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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

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.

- 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.

	0	Strategic S	Strategic Initiatives	Lead Agencies	Deliverables _	Start _	Finish _	1st Half 2nd Hal	If 1st Half	2nd Half	1st Half	2nd Half	1st Half	2nd Half	1st Half	2nd Half	1st Half	2nd Half	1st Half	2nd Half	1st Half	2nd Half	1st Half
	1	Inititive	•	•	•	<u> </u>	•	Q1 Q4 Q3															
0		0	INSTITUTIONAL STRENGTHENING FOCAL AREA OPERATIONAL PLAN			Wed 1/1/14	Fri 2/23/18			Jan 1 '14 🏻				Feb 23 '1	3								
1 4		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	Institutional Strengthening Pillar	Completed Strategic Plans and Policy Document	Mon 1/6/14	Fri 2/23/18				0 0	0	0										
2		1.1	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 1	Institutional Strengthening Pillar		Mon 1/6/14	Fri 2/28/14			Jan 6 '14	⋒ Feb 28	'14											
3		1.2	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	Institutional Strengthening Pillar		Mon 1/5/15	Fri 2/27/15			Ja	n 5 15 🏻	Feb 27 '15											
4		1.3	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 3	Institutional Strengthening Pillar		Mon 1/4/16	Fri 2/26/16				Jan 4	116 g Fe	b 26 '16										
5	III	1.4	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 4	Institutional Strengthening Pillar		Mon 1/2/17	Fri 2/24/17					Jan 2 '1	7 🠧 Feb 2	4 '17									
6	****	1.5	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 5	Institutional Strengthening Pillar		Mon 1/1/18	Fri 2/23/18						Jan 1 '18 (Feb 23 '18									
7		2	☐ Capacity Building Interventions	Institutional Strengthening Pillar	Capacity Training Interventions and Programmes	Wed 1/1/14	Fri 1/26/18			Jan 1 '14 🌹				Jan 26 '18									
8		2.1	Conduct a capacity needs assessment surveys in both public and private sector	Institutional Strengthening Pillar		Wed 1/1/14	Tue 3/25/14			Jan 1 '14	Mar 25	14											
9		2.2	Design appropriate capacity building interventions	Institutional Strengthening Pillar		Wed 3/26/14	Tue 6/17/14			Mar 26 '14	Jun 1	17 '14											
10		2.3	Implement capacity building inteventions	Institutional Strengthening Pillar		Wed 6/18/14	Tue 5/19/15			Jun 18 '	14	May 19 '	15									8 8 8 8 8 8 8 8 8 8	
11		2.4	Design a comprehensive and harmonized Performance Management Framework for the National Drug Policy.	Institutional Strengthening Pillar		Wed 1/1/14	Tue 6/17/14			Jan 1 '14	Jun 1	17 '14											
12	0	2.5	□ Conduct periodic collaborative and reporting workshops/focus groups	Institutional Strengthening Pillar	Work Programme Status and Progress Reports	Thu 1/23/14	Fri 1/26/18				I	I											
13	***	2.5.1	Conduct periodic collaborative and reporting workshops/focus groups 1	Institutional Strengthening Pillar		Thu 1/23/14	Fri 1/24/14			Jan 23 '14	Jan 24 '	14											
14	III	2.5.2	Conduct periodic collaborative and reporting workshops/focus groups 2	Institutional Strengthening Pillar		Mon 12/1/14	Tue 12/2/14			Dec	1'44 D	ec 2 '14											
15		2.5.3	Conduct periodic collaborative and reporting workshops/focus groups 3	Institutional Strengthening Pillar		Mon 12/7/15	Tue 12/8/15				Dec 7	'15 Dec	8 15										
16	III	2.5.4	Conduct periodic collaborative and reporting workshops/focus groups 4	Institutional Strengthening Pillar		Mon 12/5/16	Tue 12/6/16					Dec 5 '16	Dec 6 '	16									

	Strategic	Str	rategic Initiatives	Lead Agencies	Deliverables	Start _	Finish	1st Half	2nd Half	1st Half	2nd Half	1st Hal	lf 2n	d Half	1st Half	2nd Half	1st Half	2nd Half	1st Half	2nd Half	1st Half	2nd Half	1st Half	2nd Half	1st Ha
- I	Inititive	۲	· ·	Y	'	*	*		Q3 Q2																
6	2.	5.4	Conduct periodic collaborative and reporting workshops/focus groups 4	Institutional Strengthening Pillar		Mon 12/5/16	Tue 12/6/16								Dec 6 '16										
17	2.	5.5	Conduct periodic collaborative and reporting workshops/focus groups 5	Institutional Strengthening Pillar		Mon 12/4/17	Tue 12/5/17							Dec	4'17 D	ec 5 '17									
18		3	Develop a national position for alternative development	Institutional Strengthening Pillar		Wed 1/1/14	Tue 3/25/14				Jan 1 '14	p Ma	ır 25 '14	ļ											
19		4	Conduct continuous coordination with local, regional and international partners	Institutional Strengthening Pillar	Strategic Relations and Improved Organizational	Wed 1/1/14	Tue 2/20/18				Jan 1 '14					Feb 20 '18									
20		5	Strengthen the coordination of mechanism for seeking technical assistance	Institutional Strengthening Pillar		Wed 1/1/14	Tue 3/25/14				Jan 1 '14	a Ma	ır 25 '14	ŀ											
21		6	Develop legislation to govern the inclusion of drug addiction as a disease in employee assistance programmes	Institutional Strengthening Pillar		Wed 1/1/14	Tue 12/2/14				Jan 1 '14		Dec 2	2 '14											
22		7	Design and implement an Information Management System that would enable data sharing, management and decision making (including NDIS)		Information Mnagement System functional to meet growing demands	Wed 1/1/14	Tue 6/17/14				Jan 1 '14	<u> </u>	un 17 '1	14											
23		8	Design and implement a knowledge transfer policy inclusive of a change management plan	Institutional Strengthening Pillar	Operational Knowledge Transfer Policy	Wed 1/1/14	Tue 6/17/14				Jan 1 '14	J	un 17 '1	14											
24		9		Training School for the promotion of counter drug intelligence	-	Wed 1/1/14	Tue 12/2/14				Jan 1 '14		Dec 2	2 '14											
25		10		Drug use leglislation completed and proclaimed		Wed 1/1/14	Tue 11/3/15				Jan 1 '14			Nov 3 '	15										

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

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

RESEARCH

GOAL

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

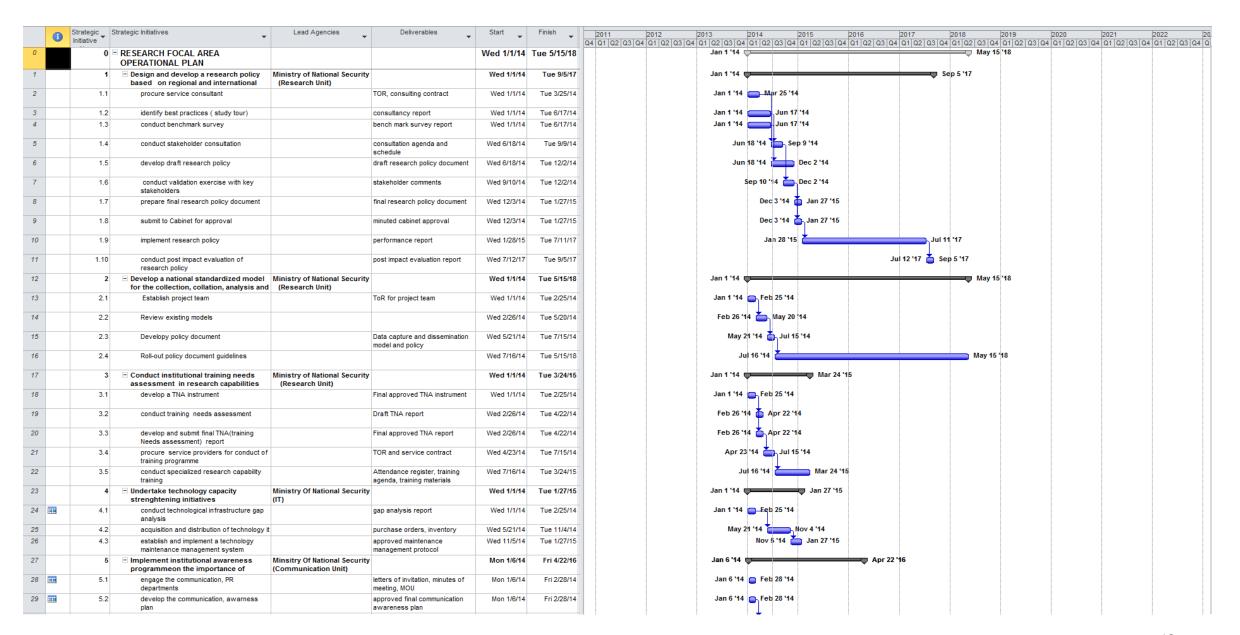
OUTCOMES

- 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.

- 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.



	Ctantonia	C44	Land Annaire	Delimenta	Ct-4	Finish										
	Initiative	Strategic Initiatives	Lead Agencies	Deliverables	Start	Finish ▼	2011 2012 2013 24 Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 Q1 Q2		014 2015 1 Q2 Q3 Q4 Q1 0		2017 Q1 Q2 Q3 Q	2018 4 Q1 Q2 Q3 Q4	2019 4 Q1 Q2 Q3 Q4	2020 Q1 Q2 Q3 Q	2021 4 Q1 Q2 Q3 (2022 24 Q1 Q2 Q3 Q4
30	5.3	implement the communication awarness plan		performance report	Mon 3/3/14	Fri 4/22/16		Mar 3 '14		Apr 22 '1	6					
31	6	□ Strengthen NDIS Database, National Drug Observatory and Crime	National Drug Council		Wed 1/1/14	Tue 12/20/16	Jan	n 1 '14 🖶			Dec 20 '16					
32	6.1	review existing needs assessment report on NDIS		identifed strengths and weakness from the Needs	Wed 1/1/14	Tue 2/25/14	Ja	ın 1 '14 🧧	Feb 25 '14							
33	6.2	develop a strategy to address the identifed weaknesses		Approved action Plan	Wed 2/26/14	Tue 4/22/14	F	eb 26 '14	Apr 22 '14							
34	6.3	implement the strategy		periodic performance reports	Wed 4/23/14	Tue 10/4/16		Apr 23 '1	14	0	ct 4 '16					
35	6.4	monitor and evaluate the impact of the strategy		M & E report	Wed 10/5/16	Tue 11/29/16				Oct 5 '16 🍐	Nov 29 '16					
36	6.5	develop and submit the M & E report		approval and feedback from key stakeholder	Wed 11/30/16	Tue 12/20/16				Nov 30 '16	Dec 20 '16					
37	7	□ Undertake impact evaluation on the National Drug Policy	M&E Pillar		Wed 1/1/14	Wed 1/1/14		\pi								
38	7.1	to be undertaken by M & E			Wed 1/1/14	Wed 1/1/14	Ja	ın 1 '14 📙	Jan 1 '14							
39	8	☐ Conduct Monitoring and evaluation exercises on research capacity building	M&E Pillar		Wed 1/1/14	Tue 3/25/14		•	₹ .							
40	8.1	to be undertaken by M& E		ex post evaluation report	Wed 1/1/14	Tue 3/25/14			♦ Mar 25 '14							

onitoring 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		TA	ARGETS			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%

Establishment of a centralized repository	15%	10%	20%	10%	25%	20%	100%
Cabinet approved policy document		Completed F	Policy docu	ıment			
Completed SOP, aligned with policy	MOUs leading to mu	Iti-sectorial	_		n all entit	ies with	
% Increase in trained personnel	Needs assessment report (CAPA 2012)	5%	5%	5%	5%	5%	25%
% Increase in information technology	Needs Assessment report (CAPA 2012)	15%	20%	20%	20%	25%	100%
% Increase in a compatible information sharing platform	NDIS	20%	20%	20%	20%	20%	100%
Number of national conferences, seminar and workshops	2	2	2	3	3	2	12
Number of Annual Reports	0	1	1	1	1	1	5
Number of assessment exercises	Needs assessment by CAPA	1	1	1	1	1	5
Number of research projects	3	4	1	1	1	1	8

DEMAND REDUCTION

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.

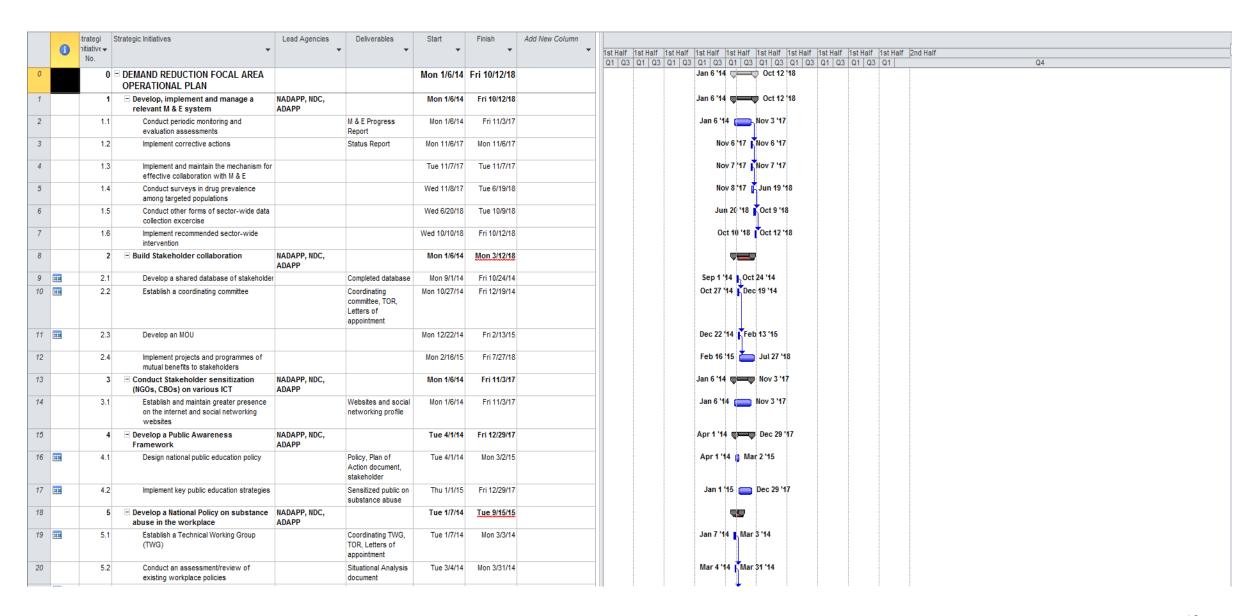
OUTCOMES

- 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.

- 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.



				I				
	6	trategi S	Strategic Initiatives	Lead Agencies	Deliverables -	Start	Finish	Add New Column
	•	No.	·	,	Ť	•	Ť	Ť
01		5.3	Prepare draft National Workplace Drug		Draft National	Tue 4/1/14	Mon 9/15/14	
21	-	3.3	Policy		Workplace Drug	100 4/1/14	111011 3713714	
22		5.4	Implement stakeholder consultations		Cabinet approval	Tue 9/16/14	Mon 5/25/15	
23	=	5.5	Implement National Policy		Public dissemination	Tue 5/26/15	Mon 2/1/16	
24		6	Establish a continuum of care approach	NADAPP, NDC.		Tue 4/1/14	Mon 11/6/17	
-				ADAPP		140 11111		
25	III	6.1	Develop continum of care policy document		Stakeholder	Tue 4/1/14	Mon 9/15/14	
					consultation, policy			
26		6.2	Roll-out of Continum of Care policy document		Data collection instruments,	Tue 9/16/14	Mon 8/14/17	
					implementation			
					schedules			
27		6.3	Conduct an ex-post evaluation		Evaluation report	Tue 8/15/17	Mon 11/6/17	
		+						
		+						
		+						
		+						
		+						

Monitoring and Evaluation Framework

Strategic 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.

Strategic Outcomes:

- 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.

Outputs:

- 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.
- 5. 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		TA	ARGETS			TOTALS
		2014	2015	2016	2017	2018	
Percentage increase in persons admitted to rehab	Refer to NDIS pilot	2%	4%	5%	5%	4%	20%

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

SUPPLY REDUCTION

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.

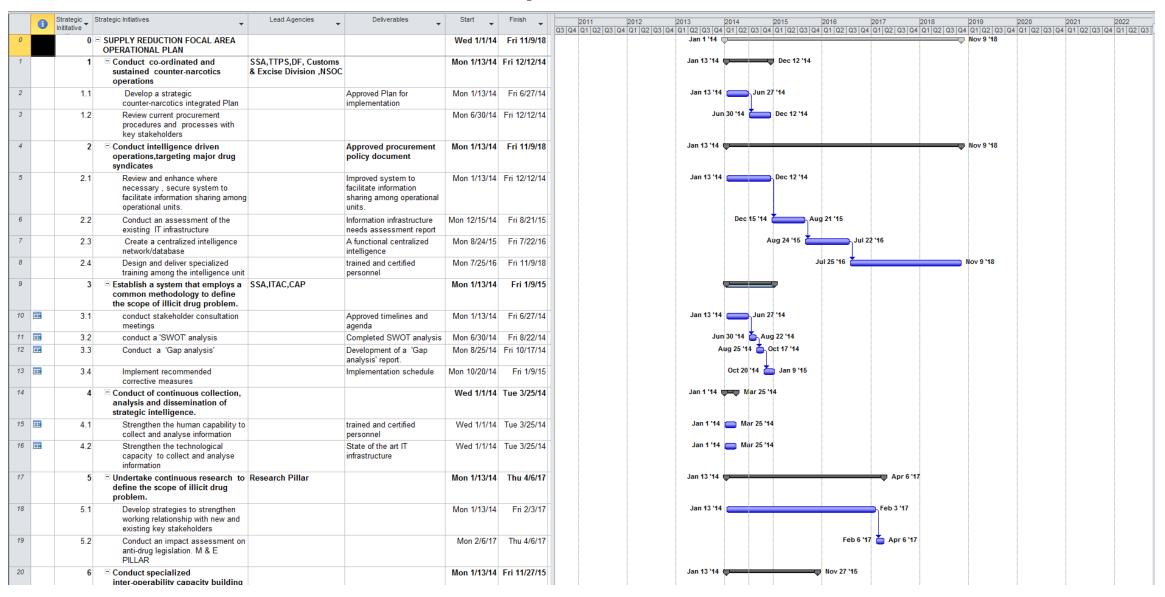
OUTCOMES

- 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.

- 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 Strategic	Strategic Initiatives	Lead Agencies	Deliverables	Start	Finish	2011 2012 2013 2014 2015 2016 2017 2018 2019 2020 2021 2022
							03 04 01 02 03 04 0
21	6.1	Procure consultant for the conduct of a training needs assessment		Terms of Reference and signed contract	Mon 1/13/14	Fri 6/27/14	Jan 13 '14 Jun 27 '14
22	6.2	Conduct training needs assessment		TNA Report	Mon 6/30/14	Fri 12/12/14	Jun 30 '14 Dec 12 '14
23	6.3	Presentation of TNA Report		Approval of final Report	Mon 12/15/14	Fri 12/26/14	Dec 15 '14 Dec 26 '14
24	6.4	Implement recommendations of TNA Report		Implementation of training programme design	Mon 12/29/14	Fri 11/27/15	Dec 29 '14 Nov 27 '15
25	7	□ Design and Implement a seamless communication and information sharing mechanism among key stakeholders			Mon 1/13/14	Fri 12/12/14	Jan 13 '14 Dec 12 '14
26	7.1	Establish and engage in MOA, Letters of exchange		Signed MOA on information sharing among	Mon 1/13/14	Fri 3/7/14	Jan 13 '14 🍙 Mar 7 '14
27	7.2	Develop an information sharing Protocol		Protocol (inclusive of information security'	Mon 1/13/14	Fri 6/27/14	Jan 13 '14 Jun 27 '14
28	7.3	Review existing techological platforms for the exchange of information		Report and recommendations on enhancing techological	Mon 6/30/14	Fri 12/12/14	Jun 30 '14 👝 Dec 12 '14
29	8	Design a monitoring and evaluation system to improve compliance with international instruments and treaties as well as enhance cooperation with stakeholders. M & E PILLAR	NDC, MFA, SS		Mon 1/13/14	Mon 1/13/14	Jan 13 '14 Jan 13 '14
30	9	Design a system to monitor and evaluate the impact of policies and programme	NDC, MFA, SS		Mon 1/13/14	Mon 1/13/14	Jan 13 '14 Jan 13 '14
31	10	☐ Identify and disrupt the hierarchy of the organized crime groups	SSA,TTPS, etc	Strengthened established points of	Mon 1/13/14	Fri 2/3/17	Jan 13 '14 Feb 3 '17
32	10.1	Strengthen information sharing networks to exchange intelligence on Illicit drug trafficking and related transnational organized crimes with key stakeholders nationally, regionally, and internationally		A functional centralized intelligence network/database	Mon 1/13/14	Fri 2/3/17	Jan 13 '14
33	10.2	Increase the technological capacity of law enforcement agencies to monitor the movement of criminal networks within and across borders.		Improved 'state of the art' techcological infrastructure	Mon 1/13/14	Fri 10/14/16	Jan 13 '14 Oct 14 '16
34	10.3	Utilize MLAT agreements to enhance international cooperation in combatting transnational organized crime		Increase MLAT requests and cooperation between states on matters pertaining to TOC matters	Mon 1/13/14	Fri 6/24/16	Jan 13 '14 Jun 24 '16

gic Initiatives	egic Str	Lead Agencies	Deliverables	Start	Finish	2011 2012 2013	2014	2015 20	6 2017	2018	2019 20	020 202	24
*	ative T	▼ 2500 × 130115155	▼	▼	▼	2011 2012 2013 23 Q4 Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4							
Promote training among law enforcement agencies to detect, investigate and disrupt organized criminal groups involved illicit drug trafficking and related transnational organized crime	10.4	etect, anized cit drug	Trained and certified law enforcement personnel	Mon 1/13/14	Fri 10/14/16	Jan 13 '14			Oct 14 '16				
Develop a matrix of categories of organized crime groups' to determine target prioritization.	11)		Mon 1/13/14	Fri 4/4/14	Jan 13 '14 ।	Apr4'	14					
Develop a matrix of categories of 'organized crime groups' to determine target prioritization.	11.1		Matrix containing target prioritization	Mon 1/13/14	Fri 4/4/14	Jan 13 '14	Apr 4 '1	4					
mplement the provisions of the Inter-American Convention Against Corruption.	12			Mon 1/13/14	Fri 3/2/18	Jan 13 '14 ı				Mar 2 '18			
Develop a Matrix on the status of implementation and Plan of Action for implementation	12.1		Approved Plan of Action on implementation status	Mon 1/13/14	Fri 4/4/14	Jan 13 '14	Apr 4 '1	4					
Identify a national coordinating agency for the implementation	12.2		Established national coordinating entity to	Mon 4/7/14	Fri 6/27/14	Apr7	'14 📥 Jun	27 '14					
Strengthen national agencies responsible for anti-coruption through training, resource allocation and technical expertise for investigation and prosecution of corrupt practices	12.3	on pertise	Trained and certified personnel in the detection, investigation and prosecution of corrupt practices	Mon 6/30/14	Fri 3/31/17	Jun	30 '14 🚈		Mar 31	'17			
Seek to have debate resumed for passage of Prevention of Corruption (Amendment) AC	12.4		Passage and Proclamation of Bill	Mon 4/3/17	Fri 3/2/18				Apr 3 '17	Mar 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 interoperability 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.

trafficking operatio

- 14. Increased international collaboration and cooperation.
- 15. Reduced susceptibility to corrupt activities through enhanced compensation.

The state of the s							
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

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

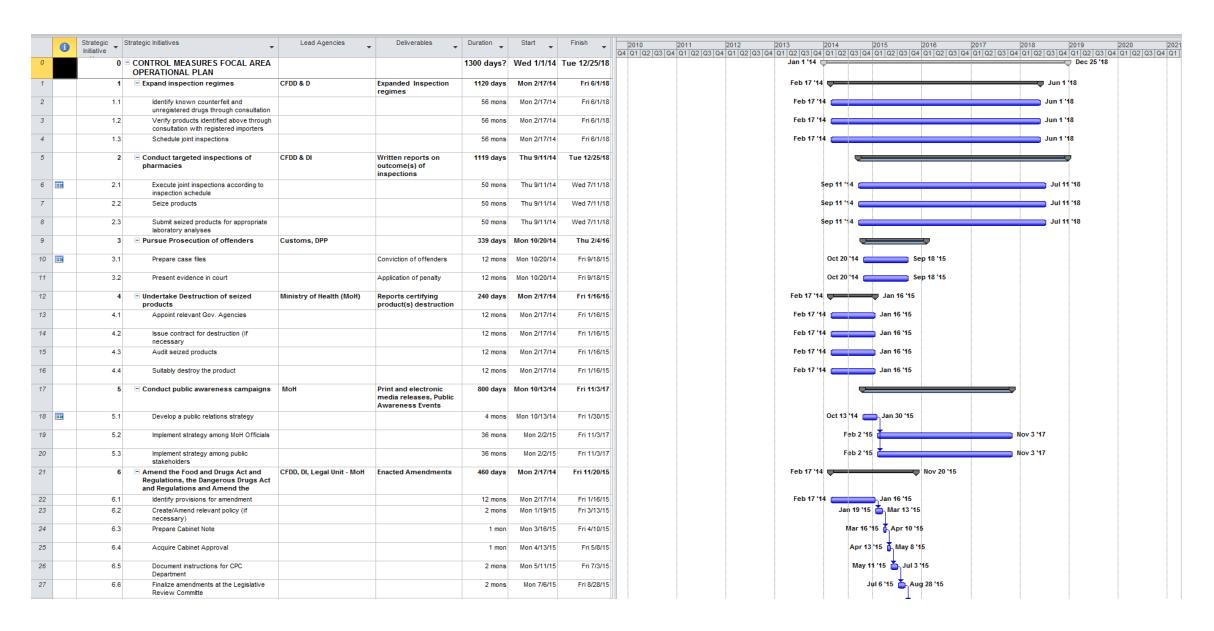
- 1. Enhanced collaboration of law enforcement authorities and relevant stakeholders.
- 2. Improved knowledge transfer among staff members and among Gov't agencies.
- 3. Improved allocation of resources, both financial and human.
- 4. Adoption and application of relevant technologies and techniques.
- 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.

- 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.



6	Strategic Initiative	Strategic Initiatives	Lead Agencies	Deliverables 🔻 I	Duration	Start	Finish	2010 2011 Q4 Q1 Q2 Q3 Q4 Q1 Q2 Q3	2012 Q4 Q1 Q2 Q3 0	2013 2014 Q4 Q1 Q2 Q3 Q4 Q1 (Q2 Q3 Q4 Q1 Q	2016 12 Q3 Q4 Q1 Q2 Q3 (2017 24 Q1 Q2 Q3 Q	2018 04 Q1 Q2 Q3 Q4	2019 Q1 Q2 Q3	2020 Q4 Q1 Q2 Q3
?8	6.7	Debate amendments in Parliament			3 mons	Mon 8/31/15	Fri 11/20/15				Aug 31	'15 👝 Nov 20 '15				
29	7	☐ Conduct capacity-building execrises	CFDD & DI	Needs-assessment Report, Actualized recommendations	1000 days	Mon 2/17/14	Fri 12/15/17			Feb 17 '14				Dec 15 '17		
80	7.1	Perform a needs-assessment exercise			50 mons	Mon 2/17/14	Fri 12/15/17			Feb 17 '14 🧰				Dec 15 '17		
31	7.2	Prioritize and implement recommendations			50 mons	Mon 2/17/14	Fri 12/15/17			Feb 17 '14 🧰				Dec 15 '17		
32	8	⊡ Pursue consensus on the draft Precursor Bill 2013	Ministry of National Security (SSA+ Legal Unit) and Ministry of Health (Pesticides & Toxic Chemicals Inspectorate, Food & Drugs Inspectorate, and Drug Inspectorate + Legal Dept.)	Redrafted Bill acceptable to both Ministry of National Security and Ministry of Health	320 days	Thu 10/2/14	Wed 12/23/15									
3	8.1	Review and redraft Bill to reflect consensus position		Redrafted Bill acceptable to both Ministry of National	6 mons	Thu 10/2/14	Wed 3/18/15			Oct	t 2 14N	Mar 18 '15				
34	8.2	Draft Note for Approval of Cabinet		Cabinet Note	2 mons	Thu 3/19/15	Wed 5/13/15				Mar 19 '15 🃥	May 13 15				
35	8.3	Submit Approved Note with Drafting Instructions to Chief Parliamentary		Status Report to the LRC	1 mon	Thu 5/14/15	Wed 6/10/15				May 14 '15	Jun 10 '15				
86	8.4	Participate in and Conclude PRE-LRC Discussion		Final Draft of Amendment	2 mons	Thu 6/11/15	Wed 8/5/15				Jun 11 '15	Aug 5 '15				
37	8.5	Acquire LRC Approval		Amendments tabled on Parliamentary Agenda	2 mons	Thu 8/6/15	Wed 9/30/15				Aug 6 '	15 🏅 Sep 30 '15				
88	8.6	Bill debated in Upper and Lower Houses of Parliament		Bill enacted and proclaimed into law by the President of the Republic of Trinidad &	3 mons	Thu 10/1/15	Wed 12/23/15				Oct	1 '15 📥 Dec 23 '15				
89	9	☐ Revise the Precursor Chemical Control Policy in accordance with both new and existing legislation			1 day?	Mon 2/17/14	Mon 2/17/14			Feb 17 '14 🕎	Feb 17 '14					
10	9.1	Conduct Precursor Chemical Committee meeting		Revised Precursor Chemical Control Police	1 day?	Mon 2/17/14	Mon 2/17/14			Feb 17 '14 F	Feb 17 '14					
11	10	 Determine the organizational structure of the Precursor Chemicals Unit (PCU) 	Ministry of National Security		160 days	Mon 2/17/14	Fri 9/26/14			Feb 17 '14	Sep 26	'14				
12	10.1	Consult with relevant stakeholder Ministries		Final Document outlining organizational structure of	6 mons	Mon 2/17/14	Fri 8/1/14			Feb 17 '14 🧲	Aug 1 '14					
13	10.2	Conduct recruitment drives		Fully staffed Precursor Chemicals Unit	2 mons	Mon 8/4/14	Fri 9/26/14			Aug 4	'14 🏅 Sep 26 '	14				
14	11	■ Develop Precursor Chemical Control Regulation	Minstry of National Security Legal Unit, SSA		200 days	Mon 2/17/14	Fri 11/21/14			Feb 17 '14 💬	Nov 2	21 '14				
15	11.1	Consult with relevant stakeholder Ministries			6 mons	Mon 2/17/14	Fri 8/1/14			Feb 17 '14 🧲	Aug 1 '14					
16	11.2	Draft Regulations with reference to existing regulations within similar		Comprehensive Precursor Chemical Control	4 mons	Mon 8/4/14	Fri 11/21/14			Aug 4	1'14 📥 Nov 2	1 '14				
17	12	 Implement National Drug Control System(NDS) and the Pre-Export 			1 day?	Mon 2/17/14	Mon 2/17/14			Feb 17 '14 🕎 I	Feb 17 '14					
18	12.1	Conclude PRELAC NDS - Work Plan Implementation		Information sharing platform between relevant precursor chemical stakeholder	1 day?	Mon 2/17/14	Mon 2/17/14			Feb 17 '14 F	Feb 17 '14					
19	12.2	Conduct training in both the NDS System and PEN online systems for relevant			1 day?	Mon 2/17/14	Mon 2/17/14			Feb 17 '14 F	Feb 17 '14					
50	13	Develop and facilitate domestic and foreign training programmes in precursor chemical control	SS		180 days	Mon 2/17/14	Fri 10/24/14			Feb 17 '14	Oct 24	l '14				
51	13.1	Conduct a training needs-assessment across precursor chemical control		Training-needs assessment Report	3 mons	Mon 2/17/14	Fri 5/9/14			Feb 17 '14 🧲	May 9 '14					

A		Strategic Initiatives	Lead Agencies	Deliverables	Duration _	Start	Finish	2010 2011 2012 2013 2014 2015 2016 2017 2018 2019 2020
2	Initiative 13.2	Develop/Source training programmes		Schedule of Training	6 mons	Mon 5/12/14	Fri 10/24/14	Q4 Q1 Q2 Q3 Q4 Q1
		based on assessment		Opportunities				
3	13.3	Execute training programme		Trained regulatory and law enforcement officers	6 mons	Mon 5/12/14	Fri 10/24/14	May 12 '14 Cct 24 '14
4	14	 Produce regular subject-matter technical papers to inform policy 	SSA		48 days	Mon 2/17/14	Wed 4/23/14	Feb 17 '14 PP Apr 23 '14
5	14.1	Produce relevant technical papers related to the precursor chemical control in Trinidad & Tobago.		Technical papers on various of domestic precursor chemical control	48 days	Mon 2/17/14	Wed 4/23/14	Feb 17 14 🝙 Apr 23 14
6	15	□ Conduct joint inspections of pharmacies	F&D, DI & Customs		1120 days	Mon 2/17/14	Fri 6/1/18	Feb 17 '14 Jun 1 '18
7	15.1	Execute joint inspections according to inspection schedule		Written reports on outcome(s) of inspection (inclusive of data re: annual dispensing from Pharmacies)	56 mons	Mon 2/17/14	Fri 6/1/18	Feb 17 '14 Jun 1 '18
8	15.2	Seize products			56 mons	Mon 2/17/14	Fri 6/1/18	Feb 17 '14 Jun 1 '18
9	15.3	Submit seized products for appropriate laboratory analyses			56 mons	Mon 2/17/14	Fri 6/1/18	Feb 17 '14 Jun 1 '18
0	16		F&D		880 days	Mon 2/17/14	Fri 6/30/17	Feb 17 '14 🖵 🕎 Jun 30 '17
1	16.1	Perform a needs-assessment relative to C&E for F&D Divisions		Needs-assessment Reports	4 mons	Mon 2/17/14	Fri 6/6/14	Feb 17 '14 👝 Jun 6 '14
2	16.2			Actualized recommendations	40 mons	Mon 6/9/14	Fri 6/30/17	Jun 9 '14 Jun 30 '17
3	17	☐ Collect , collate and analyze information on the abuse and misuse of substances with psychoactive	F&D, DI, NADAP	recommendations	820 days	Mon 2/17/14	Fri 4/7/17	Feb 17 '14 Apr 7 '17
4	17.1	Review current collection and collation sys		Gap-analysis report	3 mons	Mon 2/17/14	Fri 5/9/14	Feb 17 "14, May 9 "14
5	17.2	Obtain approval for implementation of recommendation		Approval granted	2 mons	Mon 5/12/14	Fri 7/4/14	May 12 14 🎳 Jul 4 14
6	17.3	Develop and implement a programme to determine the abuse and misuse of psychotropic substances		Study on the abuse and misuse of psychotropic substances	36 mons	Mon 7/7/14	Fri 4/7/17	Jul 7 '14 Apr 7 '17
7	18	 Establish an information exchange mechanism between demand reduction agencies and the Ministry 	NDC		860 days	Mon 2/17/14	Fri 6/2/17	Feb 17 '14 Jun 2 17
8	18.1	Develop an appropriate information exchange model among key stakeholder		Appropriate information exchange model adopted	4 mons	Mon 2/17/14	Fri 6/6/14	Feb 17 '14 Jun 6 '14
9	18.2				36 mons	Mon 6/9/14	Fri 3/10/17	Jun 9 '14 Mar 10 '17
0	18.3	Evaluate the information exchange mode		Impact Evaluation Report	3 mons	Mon 3/13/17	Fri 6/2/17	Mar 13 ¹ 47 📥 Jun 2 ¹ 47
1	19	☐ Implement the National Drug Control System (NDS)	SSA		300 days	Mon 2/17/14	Fri 4/10/15	Feb 17 '14 Apr 10 '15
2	19.1			Completed PRELAC NDS Work Plan	3 mons	Mon 2/17/14	Fri 5/9/14	Feb 17 '14 (May 9 '14
3	19.2			Information sharing platform between relevant precursor chemical stakeholders		Mon 5/12/14	Fri 4/10/15	May 12 '14 Apr 10 '15
4	20		Ministry of National Security - Legal Unit & SSA		240 days	Mon 2/17/14	Fri 1/16/15	Feb 17 '14 Jan 16 '15
5	20.1	Compare present firearms laws against international obligations/commitments	and the control of th	Report outlining Legislative Recommendations	6 mons	Mon 2/17/14	Fri 8/1/14	Feb 17 '14Aug 1 '14
6	20.2			TO SOME PROPERTY OF THE PROPER	2 mons	Mon 8/4/14	Fri 9/26/14	Aug 4 '14 💍 Sep 26 '14
7	20.3				3 mons	Mon 9/29/14	Fri 12/19/14	Sep 29 14 📥 Dec 19 '14

6	Strategic	Strategic Initiatives	Lead Agencies	Deliverables -	Duration	Start	Finish	2010 2011 2012 2013 2014 2015 2016 2017 2018 2019 2020
	Initiative 20.4	Prepare Cabinet Note			1 mon	Mon 12/22/14	Fri 1/16/15	Q4 Q1 Q2 Q3 Q4 Q1
	20.1	·			1 111011	mon izizziii		
	21	☐ Update legislation	Ministry of National Security - Legal Unit & SSA		340 days	Mon 2/17/14	Fri 6/5/15	Feb 17 '14 Jun 5 15
	21.1	Present findings contained in Report to Heads of Security Forum			2 mons	Mon 2/17/14	Fri 4/11/14	Feb 17 '14 Apr 11 '14
	21.2	Create/Amend relevant policy (if necessary)		Amended Legislation	3 mons	Mon 4/14/14	Fri 7/4/14	Apr 14 14 📥 Jul 4 14
	21.3	Prepare Cabinet Note			1 mon	Mon 7/7/14	Fri 8/1/14	Jul 7 '14 Aug 1 '14
	21.4	Acquire Cabinet Approval			3 mons	Mon 8/4/14	Fri 10/24/14	Aug 4 '14 👝 Öct 24 '14
	21.5	Document instructions for CPC Department			2 mons	Mon 10/27/14	Fri 12/19/14	Oct 27 '14 🍐 Dec 19 '14
	21.6	Finalize amendments at the Legislative Review Committe			3 mons	Mon 12/22/14	Fri 3/13/15	Dec 22 '14 👛 Mar 13 '15
	21.7	Debate amendments in Parliament			3 mons	Mon 3/16/15	Fri 6/5/15	Mar 16 15 📥 Jun 5 15
	22	□ Conduct an assessment of national firearms registry and related database	SSA; Commissioner of Police, Chief of Defence		140 days	Mon 2/17/14	Fri 8/29/14	Feb 17 '14 Aug 29 '14
	22.1	Deliver Presentation of Proposed Amendments to Firearms Administrative		Approval to conduct inventory of firearms	1 mon	Mon 2/17/14	Fri 3/14/14	Feb 17 '14 g Mar 14 '14
	22.2	Conduct an inventory of stated-owned firearms	SSA	Completed Inventory	3 mons	Mon 3/17/14	Fri 6/6/14	Mar 17 '44 👝 Jun 6 '14
	22.3			List of databases and functions	3 mons	Mon 6/9/14	Fri 8/29/14	Jun 9 '14 🁛 Aug 29 '14
	23				100 days	Mon 10/6/14	Fri 2/20/15	
-	23.1	Enter bi-lateral discussions with donor countries		Agreement between T&T and Donor Country(ies)	3 mons	Mon 10/6/14	Fri 12/26/14	Oct 8 14 Dec 26 114
	23.2	Conclude dicussions with relevant donor country(ies)			2 mons	Mon 12/29/14	Fri 2/20/15	Dec 29 '14 🏅 Feb 20 '15
	24		TTPS (Commissioner of Police) & SSA		180 days	Mon 2/17/14	Fri 10/24/14	Feb 17 '14 Oct 24 '14
	24.1	Promote discussion on software options to be use	,	Software selected	6 mons	Mon 2/17/14	Fri 8/1/14	Feb 17 '14 Aug 1 '14
	24.2	Determine information inputs, data flow and security protocols relative to the		Documentation outlining relevant process maps and	6 mons	Mon 2/17/14	Fri 8/1/14	Feb 17 '14 Aug 1 '14
	24.3	database Install relevant hardware and software		protocols to be observed Centralized Registry	3 mons	Mon 8/4/14	Fri 10/24/14	Aug 4 '14 👝 Qct 24 '14
	24.4	Conduct training exercises		Trained and/or accredited	3 mons	Mon 8/4/14	Fri 10/24/14	Aug 4 '14 📥 Oct 24 '14
	25		Forensic Science Centre;	personnel	320 days?	Mon 2/17/14	Fri 5/8/15	Feb 17 '14 May 8 '15
	25.1	capabilities Review national forensics capabilities	SSA; Heads of Security	Gap-analysis report	6 mons?	Mon 2/17/14	Fri 8/1/14	Feb 17 '14 Aug 1 '14
	25.2	Make recommendations to Director of Forensics Science Centre & relevant Heads (Heads of Security Forum)		Approval granted	6 mons	Mon 2/17/14	Fri 8/1/14	Feb 17 '14 Aug 1 '14
	25.3	Implement recommendations to enhance national forensics capabilities		Agreements, MOUs, Directives; Standing Orders	12 mons	Mon 2/17/14	Fri 1/16/15	Feb 17 '14 Jan 16 '15
	25.4	·		Acquisition of technology and equipment	4 mons	Mon 1/19/15	Fri 5/8/15	Jan 19 '15 May 8 '15
	25.5			and equipment	3 mons	Mon 1/19/15	Fri 4/10/15	Jan 19 '15 📥 Apr 10 '15
	26	workshops Strengthen bilateral relationships with countries and affiliate bodies	SSA	Trained and/or accredited personnel	240 days	Mon 2/17/14	Fri 1/16/15	Feb 17 '14 Jan 16 '15
		countries and anniate bodies		accredited personner				

	A		Strategic Initiatives	Lead Agencies	Deliverables	Duration _	Start _	Finish _	
	0	Initiative	·		Y .	•	•		04 01 02 03 04 01 0
06		26.1	Foster cooperation with international/hemisperic partners		Agreements; MOUs, etc	12 mons	Mon 2/17/14	Fri 1/16/15	Feb 17 '14 Jan 16 '15
07		26.2	Facilitate the implementation of agreement			12 mons	Mon 2/17/14	Fri 1/16/15	Feb 17 '14 Jan 16 '15
08		27	□ Enhance/ Strengthen regulations for cross-border cooperation	SSA, CARICOM IMPACS, Customs and Excise, TTPS,		240 days	Wed 1/1/14	Tue 12/2/14	Jan 1 '14 Dec 2 '14
09	===	27.1	Conduct review of existing regulations with stakeholders.		Report containing recommendations	12 mons	Wed 1/1/14	Tue 12/2/14	Jan 1 '14 Dec 2 '14
10	III	27.2	Circulate recommendations to CARICOM Member States.		Feedback from Member States	12 mons	Wed 1/1/14	Tue 12/2/14	Jan 1 '14 Dec 2 '14
11		27.3	Obtain approval to implement recommendations		Develop and Implement accordingly	12 mons	Wed 1/1/14	Tue 12/2/14	Jan 1 '14 Dec 2 '14
12		27.4	Promote government to government dialogue		Inter-governmental Agreement on cross-border cooperation and the conduct of joint operations	12 mons	Wed 1/1/14	Tue 12/2/14	Jan 1 '14 Dec 2 '14
13		28	□ Promote and implement intelligence-based law enforcement	SSA, TTPS, TTDF, Customs, Immigration.		780 days	Wed 10/1/14	Tue 9/26/17	
14	III	28.1	Identify relevant training			3 mons	Wed 10/1/14	Tue 12/23/14	Oct 1 114 Dec 23 114
15		28.2	Conduct training		Increased detection rates.	36 mons	Wed 12/24/14	Tue 9/26/17	Dec 24 '14 Sep 26 '17
16		29	☐ Increase detection rates and State revenue collection	Customs & Excise Division, Coast Guard, TTPS		1120 days	Mon 2/17/14	Fri 6/1/18	Feb 17 '14 🖵 🔻 Jun 1 '18
17		29.1	Conduct training exercises (e.g. invoice verificaton			40 mons	Mon 2/17/14	Fri 3/10/17	Feb 17 '14 Mar 10 '17
18		29.2	Conduct of intelligence-led examinations			40 mons	Mon 2/17/14	Fri 3/10/17	Feb 17 '14 Mar 10 '17
19		29.3	Acquire modern equipment (e.g. surveillance and scanning		Increase in assest seizure and forfeitures	56 mons	Mon 2/17/14	Fri 6/1/18	Feb 17 '14 Jun 1 '18
20		29.4	Increase land and sea patrols			56 mons	Mon 2/17/14	Fri 6/1/18	Feb 17 '14 Jun 1 '18
21		29.5	Increase dialogue with Exporting Customs Bodies			56 mons	Mon 2/17/14	Fri 6/1/18	Feb 17 '14 Jun 1 '18
22		29.6	Increase compliance with World Trade Organization agreements			56 mons	Mon 2/17/14	Fri 6/1/18	Feb 17 '14 Jun 1 '18
23		30	□ Employ scientific and empirical evidence to inform law enforcement	Customs & Excise, Coast Guard and TTPS		859 days	Wed 10/1/14	Mon 1/15/18	
24		30.1	Conduct regular training sessions on intelligence gathering and analysis		Trained and/or accredited personnel	38 mons	Wed 10/1/14	Tue 8/29/17	Oct 1 14 Aug 29 17
25	===	30.2	Increase laboratory testing of imported contraband		Accurate scientific data	38 mons	Wed 10/1/14	Tue 8/29/17	Oct 1 14 Aug 29 17
26		30.3	Identify and document new trends and developments in trafficking methods of illegal goods		Informational, statistical and Intelligence Bulletins	38 mons	Wed 10/1/14	Tue 8/29/17	Oct 1 114 Aug 29 '17
27	==	30.4	Circulate information among other law enforcement agencies			38 mons	Wed 10/1/14	Tue 8/29/17	Oct 1 14 Aug 29 17

						5 "	D		
	1	Strategic Initiative	Strategic Initiatives	Lead Agencies	Deliverables	Duration	Start	Finish	2010 2011 2012 2013 2014 2015 2016 2017 2018 2019 2020
									04 01 02 03 04 01 02 03 04 01 02 03 04 01 02 03 04 01 02 03 04 01 02 03 04 01 02 03 04 01 02 03 04 01 02 03 04
128		31	□ Promote reporting of offences by the public	Customs & Excise, Coast Guard and TTPS		833 days	Wed 1/1/14	Fri 3/10/17	Jan 1 '14 Mar 10 '17
129		31.1	Develop public awareness campaigns		Exhibitions, booth	2 mons	Mon 2/17/14	Fri 4/11/14	Feb 17 '14 👝 Apr 11 '14
130		31.2	Conduct of public awareness campaigns			3 mons	Mon 2/17/14	Fri 5/9/14	Feb 17 '14 🧰 May 9 '14
131		31.3	Install proper signage at points of interest		Appropriate signage	40 mons	Wed 1/1/14	Tue 1/24/17	Jan 1 '14 Jan 24 '17
132		31.4	Offer rewards for information			40 mons	Mon 2/17/14	Fri 3/10/17	Feb 17 '14 Mar 10 '17
133		31.5	Increase land and sea patrols		Increased visibility before the public	40 mons	Mon 2/17/14	Fri 3/10/17	Feb 17 '14 Mar 10 '17
134		32	☐ Channel drug and firearms offence cases through specialized courts	TTPS, Judiciary , ND		840 days	Mon 2/17/14	Fri 5/5/17	Feb 17 '14 May 5 '17
135		32.1	Perform a needs-assessment exercise		Gap-analysis	2 mons	Mon 2/17/14	Fri 4/11/14	Feb 17 '14 Apr 11 '14
136		32.2	Obtain approval for implementation of recommendation		Approval granted	2 mons	Mon 4/14/14	Fri 6/6/14	Apr 14 14 📩 Jun 6 14
137		32.3	Implement recommendation		Specialized courts for drug and firearm offences	38 mons	Mon 6/9/14	Fri 5/5/17	Jun 9 '14 May 5 '17
138		33	☐ Enhance recording mechanisms	Customs and Excise and Ministry of National Security		240 days	Fri 8/1/14	Thu 7/2/15	
139		33.1	Fully implement the ASYCUDA WORLD System		Fully installed and integrated ASYCUDA WORLD System		Fri 8/1/14	Thu 7/2/15	Aug 1 114 Jul 2 115
140		33.2	Fully implement the Centralized Registry for Firearm		Fully installed and integrated Centralized Registry for Firearms	12 mons	Fri 8/1/14	Thu 7/2/15	Aug 1 '14 Jul 2 '15
141	===	33.3	Fully implement the National Drug Control System		Fully installed and integrated National Drug Control System	12 mons	Fri 8/1/14	Thu 7/2/15	Aug 1 114 Jul 2 115

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.

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

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	50%	50%	-	-	-	-	50%
Regulations							
% 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
Passage of the Precursor Chemicals Bill		1	0	0	0	0	1
Passage of Precursor Chemical Regulations		0	0	1	0	0	1
Number of Precursor Chemical Units (PCU) / Central National		0	1	0	0	0	1
Authority) established							
Number of training interventions conducted in National Drug		1	1	1	1	1	5
Control System and precursor chemical control courses							
% 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%
Amendments to Firearms Act		_	70%	30%	_	_	100%
Amendments to other Firearms-related Acts and Regulations		_	-	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		5%	5%	5%	5%	5%	25%
exchange							
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		2	2	2	2	2	10
methods identified							
% 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.

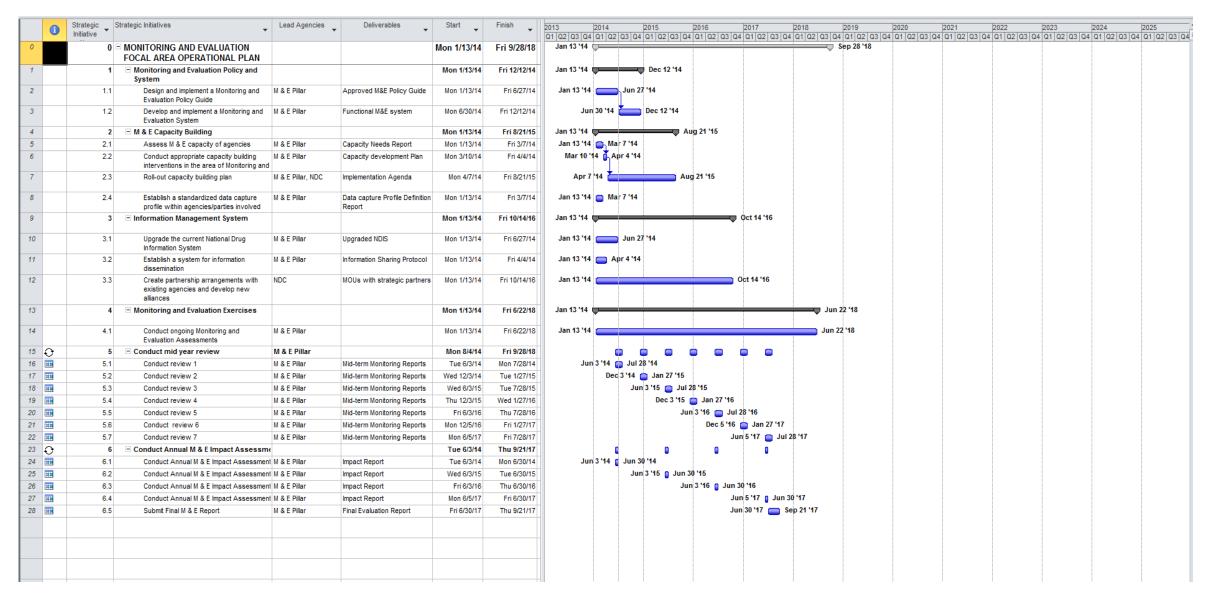
OUTPUTS/ DELIVERABLES

- 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



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:

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- 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.
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Outputs:

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INDICATORS	BASELINE		TAR	GETS	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				

% functionality of information systems		25%	100%			
% completion of protocols developed for information	0	25%	100%			
sharing		2370	100/0			
Relevant Approval (Cabinet)						
MOUs and agreements developed and signed off (existing		25%	50%	100%		
stakeholders)						
% increase in new stakeholders		25%	50%	100%		
% of recommendations in the reports implemented						
No. of annual reviews undertaken						