3. Established Memoranda of Understanding (MOUs) among relevant agencies in relation to coordinated M&E initiatives.
4. A standardized data capture profile.
5. Periodic pillar-based M&E reports.
6. Lead agency-based reports (monitoring, status, progress - according to the responsibility of the pillar).
7. A management tool to gauge implementation over specified periods (progress, challenges and proposed recommendations).
8. A project prioritisation instrument that can be used to measure and evaluate resource assignments and project priorities.

INDICATORS	BASELINE	TARGETS					TOTALS
		2014	2015	2016	2017	2018	
M&E policy		Completed doc					
M&E Policy implemented			Completed				
No. of persons for Training in the M&E System			10	20	20		
No. of Standardized Forms			1				

<b>% functionality of information systems</b>		<b>25%</b>	<b>100%</b>				
<b>% completion of protocols developed for information sharing</b>	<b>0</b>	<b>25%</b>	<b>100%</b>				
<b>Relevant Approval (Cabinet)</b>							
<b>MOUs and agreements developed and signed off (existing stakeholders)</b>		<b>25%</b>	<b>50%</b>	<b>100%</b>			
<b>% increase in new stakeholders</b>		<b>25%</b>	<b>50%</b>	<b>100%</b>			
<b>% of recommendations in the reports implemented</b>							
<b>No. of annual reviews undertaken</b>							