

2013 ANNUAL REPORT



MINISTRY OF NATIONAL SECURITY

**STRATEGIC
SERVICES
AGENCY**

STRATEGIC SERVICES AGENCY ANNUAL REPORT 2013

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DIRECTOR'S FOREWORD

I am pleased to submit this Annual Report to the Honorable Minister of National Security. It describes and highlights some of the major activities and developments that the Strategic Services Agency (SSA) undertook and accomplished during the calendar year 2013.

Soon after assuming office in 2012, I embarked on a programme to build technical and human resource capabilities, fully cognizant of the fact that the SSA must be kept abreast of changing developments that are taking place in both the domestic and international environments. In this regard, we upgraded our computer systems and purchased the requisite technologies to enhance the Agency's SIGINT and communication capabilities. We are now on the cusp of transforming our human resource capabilities.

Recognizing that it takes five to seven years to train an Intelligence Analyst who can then perform at an optimal level, I initiated and put in place a "systems approach" to training and staff development. The first of a series in this approach began in 2013 with the launch of an in-house 12-week comprehensive training programme for all intelligence analysts and operators. The next phase of major training is slated for 2015 when we plan to create and develop a specialized unit of experts in Religious-Motivated Terrorism and Political Islam.

I have also recognized that the legislation that created the SSA is not appropriate for a National Intelligence Agency or Organization. In this regard, it would be prudent for the Honorable Minister of National Security to take the appropriate steps necessary for the creation of the right legal framework befitting a national intelligence agency.

We will continue to build our human capacity and enhance our technical capabilities in order to meet the challenges of our fluid and dynamic national landscape. While it takes time to do these things, we are determined to put systems in place that will transform the SSA so that it will function at optimal levels of efficiency and efficacy.

Sincerely

Bisnath Maharaj

Director

MANDATE

The Strategic Services Agency (SSA) was established in 1995 in accordance with Chapter 15:06 of the Laws of the Republic of Trinidad and Tobago and became operational on 01 July 1996. Its primary purpose is to guide the formulation and implementation of national policies on illicit trafficking of dangerous drugs and related criminal activities.

SSA's main functions as stipulated in the Act¹ may be classified as follows:-

Coordination: coordinate all matters relating to the dangerous drugs supply-reduction programme, including coordinating operations for the suppression of illicit drug trafficking and drug related matters and cooperating with international strategic and operational partners.

Policy: advise on Government's policy in relation to the illicit supply of drugs and related criminal activities.

Trends: analyse and interpret patterns of criminal activity that relate, but are not limited, to dangerous drugs.

Strategy: provide strategic direction to Government through the development, interpretation, implementation, monitoring and evaluation of strategies aimed at reducing the illicit production, sale, distribution and transiting of illicit drugs and related criminal activities.

Technical Support: provide specialized technical assistance to the appropriate services to strengthen the national institutional capability to address the illicit trafficking in drugs and its attendant crimes.

Legal: provide support for the review or upgrade of the domestic legal framework.

Moreover, the Agency is responsible for collecting, analyzing and disseminating relevant information, as well as establishing and maintaining channels of communication with local and international services and agencies. In this regard, the Agency also monitors and informs the Government on the progress of Trinidad and Tobago's adherence to or compliance with its treaty obligations.

The SSA is also required to maintain a data base on manufacturers and suppliers of precursor chemicals and other substances and paraphernalia used in the illegal production of drugs in Trinidad and Tobago. This database also stores information on the import, export or in-transit movement of such precursor chemicals or other substances or articles for dissemination of this information.

¹Section 6 (1) and (2) of Chapter 15:06 of the Laws of Trinidad and Tobago



MISSION STATEMENT

To provide strategic information and to guide policy through strategic information and intelligence and the development of an integrated interdiction strategy; To provide other intelligence solutions to combat the trafficking of illicit drugs and principal derivatives; to coordinate and facilitate the efforts of all relevant stakeholders involved in eliminating the impact of related criminal activities on the safety and security of Trinidad and Tobago.

LIST OF ABBREVIATIONS

ACIS – Advanced Cargo Information System

ATT - Arms Trade Treaty

AML/CFT-Anti-Money Laundering /Counter Financing of Terrorism

CAPA – Crime and Problem Analysis Branch, TTPS

CARICOM – Caribbean Community

CARICOM IMPACS- Caribbean Community Implementation Agency for Crime and Security

CCU – Cyber Crime Unit, SSA

CDCTF – Counter Drug Crime Task Force

CEI – Critical Energy Infrastructure

CGIU – Criminal Gang Intelligence Unit, TTPS

CICAD – Inter American Drug Abuse Control Commission

CIFTA - Inter-American Convention against the Illicit Manufacture of and Trafficking in Firearms, Ammunition, Explosives and Other Related Material

CFATF - Caribbean Financial Action Task Force

CND- Commission on Narcotic Drugs

COPOLAD is a partnership cooperation programme between the European Union (EU) and Latin America (LA), aiming to improving the coherence, balance and impact of drugs policies, through the exchange of mutual experiences, bi-regional coordination and the promotion multisectoral, comprehensive and coordinated responses.

ESSI-Energy Sector Security Initiative

EC- European Commission

ECLAC- Economic Commission for Latin America and the Caribbean

EULAC- European Commission

FATF – Financial Action Task Force

FIU – Financial Intelligence Unit

GEG – Governmental Experts Group

HONLAC- Heads of National Drug Law Enforcement Agencies, Latin America and the Caribbean

HONLEA- Heads of National Law Enforcement Agencies

IMF – International Monetary Fund

INCB- International Narcotics Control Board

Mini- Dublin Group- A flexible, informal consultation and coordination body concerned with the global, regional and country-specific problems of illicit drugs production, trafficking and demand.

MNCPC- National Mission for the Control of Chemical Drug Precursors (France)

MoF – Ministry of Finance

MoFA - Ministry of Foreign Affairs
MoH - Ministry of Health
MNS – Ministry of National Security
MOU – Memorandum of Understanding
NADAPP – National Drug Abuse Prevention Programme
NDC - National Drug Council
NDIS – National Drug Information System
NDO – National Drug Observatory of Trinidad and Tobago
NDS- National Drug Control System
NOC- National Operating Centre
NSTA – National Security Training Academy
OAS- Organization of American States
ODPM-Office of Disaster and Preparedness Management
OID – Inter-American Observatory on Drugs
OPM – Office of the Prime Minister
PCC – Precursor Chemical Control
PCT- Precursor Chemical Team
PCU – Precursor Chemical Unit
PEN- Pre-Export Notification Online System
PRELAC- Prevention of the diversion of drugs precursors in the Latin American and Caribbean Region
PSODC- Public Security Official Data Coordinator
RSCC – Regional Security Coordination Centre, Office of the Prime Minister
SALW – Small Arms and Light Weapons
SAR – Suspicious Activity Reporting
SSA – Strategic Services Agency
TOC-Transnational Organized Crime
TTDF – Trinidad and Tobago Defence Force
TTPS-Trinidad and Tobago Police Service
TTPrS - Trinidad and Tobago Prison Service
UN – United Nations
UNIDIR-United Nations Institute for Disarmament Research
UNODA- United Nations Office for Disarmament Affairs
UNODC – United Nations Office of Drugs and Crime
UNODA - United Nations Office of Disarmament Affairs
UNPoA- United Nations Programme of Action

UNROCA- United Nations Register of Conventional Arms

UN-LIREC- United Nations Regional Centre for Peace, Disarmament and Development in Latin America and the Caribbean

UN-CTS – United National Survey of Crime Trends and Operations of Criminal Justice Systems



INTRODUCTION

The Director of the SSA, in his capacity as principal advisor to the Minister of National Security, is responsible for the preparation and submission of an annual report on the operational, investigative and administrative management of the Agency. This document identifies and describes the main activities undertaken from 01 January to 31 December 2013.

A number of administrative and operational challenges that began in 2011 when the integration of personnel from the Security Intelligence Agency (SIA) and the intelligence component of the Special Anti-Crime Unit of Trinidad and Tobago (SAUTT) into the Strategic Services Agency (SSA), continued into 2013. Despite these internal challenges, the SSA delivered on its mandate and met the growing needs of its major stakeholders.

During this period, the SSA also provided an unprecedented level of technical expertise to various partner agencies nationally. Beneficiaries included the National Drug Council (NDC), the National Operations Centre (NOC), the Criminal Gangs Intelligence Unit (CGIU) of the Trinidad and Tobago Police Service, the National Security Training Academy, Ministry of National Security and the Regional Security Coordination Centre (RSCC) at the Office of the Prime Minister. The SSA also continued to assist the TTPS and the Trinidad and Tobago Prisons Service (TTPrS) in cyber investigations and provided much needed intelligence to support ongoing criminal investigations.

At the level of strategic development and policy advice, the SSA continued to monitor and inform on the drug trends and related criminal activity and contributed to the National Drug Policy 2014 – 2018 and its Operational Plan. It also participated at relevant stakeholder conferences and seminars, responded to queries from international stakeholders, such as the United Nations Office on Drugs and Crime (UNODC) and the Organization of American States (OAS) and conducted a 12-week training programme for its analysts and operators. At the end of 2013, the Drug Strategy Department completed the final draft of the National Supply Reduction Strategy 2014 – 2024 and submitted it for Cabinet's approval.

In 2014, the SSA will continue to review its organizational structure to ensure optimization of its responsibilities. Further, upon approval, the SSA will begin stakeholder meetings to drive the implementation of the National Supply Reduction Strategy 2014 – 2024.

ORGANIZATIONAL STRUCTURE

The SSA continues to evolve structurally as it responds to the needs of the national security community. The restructuring exercise that began in 2010 continues to be aggressively pursued, taking into consideration the Director's responsibilities under the Interception of Communications Act, No. 11 of 2010; the priorities of the National Security Council (NSC); and the changing domestic and international existential threat environment.

In 2013, the NSC approved the structure for the Executive staff and the issuance of contracts, and attempts to rationalize the new functions of the SSA and develop a more robust and meaningfully relevant structure are ongoing.

A. HUMAN RESOURCES AND STAFFING

At the end of December 2013, SSA had a staff complement two hundred and ninety-five (295) comprising intelligence analysts, operators, surveillance officers, and administrative and support staff. While issues regarding remuneration and contracts are being finalized, information pertaining to officers is recorded according to their precursor agencies. The following table shows staff complement between January and December 2013.

In keeping with Section 6 (i) of the Act, the SSA provided technical assistance to a number of agencies during the year, stationing officers at the National Operations Centre (NOC), the National Drug Council (NDC), the Regional Security Coordination Centre (RSCC), the Criminal Gangs Intelligence Unit (CGIU) of the Trinidad and Tobago Police Service (CGIU), and the National Security Training Academy. These assignments were on a continuous basis, with SSA paying the officers' salaries and in the case of former SIA staff, paying all applicable allowances. In the case of the former SAUTT employees, the SSA pays their salaries, national insurance contributions, health surcharge and taxes.

B. STRENGTHENING INSTITUTIONAL CAPACITY

1. STAFF DEVELOPMENT

In 2013, the SSA executive undertook several initiatives towards institutional strengthening. One such initiative was undertaken by the Human Resources Department through its Job Analysis Working Sessions. These Sessions were designed to facilitate staff in the amendment /development of job descriptions for positions, which in turn could be used to recruit the best fit for the Agency. The Department also began the process of conducting a comprehensive orientation programme for new members of staff.

The SSA also sponsored staff members attending training courses locally and abroad, contributing to the enhancement of the local cadre of specialists in security and law enforcement. The following is an overview of the programmes attended and conducted in 2013:

- i.* Legal Management of Commercial Contracts- Held on 19 July 2013, this was a refresher course consisting of lectures on procurement and managing the contractual issues.
- ii.* Multi Hazard Awareness Programme -12/07/2013 Conducted by the Office of Disaster Preparedness Management (ODPM) on 12 July 2013.
- iii.* Re-certification of technician in Star Witness Digital Forensic System and update on the new enhancements released for 2013.
- iv.* Intelligence Support Systems (ISS) World Americas - September 23, 2013, Bethesda, Washington, U.S.A. Estimated Twenty thousand TT dollars (\$20,000.00). The ISS World

Americas conference provides intelligence awareness of emerging technologies, social media and interception tools, and techniques used by law enforcement Agencies. Contemporary law enforcement techniques and analysis solutions identified in the conference were discussed and employed to enhance the strategies used by intelligence officers in the fight against crime.

- v. A comprehensive 12-week training programme for all intelligence analysts and operators, August 26, 2013 to November 15, 2013. This programme consisted of courses ranging from Caribbean Geopolitics, National and International Security, and Critical Thinking and Metacognition to Intelligence Analysis, Analytic Writing, and Structured Analytic Techniques. Intelligence analysts and operators were divided into three groups with each group covering these courses over a four-week period. Each group of participants was tested for analytic writing skills and knowledge of Geopolitics and National Security Issues.

In light of the existential threat posed by the Islamic variant of Terrorism and Salafist/Takfirijihadism during the second half of 2014, the SSA plans to conduct a six-week training programme for a select group of intelligence analysts and operators in early 2015. This advanced programme will fill a serious and timely lacuna in the knowledge base of some of our analysts and operators who must be able to understand the nature of the new threat and its attendant implications for Trinidad and Tobago.

Participants were introduced to a suite of highly specialized and apposite courses in Political Islam, the Jihadist Narrative and Appeal, Key Concepts in Radical Islam, the History of Islam and its Major Ideologues (such as ibnTammiyya, SayyidQutb, al-Suri and Mohammed al-Maqdisi) and Counter-narrative measures and strategies.

- vi. The CFATF 9th Conference on Anti-Money Laundering and Combating the Financing of Terrorism, Hyatt Regency Hotel, Port-Of-Spain , December 2-3, 2013.

2. ASSET PROTECTION

On 27 December 2013, the Asset Protection Department commenced the project to upgrade the Fire Alarm and Support Systems. This project involves the installation of new emergency lights; the upgrade of fire extinguishers upgrade; replacement of non-illuminating exit signs; upgrade of the Total Fire Alert System ; and necessary signage to ensure compliance with the Occupational Health and Safety Act, 2004 Part V, Section 27, sub-section (4), (5), and (6). The project will be completed by December 2014.

3. OPERATIONAL CAPACITY

SSA is the “implementation agency” of the Interception of Communication Act 2010. It identified a number of hardware and software lacunae that had to be plugged in order to effectively execute and at the same time enhance its current capabilities. In this regard, the following projects were undertaken in 2013:

- i.* August 2012 - August 2013 – The Focus Data Enhancement project was undertaken to upgrade the interception of communications capability. The project, costing five hundred and twenty-one thousand, four hundred and forty United States dollars (\$521,440US) was necessary to effectively support the SSA function as outlined in the Interception of Communication Act, Chapter 15:08.
- ii.* January 8th, 2013- August 15th, 2013 – the Theseus Coverage project upgraded the Interception of communications capability to fulfill the SSA’s responsibilities under the Interception of Communication Act, Chapter 15:08. The project, which cost nine hundred thousand United States dollars (\$900,000 US), addressed the gaps in the Theseus project, aligning the SSA’s capability with network enhancements implemented by the telecommunication providers.
- iii.* August 19, 2013- March 28th, 2014 – The Network Security Enhancement Project is being undertaken at a cost of three hundred and ninety thousand, two hundred and sixteen dollars TT (\$390,216.00 TT) with a view to improving the confidentiality of information developed, gathered and analyzed by the Agency for intelligence purposes.

THE FINAL CONFERENCE FOR THE UNITED NATIONS ARMS TRADE TREATY

The SSA formed part of the delegation to the Final Conference to negotiate on the Arms Trade Treaty held during March 18-28, 2013 at the United Nations Headquarters in New York. The objective of the Conference was to strengthen the text of the previous Conference, held from July 2-27, 2012, and adopting the treaty by consensus. The 192 Member States of the United Nations have been engaged in negotiating an Arms Trade Treaty (ATT) since 2010; the main objective of which is to establish common international standards for the import, export and transfer of conventional arms, which is estimated to be a \$70 billion industry.

The ATT advanced many important issues that the United Nations Plan of Action (UNPOA) either omitted or inadequately addressed. Some of these issues will contribute to initiatives currently being undertaken by the Government of the Republic of Trinidad and Tobago (GRTT), such as the UN project involving the computerization of a comprehensive firearms registry. Additionally, the Treaty will regulate the transfer of conventional arms internationally and advance the implementation of national control systems, including national control lists of States Parties. Designed to act as “a floor and not a ceiling”, it provides States Parties room to implement more restrictive controls if they deem it fit for their evolving territory, and underscores the importance of establishing up to date and harmonized legislation, which will facilitate better controls of small arms and light weapons within the CARICOM region.

COORDINATION OF ALL MATTERS RELATED TO SUPPLY REDUCTION STRATEGY

A. DEVELOPMENT AND COMPLETION OF A DRAFT SUPPLY REDUCTION STRATEGY 2013-2023.

In 2013, the Drug Strategy Department finalized the Supply Reduction Strategy 2013 – 2023. This strategy builds on previous strategies, but places greater emphasis on minimizing drug related harm. With this in mind, the National Supply Reduction Strategy 2013-2023 provides an overarching framework for setting priorities in response to the drug problem and its debilitating effects. The framework, divided into two consecutive five (5) year action plans, will translate objectives into actions and specific initiatives, thereby facilitating more realistic goal setting and operational planning.

The overarching strategic objective of the National Supply Reduction Strategy is to provide the GRTT with a framework for long-term strategic direction on drug supply and control measure interventions to attain a substantial improvement in the security of its citizens as well as ensure the social and economic development of the country. To achieve this, the strategy will be supported by seven (7) pillars structured around three (3) main thematic areas and four (4) cross cutting themes:

- Pillar One: Supply Reduction
- Pillar Two: Control Measures
- Pillar Three: Transnational Organized Crime
- Pillar Four: Capacity Building
- Pillar Five: Coordination and Cooperation
- Pillar Six: Research
- Pillar Seven: Monitoring and Evaluation

These seven (7) pillars are underpinned by strong commitments to:

- Guiding policy for effective and efficient interventions and actions through the use of evidence – based and evidence-informed policies and practices;
- Better understanding of the problem through an evidence-based approach to research and performance measuring for effective implementation;
- Increasing law enforcement capacity to ensure enhanced responses;
- Building partnerships and promoting coordination across sectors at the national, regional and international level; and
- Reducing availability and supply of illicit drugs and the multi-faceted impact on the national community.

A copy of the strategy is attached as **APPENDIX I**.

B. DEVELOPMENT OF A DRAFT SUPPLY REDUCTION WORK PLAN 2014 – 2018

In support of the first phase of implementation of the strategy, the SSA has prepared a draft work plan. In 2014, this work plan will be refined as the SSA seeks the involvement of strategic partners. A copy of the draft Work Plan is attached as **APPENDIX II**.

COOPERATION WITH INTERNATIONAL BODIES

During 2013, the SSA continued to coordinate national responses to queries relating to drug related matters and monitor the implementation of and compliance with international instruments. The SSA also participated at international conferences representing the national position on relevant issues.

Among other things, the SSA completed its annual reporting obligations for firearms related matters- the United Nations Plan of Action (UNPOA) annual report 2012; the United Nations Report on Conventional Arms 2012; and the United Nations Report on Military Expenditure. Work also began on a policy to amend or repeal the existing firearm legislation with a view to meeting the requirements of the United Nations Arms Trade Treaty.

TABLE 1: INTERNATIONAL RELATIONSHIPS FOR WHICH THE SSA IS DIRECTLY RESPONSIBLE:

INSTRUMENT	INTERNATIONAL ORGANIZATION	INFORMATION
MEM	OAS	<p>The Multilateral Evaluation Mechanism (MEM) is an instrument designed to measure the progress made towards the implementation of the Hemispheric Strategy, and to strengthen mutual confidence, dialogue and hemispheric cooperation in addressing the drug problem.</p> <p>The Director of the SSA sits on the Governmental Expert Group, which has direct responsibility for assessing member states and guiding the programmes to improve the capacity of states to meet their goals and objectives.</p> <p>The SSA participated in the completion of the Multilateral Evaluation Mechanism 6th round survey for the Inter-American Drug Abuse Control Commission (CICAD) of the Organization of the American States (OAS).</p>
ARQ/BRQ:	UN	<p>As party to the <i>Single Convention on Narcotic Drugs (1961) Amended by The Protocol (1972)</i>, states are required to complete and submit the Annual Reports Questionnaire (ARQ) to the United Nations (UN) Commission on Narcotic Drugs (CND). This tool helps to monitor global drug trafficking and use; and review the progress made in meeting the objectives set out in the Political Declaration adopted by the UN General Assembly.</p>

HONLAC:	UN	The Meeting of Heads of National law Enforcement Agencies (HONLEA) is an annual United Nations forum established to further cooperation in drug enforcement activities within this hemisphere designed to, inter alia, identify salient policy and enforcement issues in the region
UNCTS:	UN/OAS	The United Nations Crime Trends Survey (UNCTS) is an international instrument designed by the United Nations Office on Drugs and Crime (UNODC) to collect data on reported crime and the operations of criminal justice systems. The Public Security Official Data Coordinator (PSODC) is responsible for the completion of this report.
UNPOA:	UN	The United Nations Programme of Action (UNPoA " on Small Arms and Light Weapons (SALW) in All Its Aspects is a politically binding instrument geared towards the collection of information that can be used to assess State Parties' level of implementation of UNPoA provisions, identify challenging areas and gain access to international assistance to implement UNPoA.
CIFTA:	OAS	The Inter-American Convention Against the Illicit Manufacturing of and Trafficking in Firearms, Ammunition, Explosives and Other Related Materials (CIFTA) is a regional instrument that captures similar information to the UNPoA.
PEN:	UN	The Pre-Export Notification (PEN) online system facilitates the exchange of information between exporting and importing countries of intended chemical shipments e.g. the importer, quantity of substances and shipment routes.
NDS:	UN	The National Drug Control System (NDS) is a standardized platform for the exchange of information among participating countries to facilitate the exchange of information pertaining to precursor chemicals.
PRELAC:	UN/EU	The Prevention of the Diversion of Precursor Chemicals in Latin America and the Caribbean Region (PRELAC) Project seeks to establish a Web-based Platform to exchange precursor chemical-related information.

MULTILATERAL EVALUATION MECHANISM

The Multilateral Evaluation Mechanism (MEM) is designed to measure progress of actions taken by member states of the Organisation of the American States (OAS). The MEM is supported by an Evaluation Survey, approved by the Inter-American Drug Abuse Control Commission (CICAD). This survey is the primary communication tool permitting dialogue between member states and the Governmental Expert Group (GEG) and allows the collections of information for the periodic evaluation process.

In March 2013, the MEM Sixth Round evaluation process began, employing a new methodology, which assessed member states based on a set of twenty-seven (27) common recommendations. The primary objective of this was to determine each member state's situation with regard to the complete set of recommendations arising out of the Hemispheric Drug Strategy and its Plan of Action for the period 2011-2015.

In 2013, the Director of the SSA was appointed Chair of the GEG Working Group and Trinidad and Tobago was charged with evaluating eleven (11) countries and their compliance with specific recommendations. In addition, SSA reviewed actions undertaken by Trinidad and Tobago area of demand reduction and provided a summary of these actions for incorporation into the Annual Report of the National Drug Council.

NATIONAL OBSERVATORY ON CRIME AND SECURITY

In July 2011, the GRTT signed a Cooperation Agreement with the OAS for the execution of a ***Project to Strengthen Information on Public Security and National Observatories on Crime and Violence in the Caribbean***. To facilitate the monitoring and implementation of the project, the SSA was designated the ***Public Security Official Data Coordinator (PSODC)*** charged with the responsibility to, inter alia:

- Act as a liaison between the Inter-American Observatory on Security (OIS) and national governmental authorities; and
- Gather data on public security required for the completion of the United Nations Survey on Crime Trends and Operations of Criminal Justice Systems (UNCTS) in coordination with the OAS in pursuance of the Project.

During 2013, the PSODC began work establishing networks and consolidating information towards the development of the National Observatory on Crime and Security.

PRECURSOR CHEMICALS

A. 'PRINCE2' PROJECT

The Effective Implementation of Procedures to Manage and Monitor the use of Precursor Chemicals in Trinidad and Tobago, also referred to as "The PRINCE 2 Project" began on 20 May 2010 and is expected to run until May 2015. The project, which costs US\$119,217.78, will streamline initiatives within the Precursor Chemical Control Stakeholder Community in preparation for the establishment of the Precursor Chemical Unit. Despite the numerous challenges were experienced, the training in Foundational Level of the PRINCE2 Methodology began in 2013.

B. PRECURSOR CHEMICAL BILL

The enactment of the Precursor Chemicals Bill 2003-2014 will promote effective monitoring and control of precursor chemicals in the establishment of a Precursor Chemicals Unit (PCU). The project has been beset with challenges including a difficulty in 2013 to gain consensus with the Ministry of Health over provisions which overlapped with other pieces of health-related legislation. The process is ongoing.

C. THE PREVENTION OF THE DIVERSION OF PRECURSOR CHEMICALS IN THE LATIN AMERICA AND THE CARIBBEAN REGION (PRELAC) 2009-2013

In 2012, Trinidad and Tobago began the second phase of this Regional Project designed to prevent the diversion of precursor chemicals used to manufacture drugs that ultimately supply the illegal European market. PRELAC officials collaborated with SSA to drive the full implementation the National Drug Control System (NDS).

During 2013, PRELAC facilitated a two-week training course for precursor chemical control stakeholders (the Drug Inspectorate, the Food and Drugs Inspectorate and the Pesticides and Toxic Chemicals Inspectorate of the Ministry of Health) in the operation of the NDS and assisted in the providing technical assistance for the configuration of the NDS Server at the SSA.

D. 2013 GROUP OF EXPERTS MEETING ON CHEMICAL SUBSTANCES AND PHARMACEUTICAL PRODUCTS

During the period August 5-9, 2013 the Inter-American Drug Abuse Control Commission (CICAD) held an annual Meeting of the Group of Experts (GoE) on Chemical Substances and Pharmaceutical Products in Lima, Peru. Representatives from precursor chemical control institutions within the countries of the Americas and the Caribbean gathered to discuss emerging trends in chemical diversion and their possible counter-measures. Subsequent to this country's participation at this year's forum, a number of issues were advanced for further action, inter-alia:

- i.* Facilitate by early 2014, the presentation by the US DEA to the relevant CARICOM bodies on the issue of precursor chemical diversion; and
- ii.* Continue to assist with the English text drafting of the relevant working group documents to facilitate their presentation by CICAD to the CICAD Commission in November 2013.

CRITICAL ENERGY PROTECTION

The Energy Security Sector Initiatives (ESSI) was established as a working committee to develop sustainable mechanisms for the timely sharing of security information between the energy industry and the Ministry of National Security. Two sub-committees were formed to assist the ESSI working group and to develop a work plan that would advance the work of the ESSI:

- The Policy and Strategy Working Group (PSWG) and
- The Operations and Training Working Group (OTWG).

During 2013, the SSA continued its participation in the Policy and Strategy Working Group, in order to develop a critical infrastructure protection policy for Trinidad and Tobago.

CYBER CRIME UNIT

The core functions of Cyber Crime Unit (CCU) are to provide the GRTT with a better understanding of emerging sophisticated cyber threats against Trinidad and Tobago interests, to protect the interest of the citizens of Trinidad and Tobago. The CCU is also responsible for:

- Coordinating operational responses to cyber events of national importance across GRTT and assisting stakeholders in creating systems of critical national importance.
- Collection and coordination of Cybercrime intelligence;
- Developing and maintaining strategic partnerships;
- Enhancing Internet intelligence and data interception capability of the SSA;
- Forensic Intelligence Recovery;
- Increasing the national criminal intelligence capacity for example by incorporating trans-national internet paedophile intelligence; and
- Providing advice to aid the reform of respective laws.

During this period 1 January to 31 December 2013, the CCU produced one (1) report based on the seizure of mobile phones from the State's Prisons.

A. STAFFING

The total number of staff is four (4). However, two (2) persons were seconded to other areas of the Ministry of National Security.

B. MOBILE PHONE FORENSICS

Within the unit officers are responsible for the recovery of data from all mobiles that were seized/deposited during this period. On October 8, 2012, one hundred and twenty (120) cell phones and thirty-three (33) SIM cards (not attached to any handset) that were confiscated within the Trinidad and Tobago Prison Service (TTPRS) and were handed over to the Strategic Services Agency (SSA), On January 7, 2013 a report was compiled and submitted to the Director for his perusal and comments.

On September 4, 2013 the (TTPRS) handed over two hundred and seventy-two (272) mobile phones along with sim and memory cards that were confiscated.

C. EQUIPMENT

The unit has Forensic Recovery of Evidence Device (FRED) equipment from Digital Intelligence, a world leader in the field of computer forensic services, to build its forensic capacity. The unit also has a world class mobile forensic capacity. The network infrastructure for the ITC for the unit was not established and licenses and software for all the equipment were not updated since February 2012.

D. ADDITIONAL TASKS

In May 2013, at the request of the former Minister of National Security, the Honourable Jack Warner, the Head of the CCU represented the Ministry of National Security at an interview by CNC3's Morning Edition responding to questions on matters related to Cybersecurity and Cybercrime.

In December 2013, at the request of the Minister of National Security, the Honourable Gary Griffith, the Head of the CCU investigated the matter of defamatory and counterfeit Facebook® accounts created about Members of Parliament.

SURVEILLANCE

Through the restructuring exercises conducted in 2010, the SSA inherited the Intelligence capability of the SAUTT, including the Surveillance Branch. This primary purpose of this department is "to contribute to the intelligence requirements towards the reduced levels of significant criminal activity in the areas of, gang warfare, organised crime, terrorism, illicit drug trafficking"²; and other

² "A Strategic Plan for 2013 – 2015 for the Surveillance Department, Strategic Services Agency of Trinidad and Tobago".

activities that impact on the core functions of the SSA. In support of this function, in 2013, the department developed a draft strategic plan which highlighted the following strategies:

- Engender operational readiness to respond effectively and efficiently to significant criminal activities (24/7 availability).
- Maintain the level of competency and professionalism to satisfy the level of surveillance and anti-crime initiatives to achieve the information/ intelligence gathering and dissemination functions as set out in the Strategic Services Act.
- Adopt innovative approaches to meet the changing dynamics in a globally sensitive criminal environment.
- Enhance the framework for providing real time access to surveillance activities as actionable products.
- Continue upgrade of the internal network system to facilitate linkages to the Agency's network infrastructure and develop sustainable intranet system firewalls to ensure protection and confidentiality of information.
- Align department network protection policies to reflect the Agency's concept of managing electronic technology.
- Enhance the research capacity within the Surveillance Department to engage in greater monitoring of the changes in communities to assist with the innovative approaches which should include cover stories, target profile changes, community behavioural changes among other things.
- Enhance internal systems and processes to facilitate interagency operational methodologies (domestic, regional, International) as outlined in the Strategic Services Agency Act. Develop capacity to facilitate joint operations where necessary to acquire real time information on activities of criminals. Facilitate the level of dialogue necessary to encourage and maintain the level of relationships considered by the Agency.

A. STAFFING

The Surveillance Department comprises thirty-eight (38) officers, of which eight (8) have been assigned to the Trinidad and Tobago Police Service.

B. ACCOMPLISHMENTS

During 2013, the Surveillance Branch reported:

- Eleven (11) successful Covert Surveillance operations conducted between January and October 2013.
- Upgrade and implementation of the Departmental Safety Plan.
- Upgrade of accommodations.
- Capacity development through in-house staff training conducted between February and September 2013.

ASSISTANCE TO OTHER AGENCIES/ SERVICES

A. ASSISTANCE TO THE NATIONAL DRUG COUNCIL

At the request of the Manager of the National Drug Council (NDC) Secretariat, the Assistant Director, Research and Development of the SSA has been on loan to the NDC, assisting with a number of research projects. Completed tasks include:

- i.* Draft Policy for the CICAD Fellowship Programme.
- ii.* Editing and completion of the Consultant Report on the Workshop held in Trinidad and Tobago on the Drug Problem in the Americas.
- iii.* Presentation on the prevalence of Alcohol Use in the Caribbean at the Drug Use and Crime Seminar convened by the Organization of the American States and the Institute of International Relations in St. Augustine.
- iv.* Co-chaired of the Research Pillar for the development of the National Drug Policy and Operational Plan 2014 -2018.
- v.* Co-chaired of the National Drug Information System (NDIS) Technical Team.
- vi.* Final edit of the National Drug Policy and Operational Plan 2014-2018.
- vii.* Reviewed and edited the Consultant's report on the Trinidad and Tobago Survey on Drug Use and Crime among the adult Prison population.
- viii.* Presentation of the findings of Trinidad and Tobago Survey on Drug Use and Crime among the adult Prison population at the 5th Biennial Meeting of the National Observatories on Drugs in St. Lucia.
- ix.* Preparation of the Concept Paper: Understanding Marijuana and development of project document to examine the attitudes towards marijuana.

SSA also continued its participation in the development of the National Drug Information System (NDIS) and the enhancement of the National Drug Observatory. The SSA also actively contributed to the planning and launch of the First International Day against Drug Abuse and Illicit Trafficking.

B. REGIONAL SECURITY COORDINATION CENTRE

SSA, through the Assistant Director, Research and Development, provided ongoing assistance to the Regional Security Coordinator from 2012 onwards. Work completed included:

- i.* Assessment of regional security threats.
- ii.* Revision of the Terms of Reference for the Office for Regional Security to align the functions to address existing gaps and eliminate potential duplication of effort.
- iii.* Preparation of a revised Cabinet Note to establish the Regional Security Coordination Centre; development of an organizational structure; and job descriptions.

C. NATIONAL OPERATIONS CENTRE

At the request of the Director of NOC, SSA provided assistance with the loan of an IT Security Specialist, a Systems Support Technician and a Fleet Coordinator.

WORK PLAN 2014

The Executive of the SSA will continue to work towards the creation of a responsive and proactive agency. In 2014, the SSA priorities will include:

- i.* Regularizing staff issues to ensure optimum capacity and effectiveness;
- ii.* Pursue the agenda towards the establishment of an effective Precursor Chemical Unit (PCU);
- iii.* Establish an autonomous Observatory on Crime and Security as agreed;
- iv.* Begin consultation and finalization of the Supply reduction Strategy;
- v.* Enhance the capacity of the Cyber Crime Unit;
- vi.* Enhance the SSA's capacity to monitor and evaluate implementation of agreed strategy; and
- vii.* Continue to be responsive to the needs of the national community and strategic partners.

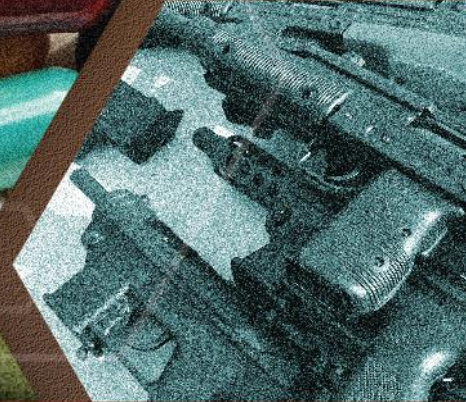
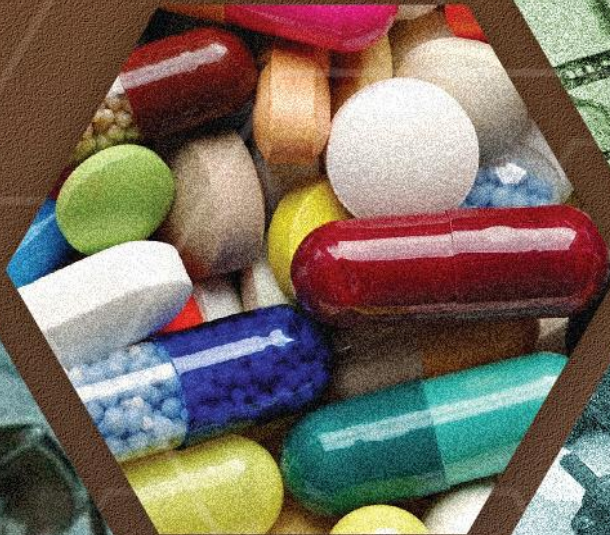
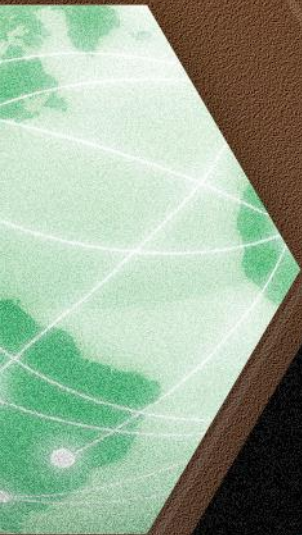
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APPENDIX !



MINISTRY OF NATIONAL SECURITY

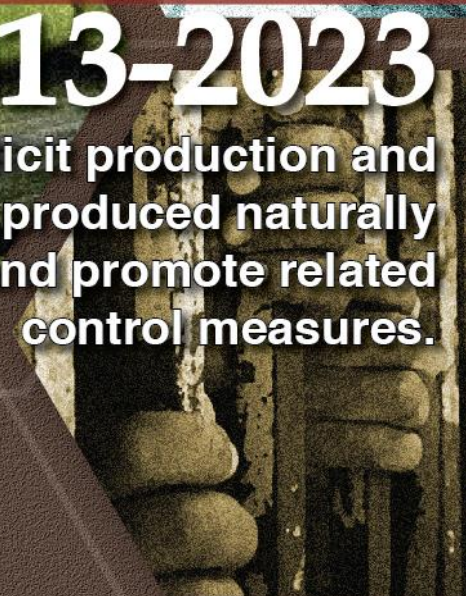
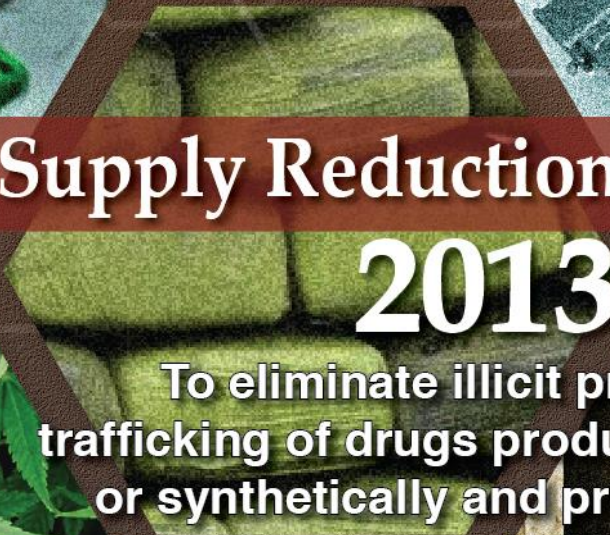
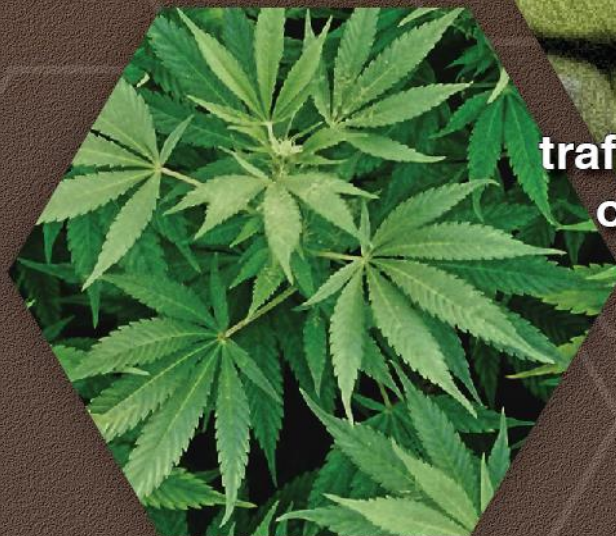
STRATEGIC SERVICES AGENCY



National Supply Reduction Strategy

2013-2023

To eliminate illicit production and trafficking of drugs produced naturally or synthetically and promote related control measures.



Strategic Services Agency

Notes of Acknowledgement

The Strategic Services Agency wishes to extend appreciation to the following Stakeholders for their contribution to this document:

Caribbean Financial Action Task Force	National Alcohol & Drug Abuse Prevention Programme
Customs & Excise Division	Office of the Attorney General
Anti-Money laundering/ Counter Financing of Terrorism Compliance Unit	Central Authority
Forensics Science Centre	Chief Parliamentary Counsel
Immigration Department	Trinidad and Tobago Defence Force
Ministry of Foreign Affairs	Trinidad and Tobago Police Service
Ministry of Health	Organized Crime Narcotics & Firearms Bureau
Chemistry Food & Drugs Division	Crime and Problem Analysis Branch
Drugs Inspectorate	Financial Investigations Bureau
Ministry of National Security	Trinidad and Tobago Prison Service
National Drug Council	

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National Supply Reduction Strategy 2013-2023

EXECUTIVE SUMMARY

The Strategic Services Agency (the 'Agency' or 'SSA') by Act No. 24 of 1995 is mandated to prepare, monitor and implement a Drug Supply Reduction Strategy (Strategy), which is intended to provide strategic direction to Government.³ This mandate includes the development, interpretation, implementation, monitoring and evaluation of strategies aimed at eliminating the production, sale and movement of illicit drugs and the effects of related serious crime in accordance with the realities of the domestic situation.

The current Strategy which builds on The *National Strategy To Eliminate Illicit Production and Trafficking of Drugs Produced Naturally or Synthetically And To Promote Related Control Measures (2005-2009)* and its predecessor *Strategies*⁴ attempts to address the drug problem through a multidisciplinary approach encompassing a wide spectrum of objectives and initiatives, to be coordinated and integrated into a singular comprehensive national effort.

In developing a new framework for the National Supply Reduction Strategy, the Agency is cognizant that proactive strategies that allow for the identification of

new threats and their potential implications remain vitally important. While the purpose of the Strategy is fundamentally based on

the principles of supply reduction and control measures, a greater emphasis will be placed on the minimization of drug related harm.⁵

With this in mind, the National Supply Reduction Strategy 2013-2023 provides an overarching framework for setting priorities in response to the drug problem⁶ and its debilitating effects.

The framework, which is now divided into two consecutive five (5) year action plans, will translate objectives into actions and specific initiatives. It is intended to target all levels of the supply chain from illicit cultivation to the trafficking of drugs; prevent the diversion of precursors and drug related transnational organized crime through

⁵ The Beckley Foundation Drug Policy Programme has argued that the ultimate objective of drug policy should be to minimize drug – related harm – specifically crime and public nuisance, deaths, health problems, mental health problems and addiction, social costs and environmental damage” (Monitoring Drug Policy Outcomes: The measurement of drug related harm: The Beckley Foundation Drug Policy Programme, Report 9, June 2006 p.1)

⁶ The world drug problem is defined in the Political Declaration of the twentieth special session of the United Nations General Assembly (1998) and in the United Nations Commission on Narcotic Drugs Political Declaration on International Cooperation towards an Integrated and Balanced Strategy to Counter the World Drug Problem (2009), and includes the illicit cultivation, production, manufacture, sale, demand, trafficking and distribution of narcotics drugs and psychotropic substances, including amphetamine-type stimulants, the diversion of precursors and related criminal activities.

³Section 6 (1) c of Act No.24 of 1995

⁴Supply Reduction Strategy 2000-2004;

strengthened legal, institutional and law enforcement measures in accordance with the realities of the domestic situation and existing international instruments and frameworks⁷.

The rationale to implement a ten year National Supply Reduction Strategy is predicated on the fact that activities associated with the Strategy will be ongoing and, in most instances, roll-over into the next cycle. A ten-year Strategy therefore, will cater for this eventuality as well as provide for certainty of funding. This framework will better allow for plans to be undertaken within a realistic timeframe during the life span of the Strategy.

The overarching strategic objective of the National Supply Reduction Strategy is:

To provide the Government of Trinidad and Tobago with a framework for long-term strategic direction on drug supply and control measure interventions to attain a substantial improvement in the security of its citizens as well as ensure the social and economic development of the country.

In order to achieve this objective the Agency has developed seven (7) pillars. The Strategy is structured around three (3) main thematic areas and four (4) cross cutting themes:

Thematic Areas:

Pillar One: Supply Reduction

Pillar Two: Control Measures

Pillar Three: Transnational Organized Crime

Crosscutting Themes:

⁷UN Single Convention on Narcotic Drugs 1961; The Convention on Psychotropic Substances 1971; The Convention against the Illicit Traffic in Narcotic Drugs and Psychotropic Substances 1988; UN Political Declaration and Action Plan on International Cooperation towards an Integrated and Balanced Strategy to Counter the World Drug Problem.

Pillar Four: Capacity Building

Pillar Five: Coordination and Cooperation

Pillar Six: Research

Pillar Seven: Monitoring and Evaluation

These seven (7) pillars are underpinned by strong commitments to:

- Guiding policy for effective and efficient interventions and actions through the use of evidence –based⁸ and evidence-informed policies and practices;
- Better understanding of the problem through an evidence-based approach to research and performance measuring for effective implementation;
- Increasing law enforcement capacity to ensure enhanced responses;
- Building partnerships and promoting coordination across sectors at the national, regional and international level; and
- Reducing availability and supply of illicit drugs and the multi-faceted impact on the national community.

In relation to these commitments, the Supply Reduction Strategy 2013-2023 has designed a framework, which has under each pillar, a series of objectives and actions that will guide the initiatives of Departments and Agencies involved in

⁸ Evidence-based policy has been defined as an approach that 'helps people make well informed decisions about policies, programmes and projects by putting the best available evidence from research at the heart of policy development and implementation'. This approach stands in contrast to opinion-based policy, which relies heavily on either the selective use of evidence (e.g. on single studies irrespective of quality) or on the untested views of individuals or groups, often inspired by ideological standpoints, prejudices, or speculative conjecture. **Source:** Davies, P., 2004 'Is evidence-based government possible?' Cited in Building a national drugs observatory: a joint handbook, *EMCDDA and CICAD-OAS, Lisbon, October 2010*.

combating illicit trafficking of drugs and their related crimes. The Strategy, therefore, will be sustained on longstanding partnerships among health, law enforcement, education and the social sectors and will seek to engage all levels of government, the non-governmental sector and the community at large.

Overall Strategic Aims

The following are the *overall strategic aims* of the Strategy:

1. To vigorously disrupt and significantly reduce the illicit supply⁹ of drugs and prevent the emergence of new markets within and across Trinidad and Tobago's borders.
2. To promote effective legislative controls, institutional and law enforcement measures and policies to mitigate against illicit drug trafficking and its related crimes.
3. To promote a comprehensive approach to tackling transnational organized crime through robust legislative measures, strengthened institutional capacity, enhanced administrative controls and a proactive law enforcement approach.
4. To strengthen institutional and law enforcement's overall capacity to counter the illicit supply of drugs, reduce related transnational organized crime and to become more proactive in responding to the changing drug landscape.
5. To intensify partnerships between and among stakeholders, nationally, regionally and internationally using existing instruments and new frameworks to reduce the supply of

⁹ Supply pertains to all levels of the supply chain, which will include illicit cultivation, production, manufacturing, trafficking and distribution.

illicit drugs and related transnational organized crime.

6. To apply a systematic approach to research on the drug problem¹⁰ and its negative impact on society and promote the collection of valid, timely and comparable data with the aim of developing evidence-based policies.
7. To promote the implementation of a robust National Supply Reduction Strategy through on-going monitoring and evaluation of existing policies, initiatives and programmes.

Objectives

SUPPLY REDUCTION

Objectives:

1. Facilitate a significant reduction and subsequent elimination of illicit cultivation, supply and availability of drugs in communities.
2. Prevent the entry and exit of illegal drugs across Trinidad and Tobago's territorial borders through strengthened detection and interception initiatives.
3. Facilitate the establishment of mechanisms to detect new trends and subsequently prevent the emergence of new markets and the expansion of existing markets for the supply of illicit drugs.

CONTROL MEASURES

¹⁰The world drug problem is defined in the Political Declaration of the twentieth special session of the United Nations General Assembly (1998) and in the United Nations Commission on Narcotic Drugs Political Declaration on International Cooperation towards an Integrated and Balanced Strategy to Counter the World Drug Problem (2009), and includes the illicit cultivation, production, manufacture, sale, demand, trafficking and distribution of narcotics drugs and psychotropic substances, including amphetamine-type stimulants, the diversion of precursors and related criminal activities

Objectives:

1. Strengthen control measures to prevent the diversion of precursor chemical substances for the illicit manufacture of synthetic and plant-based drugs and promote the monitoring of controlled drugs.
2. Strengthen control measures to reduce the incidence of money laundering through the detection, investigation and prosecution of money laundering.
3. Strengthen control measures to reduce the illicit manufacturing of and trafficking in firearms, ammunition, explosives and other related materials associated with illicit drug trafficking, other related criminal activities and violence.

TRANSNATIONAL ORGANISED CRIME

Objectives:

1. To comprehensively understand and address the nexus between drug trafficking and all illicit activities related to transnational organized crime.
2. To implement the necessary legal, institutional and administrative measures to combat all forms of transnational organized crime.
3. To facilitate measures to detect and subsequently dismantle organized criminal groups and networks within Trinidad and Tobago.
4. To strengthen mechanisms to enhance legal, administrative and enforcement measures to reduce the incidence of corruption and corrupt practices that facilitate involvement in organized crime and illicit drug trafficking.

CAPACITY BUILDING

Objectives:

1. Source funding, technical assistance and training opportunities locally and internationally to advance Trinidad and Tobago's supply reduction programme.
2. Strengthen institutional capacity of agencies involved in the supply reduction strategy.
3. Strengthen the Criminal Justice System to adequately meet the needs of the current supply reduction strategy.

CO-ORDINATION AND CO-OPERATION

Objectives:

1. Strengthen relationships among local agencies and bodies to facilitate a systematic, coordinated national approach to implementing the supply reduction strategy.
2. Strengthen relationships with regional and international partner agencies and bodies to facilitate a coordinated national approach to implementing global strategies addressing the world drug problem.
3. Promote measures to facilitate judicial cooperation and mutual legal assistance in the field of drug trafficking and transnational organized crime.

RESEARCH

Objectives:

1. Promote a clinical, epidemiological and criminological approach to research to improve the knowledge base and knowledge infrastructure.
2. Strengthen research capabilities and establish information-gathering systems with common methodologies.

MONITORING AND EVALUATION

Objectives:

1. Conduct annual evaluations of the National Supply Reduction Strategy based on performance measures that would assess progress in disrupting the illicit supply of drugs and the minimization of drug related harm.
2. Facilitate the continuous fulfilment of Trinidad and Tobago's international and regional obligations as they relate to counterdrug and transnational organised crime matters.

Key Performance Measurement

To evaluate whether the Strategy has met its objectives and goals, it is important that a performance measurement framework be included. This framework will not only measure the effectiveness in reducing the supply of illicit drugs but also the effectiveness in reducing harm associated with drugs.

The Performance Measurement Framework involves a systematic process that will monitor and evaluate the impact of initiatives within the Strategy and the impact of the overall Strategy in the reduction of drug supply and subsequent harm. The performance measurement framework will therefore consist of indicators such as measures of scale and the reduction of harm. Such indicators will be consistent with the initiatives and actions identified within the strategy and will seek to establish the success of objectives or the reassessment of objectives and actions.

National Supply Reduction Strategy

Part 1

The image features a dark brown background with a faint, light-colored hexagonal grid pattern. Overlaid on this grid are several semi-transparent images: a collection of various pills and capsules in a clear container; a stack of US dollar bills; a medical syringe; a tray containing stacks of folded banknotes; and a bunch of green marijuana leaves.

PART ONE

THE NATIONAL SUPPLY REDUCTION STRATEGY 2013-2023

I NTRODUCTION

Drug trafficking and its related criminal activities, present one of the most powerful threats to the democracy, security, economic and social stability of Nation States around the world. Although the immediate effects of the drug problem are experienced at the national level, it is a global issue and requires a global response. This global response was first initiated with the adoption of the various United Nations Conventions¹¹, which made it obligatory for Member States to regularly report on the drug problem as well as on counter-measures covering both supply and demand reduction. This approach has subsequently trickled down into hemispheric, regional and national responses as other international and regional organisations¹² have developed a general framework in which the fight against drugs can be adequately addressed. These responses have progressively moved towards comprehensive strategies and action plans that are objective based, require reliable data to assess the ever changing drug situation and involve monitoring the implementation of measures.

The National Supply Reduction Strategy 2005-2009, which consisted of fifteen (15) objectives, described the core methods employed in developing mechanisms and initiatives aimed at reducing natural and synthetic drug production and trafficking and related crime. It also encompassed measures that provided guidance on the means to combat the dynamism and mobility of transnational organized crime arising from/ or fuelling the illicit drug trade. These objectives sought to promote crop eradication, interdiction and border control; combat money laundering, corruption and trafficking of firearms, ammunition, explosives and other materials as well as promoting alternative development, while strengthening international cooperation mechanisms and building capacity.

Although overall progress in the fight against the illicit drug problem has been steady; significant reductions in drug use prevalence, availability of drugs and drug –related crime have been challenged due to the changing dynamics of the illicit markets. Despite successful efforts, drug trafficking and its related crimes continue to plague the society and the economy of Trinidad and Tobago. In light of this, the Agency considered the time opportune to review the Strategy to ensure its relevance in the current environment.

¹¹ The United Nations Single Convention on Narcotic Drugs, 1961; the United Nations Convention on Psychotropic Substances, 1971 and the United Nations Convention Against Illicit Traffic in Narcotic Drugs and Psychotropic Substances, 1988 (Vienna Convention) provide for a regime for establishing measures to combat illicit drug trafficking, including the control of precursors and related money-laundering, as well as strengthening the framework of international cooperation in criminal matters, including extradition and mutual legal assistance.

¹² The first European Action Plan to Combat Drugs in December 1990 and subsequent European Union Action Plans and Strategies to combat drugs. In the Americas, the establishment of the Inter-American Drug Abuse Control Commission (CICAD) by the General Assembly of the Organization of American States (OAS) in 1986 as the western hemisphere's policy forum on all aspects of the drug problem.

The National Supply Reduction Strategy 2013-2023 builds on the successes of the former Strategy and addresses its shortcomings and challenges. This framework is strongly guided by international best practices, commitments and Government's policy to ensure sustainable development within Trinidad and Tobago through the maintenance of law and order and the security of person and property. It is intended to provide a roadmap that will guide Trinidad and Tobago's efforts in combating the illicit production, trafficking and supply of drugs and related criminal activities and the promotion of related control measures.

The remit of the Agency, under the National Supply Reduction Strategy 2013-2023, will be to coordinate and integrate into a single comprehensive effort, initiatives which are critical to the implementation of the Strategy. This body of initiatives is summarized below:

- Actions aimed at all categories of psycho active drugs – drugs of natural origin, synthetic drugs, psychoactive pharmaceuticals which become illicit when diverted from their legitimate purposes;
- Pursuing alternative development to illicit production, sale and trafficking of drugs as a means of promoting lawful, viable and sustainable economic options;
- Promoting the dismantling of criminal organisations and their supportive networks and enforcing the law with respect to perpetrators and proceeds from criminal activities;
- Facilitating efforts in the areas of information-gathering, sharing, and exchange and gathering of evidence with full respect for due process of law;
- Development of national legal systems and adoption of legal mechanisms to harmonise laws as well as investigative and evidence-gathering procedures;
- Assisting in the developing of objective, reliable, and comparative information and research for the implementation of evidence-based drug policies and actions.
- Promoting co-operation by subscribing to conventions, programmes, bilateral and multi-lateral agreements.
- Strengthening of legal administrative measures for controlling firearms, ammunition, and explosives to avoid their proliferation.

In framing this Strategy, the Agency was cognizant that it forms a critical component of Trinidad and Tobago's National Drug Policy and Operational Plan, which aims to pursue a structured approach when addressing the full spectrum of issues affecting both, supply of and demand for illegal drugs. The Strategy, therefore, is focused on enhancing cooperation and coordination of national, regional and international organizations to engage in information sharing, experiences, expertise, technical assistance and the promotion of an evidenced based approach.



Figure 1

Supply reduction is an essential component of a well-balanced strategic approach to drug control. The Supply Reduction Strategy is therefore a critical component of the National Drug Policy and its success is dependent on the continuous engagement of stakeholders from the following sectors; **law enforcement, defence, customs, immigration, foreign policy, health, education, social sector, finance, education, labour and energy.**

Where are we now?

The expansive nature of the harm done by the trade in illegal drugs has made illicit drugs and associated criminal activity critical problems. Today, traditional lines of demarcation, differentiating producer, transshipment and consumer States have been blurred, with countries in the Caribbean region no longer being only transit points, but consumers of drugs (although still at far lower per capita rates than the United States and Europe). As countries continue to grapple with the supply and demand of illicit drugs, organized crime has revolutionized, and is characterized by increasing violence, money laundering and corruption, delinquency and public nuisance, all of which undermine social stability, economic growth, public health and safety.

Trinidad and Tobago has seen a noticeable increase in the level of criminal activity both directly linked and as a consequence of the illicit drug trade. Crimes associated with the supply of drugs are characterised by violence in the acquisition of drugs or money, collusion, and the deterrence of new players in the market among local gangs. The consequence of this illicit drug market is the increase in the number of criminal offences, especially murders and gang related activity involving illegal firearms and a willingness by vulnerable persons to participate in other illegal activity.

Over the past seven years, Trinidad and Tobago has had varied success in stemming the illicit supply of narcotics drugs, with cocaine and marijuana being the two major types of drugs that continue to pose a serious threat. Data has shown that within the same period, heroin has been intercepted sporadically while other types of narcotics, primarily pharmaceuticals, over the counter (OTCs) and synthetic drugs have not been targeted by local law enforcement authorities; however there is growing concern that access to such narcotics can lead to a problem of potential misuse.

TRINIDAD AND TOBAGO AS A TRANSHIPMENT POINT

Trinidad and Tobago has been traditionally identified as a transshipment point for illegal narcotics and other types of illicit substances. As part of the Eastern Caribbean Corridor for cocaine trafficking¹³, the drug is transited from South America to Trinidad and Tobago moving north through the Leeward Islands towards North America and Europe. The majority of cocaine that is transshipped through the island is produced and exported from Colombia (frequently traversing Venezuela) and neighbouring Latin American countries. Emerging trends suggest that cocaine transshipment routes have expanded to China, Africa, Thailand, United Kingdom and Australia, while Europe, North America and other Caribbean islands remain popular destinations.

Although marijuana is cultivated in Trinidad and Tobago, there has been an increase in the importation of more potent strains from St. Vincent and the Grenadines, Jamaica, Venezuela, Colombia and the United States.

While drug traffickers use every means at their disposal to move drugs through the trafficking corridors, maritime transportation is commonly used in the Caribbean Basin. Traditionally, larger vessels, such as containerized cargo¹⁴; pirogues, 'go fast boats' as well as pleasure crafts (yachts) have been used as the main means by which illegal substances are transported between the South American continent and Trinidad and Tobago.

The country's major ports of entry continue to be used as transit points with passenger and trading vessels and crafts being the main modes of transport. At the country's major airports drugs have been concealed in luggage and other parcels as well as through the '*rip -on /rip off*'¹⁵ methods. Drug mules/ swallows continue to be utilized to transport illicit drugs undetected from Trinidad and Tobago with the majority destined for Europe. Although there has been a remarkable decrease in this method within the latter half of the period, law enforcement officials have detected a shift in the type of drug concealed, from cocaine to marijuana pellets. As border initiatives impede trafficking activities at these ports, trends have shifted to an

¹³ Drugs departing South America through the Caribbean flow through three distinct corridors: 1) the Central Caribbean Corridor, which includes the islands of Jamaica, The Bahamas, Haiti, the Dominican Republic and Cuban territorial waters; 2) the Eastern Caribbean Corridor which starts in Trinidad and Tobago and moves north through the Leeward Islands; and 3) the ABC Corridor which includes the islands of Aruba, Bonaire and Curacao.

¹⁴ Utilization of methods such as: (i) opening of seal by drill machine; (ii) opening of case seal by ratcheting; (iii) opening of container door by drill bolt; (iv) concealment in hull or different compartments etc.; (v) various food items used to conceal drugs, particularly perishable goods.

¹⁵ Rip on - rip off: Illicit drugs shipped through airports using people as drug mules, or through airfreight, which is placed on aircraft by "rip-on" teams (e.g. baggage handlers, airport staff). The baggage bypasses custom and security checks and, on arrival, will be "ripped-off" using criminal organizations at the other end.

increase in the use of airmail and courier services by foreign and local nationals residing in Trinidad and Tobago.

The abuse of legitimate commercial trade for the purposes of illicit drug trafficking and other organized crime activities such as money laundering and illicit firearms trafficking, continue to plague this country. While the majority of imports and exports are legitimate, a small number of air and sea cargo vessels, which have been used to tranship illicit drugs, have been intercepted both locally and internationally. Although interception tactics by law enforcement agencies have detected more illicit drugs concealed in air cargo, larger quantities of drugs have been found in sea cargo containers.

LOCAL PRODUCTION AND CULTIVATION

Marijuana

Although marijuana is imported from external sources there is still the issue of local cultivation. Between 2005 and 2012, it is estimated that yearly, over 133 fields of marijuana have been detected and destroyed as a result of eradication exercises, with an average of over 13 hectares destroyed. Spatial analyses on the cultivation of marijuana revealed that cultivation has been concentrated in remote forested areas in the south and northeastern regions of Trinidad and the northern and eastern regions of Tobago. Such areas are more preferable for cultivation of large quantities due to the remoteness of location and fertility of the land. Although there have been sustained eradication exercises, over the years, potential replanting continues to be an area of concern.

Cocaine and Other Drugs

To date, there have been no reported cases of the production of cocaine and other types of drugs produced synthetically in Trinidad and Tobago. Nevertheless, there is a continuation of reported cases of imported cocaine in its hydrochloride form (powdered form) being transformed into 'crack'¹⁶ for retail sale and local consumption. This has marked a growing concern for local authorities as it poses a further threat to public health and security.

Moreover, given Trinidad and Tobago's large petrochemical sector and its location to cocaine producing countries, the diversion of precursor chemicals for the illicit manufacturing of narcotics is an important aspect that continues to be monitored. However, to date the authorities have not uncovered any evidence to suggest attempts at the diversion of precursor chemicals or the operation of clandestine laboratories.

THE RESPONSE

The previous strategy contained a number of reactive and proactive institutional, legislative and tactical/operational counter measures to reduce the illegal drug trade and its related activities. Some measures have been implemented, while others are on going.

¹⁶ Crack is a solid hard white rock or flaky material, smokeable form of cocaine. It is a freebase form of cocaine that can be made using baking soda (sodium bicarbonate) or sodium hydroxide, in a process to convert cocaine hydrochloride (powder cocaine) into freebase cocaine. Terminology and Information on Drugs, United Nations, Second Edition, 2003

INSTITUTIONAL FRAMEWORK

Trinidad and Tobago's antidrug initiative relies heavily on a network of agencies, representing Government, law enforcement and civil society, with highly trained human resources, enhanced technical capabilities and a strong legislative framework.

At the policy level, the National Drug Council (NDC), the National Alcohol and Drug Abuse Prevention Programme (NADAPP) and the Strategic Services Agency (SSA), continue to monitor, evaluate and co-ordinate drug supply and demand programmes and initiatives. These agencies interface regularly and work hand in hand with primary and secondary drug control units, government ministries and NGO's.

At the operational level, agencies such as the Trinidad And Tobago Police Service (the Organized Crime, Narcotics and Firearms Bureau (OCNFB); the Trinidad and Tobago Coast Guard and Air Guard; the Customs and Excise Division and the Immigration Department continue to be responsible for the implementation of drug supply reduction programmes and initiatives. To support their activities, other key agencies¹⁷ have undergone capacity development; subsequently strengthening their countermeasures to adequately respond to challenges posed by illicit drug trafficking and related crime.

To further strengthen drug interdiction countermeasures, the Government established the Financial Intelligence Unit (FIU) of Trinidad and Tobago and the Financial Investigations Branch¹⁸. These institutions target the proceeds of crime and property used to commit crimes and effectively seek to disrupt organized crime. They have enhanced domestic measures to ensure that profits derived from these illicit activities do not serve to undermine legitimate businesses and financial and political institutions.

LEGISLATION ENFORCEMENT AND CONTROL

A number of supplementary and substantive pieces of legislation have been amended and enacted to provide law enforcement with additional tools to combat illicit drug related activity. To ensure that institutions are not subject to dealing with dirty money , Trinidad and Tobago strengthened its anti money-laundering regime with amendments to the Proceeds of Crime Legislation, the enactment of FIU Legislation and other legislative measures¹⁹.

To enhance further measures in the fight against the societal ills associated with the drug trade, legislation has been enacted to treat with gangs and such criminal groups (Anti-Gang Act, 2011); and other forms of transnational organised crime such as the trafficking and smuggling of humans across borders (Trafficking in Persons Act, 2011).

To aid in the investigation of such complex crimes and assist in the process of justice to deal with all crime, other pieces of legislation have been instituted, such as, inter alia, the Interception of Communications Act 2010, the Administration of Justice Act 2011 and the Bail Amendment Act 2011.

¹⁷ National Security Council; Criminal Tax Investigation Unit, Criminal Gang Intelligence Unit; Trinidad and Tobago Prisons Service, Forensic Science Centre, Airports Authority, Port Security, Central Authority, Judiciary

¹⁸ A specialised department within the Trinidad and Tobago Police Service mandated to investigate money laundering and the financing of terrorism.

¹⁹ Financial Obligation Regulations (2010); Financial Obligation Terrorist Financing Regulations (2011); Financial Intelligence Unit 2009; Financial Intelligence Unit Regulations (2011); Anti-Terrorism Amendment Act 2011

COOPERATION AND COLLABORATION REGIONALLY AND INTERNATIONALLY

During the period of the life of the last Strategy, law enforcement has had successes, in particular, where activities included cooperation amongst agencies either locally or internationally.

Having ratified three United Nations Conventions relating to drugs; signatory to the United Nations Convention against Transnational Organized Crime and the Convention against Corruption, Trinidad and Tobago continues to work with international and regional law enforcement agencies in this regard.

Trinidad and Tobago continues to participate in the international fora, taking an active role in the United Nations, the Commission on Narcotic Drugs (CND) and other sub agencies that deal with drug trafficking and other transnational organized crime; Heads of National Drug Law Enforcement Agencies (HONLEA); and the European Union through the Coordination and Cooperation Mechanism on Drugs, Latin America and the Caribbean (CELAC)²⁰. Moreover, the country's participation in the World Customs Organization (WCO) provides the Customs and Excise Division with the requisite expertise for coordination of international agreements with carriers and trade organizations, as well as technical assistance and training for member customs organizations.

On the regional front the country continues to cooperate and participate in activities, arising out of hemispheric agreements, actively participating in Organization of American States (OAS), Inter-American Drug Abuse Control Commission (CICAD), Caribbean Community (CARICOM) and Caribbean Financial Action Task Force (CFATF).

This cooperation extends beyond joint operations and active participation in the international and regional fora. It includes mutual legal assistance in criminal matters, as well as training and resource development.

Challenges

Arising out of information gathered on achievements over the period: 2005 to 2012, and mapping the current drug landscape, a number of issues have emerged for consideration. During the period of the last strategy, despite the fact that a number of objectives were achieved, many challenges still remain:

1. Lack of coordination: Although there have been efforts to work at an interagency level to address common areas of concern, each agency continues to focus on the issues relevant to its own mandate. It is important to note, that while agencies address their

²⁰ The principal European Union forum dealing with illicit drug trafficking and related crimes in the bi-region.

own priorities, sufficient attention should be paid to coordination at the interagency level to ensure alignment with the overall strategy.

2. Porosity of borders: Although there have been a concerted effort to enhance the technical capabilities of border control officers as well as efforts to improve infrastructure, the nation's borders remain highly vulnerable to the movement of illicit goods.
3. Need for continuous enforcement of legislation: Trinidad and Tobago has enacted robust legislation to treat with illicit drug trafficking and related criminal activities, however, there is the need for continuous enforcement of such legislation to ensure that criminal activities are curtailed.
4. New types of drugs and emerging trends: Although fairly unknown as to their impact nationally, newly expanding markets and new types of drugs such as synthetic drugs, require strengthening of the country's knowledge base and research capabilities to provide insight and development of proper policy responses.
5. Understanding the role of young persons in the drug trade: The level of involvement of young persons, specifically young males within the age group of 25-35 engaging in illicit activities, necessitate a proactive approach through the promotion of alternative activities for all young persons and "at risk groups".
6. Monitoring and control of precursor chemicals and controlled drugs: the continuous monitoring of international trends, consistency in training modules offered to relevant stakeholders and a robust legislative regime for the prevention of the diversion of precursors chemicals and monitoring of controlled drugs are key areas of deficiencies domestically. Furthermore, the monitoring and control processes across the relevant agencies for precursor chemicals and controlled drugs are not consolidated and therefore require a homogenous approach, inclusive of the utilization of relevant information systems across all key stakeholders to enhance current efforts.
7. Illegal firearms: impeding the flow of illegal firearms among criminal organizations involved in drug trafficking is essential to limiting the violence that affects the daily lives of citizens. This requires a number of control measures that, to date, have not been fully implemented or adopted.

Reviewing the past seven years and examining where we are now, has provided a platform for building a new Supply Reduction Strategy and re-engineering the approach to tackling the drugs problem in Trinidad and Tobago. It has also revealed the need for actions and initiatives to be evidence-based. Through continuous monitoring and evaluation, actions and initiatives will be redefined to ensure that supply reduction results in minimizing harm and limiting the problems arising from drug availability.

National Supply Reduction Strategy

Part 2



PART TWO

THE NATIONAL SUPPLY REDUCTION STRATEGY 2013-2023

THIS SECTION OF THE DOCUMENT SETS OUT IN ITS ENTIRETY THE OBJECTIVES OF THE SEVEN PILLARS AND THE ACTIONS THAT WILL GUIDE TRINIDAD AND TOBAGO'S APPROACH TOWARDS SUPPLY REDUCTION.

THE OBJECTIVES UNDER EACH PILLAR AND ACTIONS HIGHLIGHTED THEREIN ARE TO PROVIDE ALL STAKEHOLDERS WITH A CLEAR RATIONALIZATION OF THE ACTIONS NECESSARY TO FULFIL THE OVERARCHING OBJECTIVE OF THE STRATEGY.

PILLAR ONE: SUPPLY REDUCTION

The focus of this pillar is to provide action and initiatives to not only reduce the supply of illicit drugs but also to reduce the accessibility and availability within Trinidad and Tobago. In order to combat the supply of illicit drugs it is important to target all stages of the supply chain from actions aimed at preventing cultivation, production, transshipment and the point of supply to consumers and reducing its harmful effects within the community.

Reducing the supply of illegal drugs in Trinidad and Tobago requires protection at our borders to prevent and disrupt importation and exportation of illegal drugs as well as reducing their cultivation and distribution. While interdiction and border control at the national level remain vitally important in controlling the importation of illegal drugs, Trinidad and Tobago must continue to develop and maintain strong international partnerships which will assist in the enhancement of border management capabilities locally as well as regionally.

Since the illicit drug market is not constrained by these measures, information sharing and coordinated approaches are needed to stem emerging markets and detect new trends in the supply of illicit drugs at all stages of the supply chain targeting external suppliers, interception at the borders, investigation and prosecution of domestic producers, manufacturers and suppliers.

The supply reduction pillar forms a main facet of the supply reduction strategy. It is intended to describe the methods to be employed to develop mechanisms and implement initiatives aimed at disrupting and reducing the supply and availability of illicit drugs. This pillar is underpinned by the principles of coordination and cooperation, research and capacity building.

STRATEGIC AIM: To vigorously disrupt and significantly reduce the illicit supply²¹ of drugs and prevent the emergence of new markets within and across Trinidad and Tobago's borders.

Objective 1: Facilitate a significant reduction and subsequent elimination of illicit cultivation, supply and availability of drugs in communities through sustainable and effective action.

Actions:

²¹ Supply pertains to all levels of the supply chain, which will include illicit cultivation, production, manufacturing, trafficking and distribution.

- a. Conduct comprehensive surveys of domestic illicit drug production, manufacture, cultivation and supply with the objective of developing policy measures to guide law enforcement initiatives.
- b. Promote sustainable and effective measures to reduce illicit crop cultivation and drug production.
- c. Promote the implementation of alternative, integral and sustainable development policies and social sector programmes that will provide viable alternatives to “at risk population” involved in illicit activities.
- d. Tackle and reduce community drug problems through a co-ordinated, interagency approach.

Objective 2: *Prevent the entry and exit of illegal drugs across Trinidad and Tobago’s territorial borders through strengthened detection and interception initiatives.*

Actions:

- a. Encourage and participate in bilateral, regional and multilateral co-operation initiatives to improve intelligence and operational effectiveness.
- b. Strengthen powers of detection and interception at the nation’s borders (land, sea and air) through upgrading of equipment and technologies as well as promoting specialized training initiatives among operational personnel in relation to the size and complexity of the problem.
- c. Enhance intelligence and analytical support for operational and intelligence arms with the aim of suppressing illicit drug trafficking.
- d. Increase and improve surveillance, monitoring and interdiction at the nation’s ports of entry.
- e. Conduct strategic assessments addressing the current and emerging routes and threats associated with drug trafficking and related criminal activity along Trinidad and Tobago’s borders and in the region.

Objective 3: *Facilitate the establishment of mechanisms to detect new trends and subsequently prevent the emergence of new markets and the expansion of existing markets for the supply of illicit drugs.*

Actions:

- A. Develop mechanisms that contribute to the early identification and monitoring of new and emerging trends in the illicit supply of drugs.
- b. Improve intelligence capacities among operational stakeholders to facilitate a comprehensive assessment of domestic drug threats, which could lead to predicting new trends and enabling early and timely reaction to new modalities of illegal drug trafficking.
- c. Promote the exchange of intelligence among national, regional and international stakeholders to address adequately the changing nature of illicit drug trafficking.

PILLAR TWO –CONTROL MEASURES

Drug trafficking networks, once established, are not usually averse to profiting from activities such as arms trafficking and the diversion of precursor chemicals. The involvement in these

activities creates another problem involving money laundering, as profits from criminal activity need to be carefully concealed.

Control Measures as a body of proactive, preventative and enforcement measures, are an extension of supply reduction where initiatives are designed to mitigate against all forms of criminal activities that may be linked to the illicit trafficking of narcotics and psychotropic substances.

Implementing a robust regime of control measures will assist in the prevention of the diversion of chemical substances in the manufacture of illegal drugs; the disruption of the financial activity of those involved in illicit drug trafficking and other related crime; and combatting the illicit trafficking of arms that perpetuate the violent crimes that are a consequence of and related to the illegal supply of drugs.

The implementation of control measures in Trinidad and Tobago will focus on legal, institutional, and operational/tactical measures which will assist in suppressing illicit drug trafficking and related crimes. This approach promotes interventions that will suppress illicit drug trafficking and related crimes, control of the laundering of proceeds of drug trafficking and prevent the access to firearms and reduce the incidences of violence and other criminal activities.

STRATEGIC AIM: Promote effective legislative controls, institutional and law enforcement measures and policy to mitigate against illicit drug trafficking and its related crimes.

Objective 1: Strengthen control measures to prevent the diversion of precursor chemical substances for the illicit manufacture of synthetic and plant based drugs and promote the monitoring of controlled drugs

Actions:

- a. Enact and reinforce legislative measures for the effective monitoring of precursor and chemical substances, pharmaceutical products with psychotropic properties, bearing in mind the use of new chemical substances for illicit drug manufacturing.
- b. Establish institutional measures for the effective monitoring of precursor and chemical substances, pharmaceutical products with psychotropic properties, bearing in mind the use of new chemical substances for illicit drug manufacturing.
- c. Promote the implementation of training programs on an on-going basis to enhance the capacities of persons responsible for the control and monitoring of precursor chemicals.
- d. Facilitate the timely exchange of information through the use of relevant information systems.
- e. Promote awareness and strengthen relationships among responsible agencies and public/national stakeholders in preventing the diversion of precursor chemicals.

Objective 2: Strengthen control measures to reduce the incidence of money laundering through the detection, investigation and prosecution of money laundering.

Support the primary agencies to ensure compliance with Financial Action Task Force and Caribbean Financial Action Task Force (CFATF) Recommendations to:

Actions:

- a. Reinforce legislative measures for the prevention and control of money laundering in a targeted way fully utilising the provisions that allow for the combating of money laundering.
- b. Strengthen institutional measures in matters of prevention, detection, investigation, prosecution and control of money laundering.
- c. Strengthen mechanisms for effective cooperation and exchange of information among anti-money laundering stakeholders locally and internationally.
- d. Promote the establishment of the relevant national agency to manage confiscation, forfeiture and disposal of assets utilized in illicit drug trafficking and money laundering.
- e. Promote awareness and strengthen relationships among responsible agencies and public/national stakeholders in preventing the incidence of money laundering.

Objective 3: Strengthen control measures to reduce the illicit manufacturing of and trafficking in firearms, ammunition, explosives and other related materials associated with illicit drug trafficking, other related criminal activities and violence.

Actions:

- a. Review and implement domestic legislation and control measures to treat with the illicit manufacturing of and trafficking in firearms, ammunition, explosives and other related materials.
- b. Promote the enforcement and compliance of international protocols and conventions to reduce the illicit manufacturing of and trafficking in firearms, ammunition, explosives and other related materials.
- c. Strengthen national mechanisms which facilitate the tracing of illicitly trafficked, diverted and seized firearms that would include ballistics identification, with a view to promoting mechanisms for information exchange.
- d. Continue capacity building initiatives to enhance technical expertise through training of law enforcement personnel and others from responsible agencies in the areas of investigative techniques, concealment methods, identification and destruction of firearms and their component parts.
- e. Enhance operational and enforcement measures through collaborative initiatives with the relevant stakeholders to combat other illegal activities related to the illicit manufacturing of and trafficking in firearms.
- f. Increase coordination and collaboration among law enforcement agencies in order to identify and investigate possible links between criminal groups and networks involved in illicit trafficking of drugs and the illicit manufacturing of and trafficking in firearms.
- g. Promote the cooperation of Non-Governmental Organizations (NGO) and awareness in state-led initiatives regarding the combatting of the illicit manufacturing of and trafficking in firearms, ammunition, explosives and other related materials.

PILLAR THREE- TRANSNATIONAL ORGANIZED CRIME

Transnational Organized Crime exploits the interrelated nature of trading, transportation, and transactional systems that move people and commerce throughout the global economy and

across its borders posing a threat to national security. Transnational organized crime involves essentially all profit-motivated criminal activities with universal implications. Illicit drug trafficking, illegal firearms trafficking, human trafficking and migrant smuggling, cybercrime, financial crimes, identity fraud and the illicit trade in counterfeit products are some of the ways in which transnational organized crime manifests itself within the hemisphere. Criminal networks involved in these types of crimes, have become more fluid, using increasingly sophisticated tactics to conduct their illicit activities, which thrive on instability, corruption and poor governance.

Drug trafficking and its linkages with other illegal activities must be understood and addressed from an integrated and comprehensive perspective in order to suppress and deprive organized crime networks of their enabling means and infrastructure and reduce the threat it poses to citizen safety, national security, and governance.

The inclusion of a transnational organized crime pillar is essential to the Strategy as transnational organized crime in all its manifestations is inextricably linked to illicit drug trafficking. The aim of this pillar, therefore, is twofold: firstly, understanding the link between transnational organized crime and the illicit trafficking of drugs locally, and secondly, to develop interventions that will deal with such connections giving the optimum results.

STRATEGIC AIM: Promote a comprehensive approach to tackling transnational organized crime through robust legislation, strengthened institutional capacity, enhanced administrative controls and a proactive law enforcement approach.

Objective 1: To comprehensively understand and address the nexus between drug trafficking and all illicit activities related to transnational organized crime

Actions:

- a. Improve the collection and analysis of information and data on the scope and magnitude of the linkages between illicit drug trafficking and transnational organized crime.
- b. Enhance intelligence collection, analysis, and intelligence exchange among law enforcement agencies to more readily identify the links between drug trafficking and others forms of transnational organized crime.

Objective 2: To implement the necessary legal, institutional and administrative measures to combat all forms of transnational organized crime

Actions:

- a. Review and implement domestic legislative measures and policies to align with the obligations in the Palermo Convention²² and other related international instruments.
- b. Promote meetings between points of contact/ stakeholders/law enforcement and other agencies to continuously discuss topics and emerging trends related to transnational organized crime.

²²The remit of the United Nations Convention against Transnational Organized Crime (Palermo Convention 2000) and its supporting Protocols (Protocol to Prevent, Suppress and Punish Trafficking in Persons, Especially Women and Children, supplementing the United Nations Convention against Transnational Organized Crime, Protocol against the Smuggling of Migrants by Land, Sea and Air, supplementing the United Nations Convention against Transnational Organized Crime, Protocol against the Illicit Manufacturing and Trafficking in Firearms, Their Parts and Components and Ammunition) as well as the Inter-American Convention against Terrorism subsumes a full gamut of countermeasures that cover money laundering, firearms control, border security, human trafficking ; areas that are no longer exclusive to drug trafficking itself.

- c. Strengthen the institutional capacity of all relevant national stakeholders to combat all forms of transnational organized crime.

Objective 3: To facilitate measures to detect and subsequently dismantle organized criminal groups and networks within Trinidad and Tobago

Actions:

- a. Increase coordination and collaboration among law enforcement agencies in order to identify and investigate possible links between criminal groups and networks involved in illicit trafficking of drugs and all forms of transnational organized crime.
- b. Seek training opportunities to improve the skills and knowledge base of law enforcement personnel on the issues related to transnational organized crime.
- c. Develop greater synergies and evidence gathering capabilities among intelligence personnel ensuring their efforts directly support operational law enforcement needs.

Objective 4: To strengthen mechanisms to enhance legal, administrative and enforcement measures to reduce the incidence of corruption and corrupt practices that facilitate involvement in organized crime and illicit drug trafficking.

Actions:

- a. Formulate/ Review a National Anti- Corruption Strategy that will seek to re-evaluate the legislative and administrative framework within which corruption is fought.
- b. Fully implement the provisions of all relevant Anti-Corruption Conventions²³.
- c. Develop mechanisms to prevent, detect and prosecute persons involved in criminal and other offences covered under the wide range of acts of corruption.
- d. Strengthen national agencies responsible for anti-corruption measures through the provision of specialist training, technical assistance and expertise.

PILLAR FOUR -CAPACITY BUILDING

The term capacity building refers to the means by which skills, experience, technical and management capacity are developed within an organizational structure (contractors, consultants or contracting agencies) - often through the provision of technical assistance, short/long-term training, and specialist inputs (e.g., computer systems). The process may involve the development of human, material and financial resources²⁴.

Capacity building is one of the four crosscutting themes within the National Strategy. In order to reduce the cultivation, production, manufacture and supply of illicit drugs and to combat transnational organised crime in all its manifestations; it is necessary that all institutions and agencies are adequately resourced and have the requisite capacity.

STRATEGIC AIM: To strengthen institutional and law enforcement's overall capacity to counter the illicit supply of drugs, reduce related transnational organized crime and to become more proactive in responding to the changing drug landscape.

²³ United Nations Convention Against Corruption, United Nations Convention Against Transnational Organized Crime, Inter-American Convention Against Corruption.

²⁴ OECD Glossary of statistical terms, Source: Employment-Intensive Investment Programme (EIIP), International Labour Organisation.

Objective 1: Source funding, technical assistance and training opportunities locally and internationally to advance Trinidad and Tobago's supply reduction programme

Actions:

- a. Conduct on-going needs assessment to identify gaps and establish priorities in technical skills and assets within stakeholder and law enforcement agencies.
- b. Maintain an inventory of all training undertaken to assist in the evaluation of training and identification of opportunities for training among relevant stakeholders.
- c. Source funding and technical assistance from regional and international organizations, which will address gaps and institutional priorities.
- d. Promote training to ensure improved competence on the part of all stakeholders involved in the prevention and control of drug related problems.

Objective 2: Strengthen institutional capacity of agencies involved in the supply reduction strategy

Actions:

- a. Build capacity through the effective organization and understanding of roles and responsibilities of agencies involved in the supply reduction programme to remove duplication of efforts.
- b. Allocate appropriate resources towards the improvement of human resource development among all stakeholders.
- c. Ensure adequate appropriation of funds for activities associated with the supply reduction strategy.

Objective 3: Strengthen the Criminal Justice System to adequately meet the needs of the current supply reduction strategy

Actions:

- a. Review and implement institutional, administrative and legislative measures to enhance the criminal justice system.
- b. Encourage specialized training among judicial and other criminal justice personnel in techniques for countering illicit drug trafficking, money laundering, corruption, precursor chemical diversion, and other illicit activities.
- c. Continue to improve technical and human resource capacities to promote the expeditious handling of cases.
- d. Promote the utilization of the Drug Treatment Court and alternative sentencing for the purposes of reducing the magnitude of drug offence cases and reducing the rate of recidivism among drug offenders.

PILLAR FIVE- CO-ORDINATION AND COOPERATION

Supply reduction has both domestic and international dimensions. At the domestic level , controls include interdiction and border activities while internationally, supply reduction includes building consensus; strengthening bilateral, regional, and global relationships; coordinated investigations; interdiction; control of precursors; anti-money-laundering initiatives; illicit crop substitution and eradication; alternative development; strengthening public institutions and foreign assistance.

In order to obtain successful implementation of programmes and activities aimed at controlling illicit drug trafficking and the development of strong international partnerships, a coordinated and integrated approach is needed.

Trinidad and Tobago must pursue the implementation of its supply reduction strategy that is based on themes of cooperation and coordination amongst national agencies and its participation in international law enforcement activities, such as those coordinated by, inter alia, United Kingdom's Serious Organized Crime Agency (SOCA), United States' Drug Enforcement Agency (DEA) and United Nations Office on Drugs and Crime (UNODC).

Cooperation and Coordination is a cross cutting pillar within the Strategy. It is imperative to the success of any strategy.

STRATEGIC AIM: To intensify partnerships between and among stakeholders, nationally, regionally and internationally using existing instruments and new frameworks to reduce the supply of illicit drugs and related transnational organized crime.

Objective 1: Strengthen relationships among local agencies and bodies to facilitate a systematic coordinated national approach to implementing the supply reduction strategy.

Actions:

- a. Implement a structure that facilitates the exchange of information and intelligence and sharing of resources amongst national drug enforcement agencies.
- b. Strengthen law enforcement cooperation at the strategic and crime prevention levels, to enhance operational activities to counter illicit drug trafficking, money laundering, corruption, precursor chemical diversion, and other illicit activities.

Objective 2: Strengthen relationships with regional and international partner agencies and bodies to facilitate a coordinated national approach to implementing global strategies addressing the world drug problem.

Actions:

- a. Promote a more coordinated, effective and visible involvement in various international fora to enhance and promote a balanced approach to the drug problem.
- b. Strengthen relationships with regional and international law enforcement agencies to improve cooperation and operational activities.
- c. Promote and encourage the exchange of best practices and lessons learned to address the drug problem with respect to supply reduction and control measures and the nexus between illicit drug trafficking and transnational organized crime.
- d. Collaborate with international partners to strengthen counterdrug measures aimed at disrupting the illicit drug trade and related criminal activities.

Objective 3: Promote measures to facilitate judicial cooperation and mutual legal assistance in the field of drug trafficking and transnational organized crime.

Actions:

- a. Seek to rigorously adhere to the provisions of relevant bilateral, regional and international agreements on judicial cooperation.
- b. Enhance legislative measures nationally to permit judicial cooperation and mutual legal assistance in criminal matters (extradition, investigations, reciprocal judicial assistance).
- c. Continue and strengthen collaborative efforts with foreign law enforcement agencies using the existing and emerging legal tools to sustain and improve mutual legal assistance in the field of drug trafficking and related crimes.

PILLAR SIX-RESEARCH

The aim of the research pillar is to inform the approach to tackling the drug problem and related criminal activities. This pillar is underpinned by the principle that policy must be based upon rigorous evidence and data; which are undeniably relevant to developing and implementing sustainable and pertinent drug policy. This evidenced –based approach not only provides a basis for proper diagnosis, but a mechanism that will guide the continuation of policies and programmes that have been proven to be effective.

Identification of the scope and magnitude of the drug problem through the collection of timely and accurate data on various aspects of the drug problem, e.g. prevalence, populations affected, the latest drug trafficking trends, are critical to both policy formulation and policy implementation and evaluation.

This will include the conduct of robust independent and collaborative research on the following:

- Supply and abuse of drugs and their impact on society;
- The impact of national policies and programmes as they relate to the suppression of illicit drug trafficking and other related criminal activities;
- The emergence of new trends internationally and locally and the impact and applicability of countermeasures to these new trends; and
- Improving information systems and analytical methods geared towards utilizing relevant and critical indicators, which would produce accurate information for the development of appropriate policies.

STRATEGIC AIM: To apply a systematic approach to research on the drug problem and its negative impact on society and promote the collection of valid, timely and comparable data with the aim of developing evidence-based policies.

Objective 1: Promote a clinical, epidemiological and criminological approach to research to improve the knowledge base and knowledge infrastructure

Actions:

- a. Development of a research agenda identifying priorities for the Supply Reduction Programme.
- b. Source information from various stakeholders to assess the extent and scope of the drug problem.
- c. Collaborate research efforts among relevant stakeholders to identify priority areas for new research and studies that contribute to the identification and monitoring of emerging issues and trends.
- d. Promote the dissemination of findings that influence the creation of practical and evidenced-based policies and programmes to address the drug problem.

Objective 2: Strengthen research capabilities and establish information gathering systems with common methodologies

Actions:

- a. Improve (national and institutional) information systems and mechanisms for proper collection, analysis and dissemination of information on the drug problem.

PILLAR SEVEN - MONITORING AND EVALUATION

The overarching objective of the Strategy is to provide long-term strategic direction on drug supply and control measure interventions to attain a substantial improvement in the security of its citizens as well as ensure the social and economic development of the country.

The evaluation of the National Supply Reduction Strategy 2013-2023 serves to ascertain the impact of measures/ actions, which are being carried out to achieve the objectives outlined. This should take the form of a constant monitoring and feedback process ensuring implementation, and adjustment where needed. Constant monitoring and evaluating will give indications about the appropriateness and efficacy of the Strategy and its related action plan. It is imperative therefore; that strong mechanisms be established to measure to what extent the activities identified are contributing to disrupting the supply of illegal drugs. This involves evaluating drug law enforcement efforts, their punitive results and their practical effects. It is also aimed at ensuring, through annual assessment, progress and maximum utilization of resources, both human and physical, at both the programme and strategic level.

STRATEGIC AIM: To promote the implementation of a robust National Supply Reduction Strategy through on-going monitoring and evaluations of existing policies, initiatives and programmes.

Objective 1: Promote annual evaluations of the National Supply Reduction Strategy based on performance measures that would indicate progress in disrupting the illicit supply of drugs and the minimization of drug related harm.

Actions:

- a. Design, develop and strengthen monitoring and evaluation mechanisms which indicate the progress and status of implementation of actions.

- b. Conduct needs assessments in order to inform the design, strengthening and updating of national policies that fall within the supply reduction strategy.
- c. Promote stakeholder participation in the evaluation process.
- d. Identify the roles and responsibilities of all stakeholders to ensure proper alignment of agency specific goals and initiatives with the strategic priorities of the supply reduction strategy.
- e. Promote continuous review and assessment of all counter drug measures and regular progress reporting to identify and address policy issues that impact the implementation of the Supply Reduction Strategy.

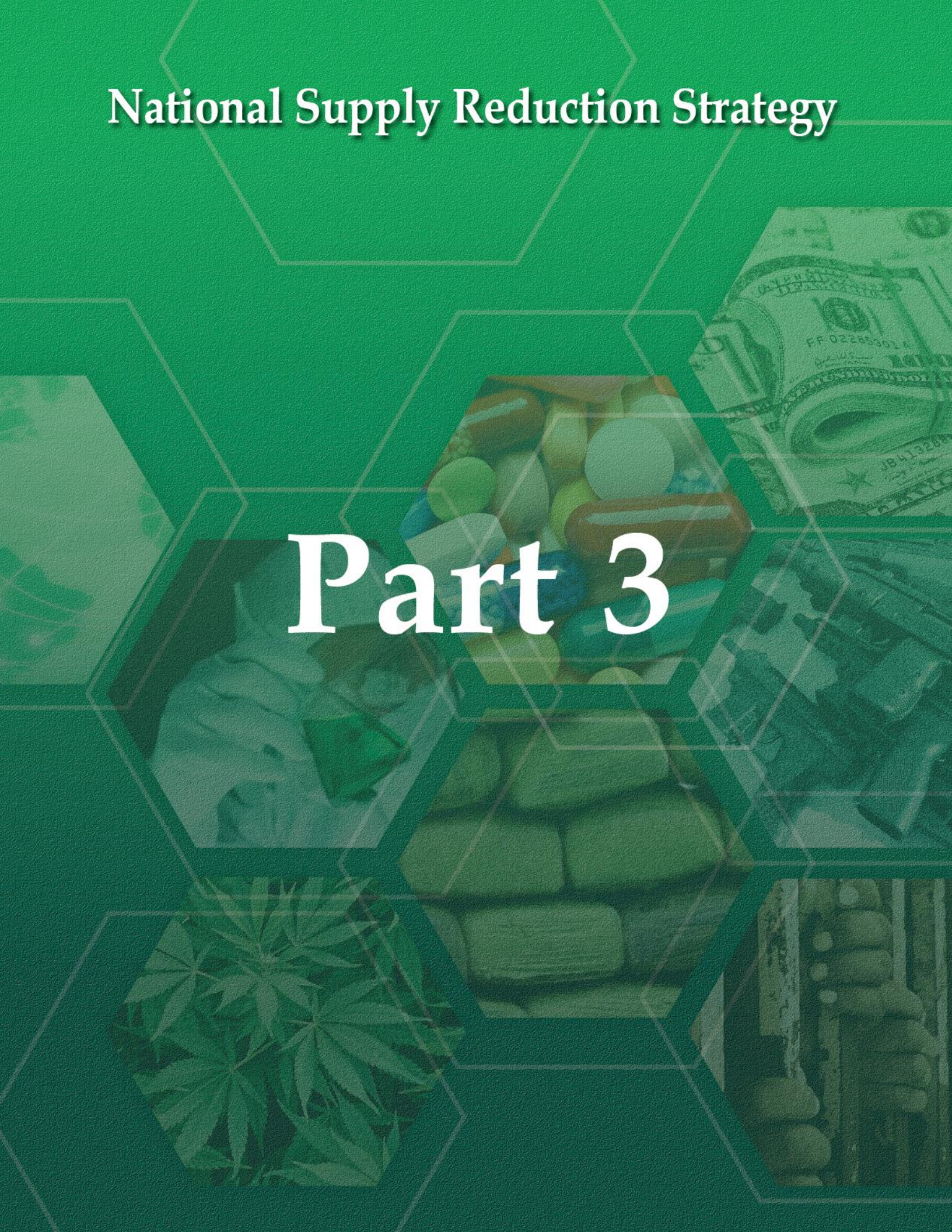
Objective 2: Facilitate the continuous fulfilment of Trinidad and Tobago's regional and international obligations as they relate to counterdrug and transnational organised crime matters.

Actions:

- a. Monitor all international counterdrug and transnational organized crime conventions and protocols to which Trinidad and Tobago is obligated.
- b. Continuously review and update the necessary legislative instruments which seek to address newly introduced legal definitions and new forms of criminal activity and facilitate the prevention of illicit drug trafficking and transnational organized crime.
- c. Maintain an updated inventory of Trinidad and Tobago's progress in compliance with all international counterdrug and transnational organized crime conventions and protocols.

National Supply Reduction Strategy

Part 3



PART THREE

P_{ERFORMANCE} M_{EASURING}

A major component of Monitoring and Evaluation is performance measurement which will be the tool used in developing a framework for the on-going monitoring and evaluation of the overall Strategy.

Performance measurement will involve a systematic process of collecting, analysing, monitoring and/or reporting information regarding the performance of agencies/organizations, policy or programme accomplishments, particularly the level of progress towards pre-established goals.

The performance measurement framework of the Strategy provides a three-fold assessment²⁵:

- ✓ **Formative Evaluation**-which will assess how the strategy implementation is proceeding and identify where there are problems;
- ✓ **Process Evaluation**-which will ascertain whether the strategy is on track; and
- ✓ **Impact Evaluation** -which will measure whether an impact on the illicit drug trade is occurring.

To achieve identified objectives and to ensure the effective implementation of the Strategy, objectives are translated into performance indicators and assessment tools based on measures of scale (i.e. statistics on seizures, arrests and convictions etc.) and measures associated with the minimization of drug related harm and the negative impact of drug markets (i.e. drug-related crime, availability and ease of access, violence, reduced health and social harm etc.).

This three-fold evaluative approach is critical in moving away from the emphasis of simply reducing the production, supply and use of illicit drugs, to effectiveness in reducing the harm and negative impact of the supply of drugs thereby having a profound impact on the measurement of drug policy outcomes.

In strategic terms, the goal of this assessment is to guide law enforcement decision-making and government policy making with regard to current and emerging risks from illicit drug trafficking, related crimes and its effects, as well as to advise priority setting processes in relation to treating with these issues.

How will this be done?

The performance measurement framework is broken into three key processes as described in the table below.

Table 1. Performance Measurement Framework Processes

²⁵ The three types of evaluation are: Formative /developmental evaluation to optimize programme or intervention success; Process evaluation describing what is happening in the course and context of a programme; and Impact/Outcome evaluation to attribute changes in high-level outcomes (intended and unintended, positive and negative) to a particular programme or intervention. Duignan Paul. Evaluation types: Formative/developmental, process and impact/outcome: A topic article in the Outcomes Theory Knowledge Base [Internet]. Version 1. Outcomes Theory Knowledge Base. 2009 Sep 15. Available from: <http://outcomestheory.wordpress.com/article/evaluation-types-formative-2m7zd68aaz774-119/>.

Process	Description	Mechanism
Implementation	<p>This process will provide information on whether the actions are being implemented.</p> <ol style="list-style-type: none"> 1. Are the Strategy actions on track? 2. What inputs are Agencies contributing to the strategy? 3. Are financial and technical resources of Agencies aligned with actions in the strategy? Alignment of Agencies' resources (human, financial or technical) to contribute towards the successful implementation of the Strategy 	<ol style="list-style-type: none"> 1. Quarterly meetings with relevant stakeholders/ working groups (to collect information on initiatives and actions, status of programmes implemented and to promote, dialogue and feedback)
Assessment and Evaluation	<p>This process will involve the measurement of the implemented actions/initiatives</p> <ol style="list-style-type: none"> 1. Have the implemented actions been meeting their targets and objectives? 2. Are we on track to meet the FY (future year) targets? 3. Why are we not meeting targets? 4. What corrective actions can and should be taken? 	<ol style="list-style-type: none"> 1. Monitoring the Strategy via the performance measurement system 2. Assess interagency progress in achieving these objectives 3. Evaluate contributions of supply programmes with corrective actions where targets (initiatives) were not met 4. Utilize feedback from stakeholder meetings to generate annual evaluation reports.
Data Assessments	<p>Assessment of adequacy of data sources and instruments.</p> <ol style="list-style-type: none"> 1. What specialised types of data are available and are they being captured? 2. Are available data adequate to fully understand the issue? 3. Is data collected annually and 	<ol style="list-style-type: none"> 1. Evaluate and review data and data sources to determine whether the information captured is sufficient enough in meeting the objectives of the strategy.

	representative national trends?	of	

Next Steps

In order to fully implement the strategy, the following activities are proposed for consideration:

- Engagement of stakeholders and key agencies to articulate the importance of the strategy in the context of tackling illicit drug trafficking and related criminal activities in Trinidad and Tobago;
- Facilitating stakeholders in aligning their organizational goals in conformity with the seven (7) Pillars as set out in the Strategy;
- Continuing to develop and promote an evidence -based approach.

The Strategic Services Agency is committed to supporting the efforts of the National Drug Council in the supply reduction and control measures component of the National Drug Policy and Operational Plan by coordinating counter drug initiatives among relevant enforcement, legal, regulatory and financial agencies of the stakeholder community. It is the goal of the SSA, in this regard, to continue to build capacity and consolidate relationships amongst stakeholders.

In accordance with the Strategic Services Act 1995, which mandates the SSA to prepare, monitor and implement a Drug Interdiction Strategy and coordinate all matters relating to a dangerous drugs supply reduction programme, the Agency hereby presents this document as the National Supply Reduction Strategy for the period: 2013-2023.

Glossary of Terms

Ammunition – The complete round or its components, including cartridge cases, primers, propellant powder, bullets, or projectiles that are used in any firearm.

Alternative Development – A process to prevent and eliminate the illicit cultivation of plants containing narcotic drugs and psychotropic substances through specifically designed rural development measures in the context of sustained national economic growth and sustainable development efforts in countries taking action against drugs, recognising the particular socio-cultural characteristics of the target communities and groups, within the framework of a comprehensive and permanent solution to the problem of illicit drugs

Border security/ Border control – A term that describes how a country policies its borders.

Clandestine laboratory - Any makeshift laboratory used for the illicit production of any controlled substances.

Confiscation – which includes forfeiture where applicable, means the permanent deprivation of property by order of a court or other competent authority.

Control Measures: initiatives designed to mitigate against all forms of criminal activities that may be linked to illicit trafficking of narcotics and psychotropic substances. It includes preventative and enforcement measures to combat the furtherance of drug trafficking and its related illicit activities.

Controlled delivery – means the technique of allowing illicit or suspect consignments of narcotic drugs, psychotropic substances, substances in Table I and Table II annexed to the United Nations Convention against Illicit Traffic in Narcotic Drugs and Psychotropic Substances (1988 Vienna Convention), or substances substituted for them, to pass out of, through or into the territory of one or more countries, with the knowledge and under the supervision of their competent authorities, with a view to identifying persons involved in the commission of offences established in accordance with article 3, paragraph 1 of the Convention;

Convention - A general term which comprehends all kinds of contracts, treaties, pacts or agreements. It is defined to be the consent of two or more persons to form with each other an engagement, or to dissolve or change one which they had previously formed.

Crack -A solid hard white rock or flaky material, smokable form of cocaine. It is a freebase form of cocaine that can be made using baking soda (sodium bicarbonate) or sodium hydroxide, in a process to convert cocaine hydrochloride (powder cocaine) into freebase cocaine

Cybercrime- illegal activity committed via the Internet

Demand Reduction – This is a broad term used for a range of policies and programmes which seek a reduction of desire and of preparedness to obtain and use illegal drugs.

Evidenced -based policy- An approach that helps people make well informed decisions about policies, programmes and projects by putting the best available evidence from research at the heart of policy development and implementation

Freezing - This term refers to temporarily prohibiting the transfer, conversion, disposition or movement of property or temporarily assuming custody or control of property on the basis of an order issued by a court or a competent authority.

Harm minimization - strategies and actions that aim primarily to reduce the adverse health, social and economic consequences of the misuse of drugs

Initiatives: specific actions to be focused on specific programs performed at the programme level

Illicit traffic – The production, manufacture, extraction; preparation, offering, offering for sale, distribution, sale, delivery on any terms whatsoever, brokerage, dispatch, dispatch in transit, transport, importation or exportation of any narcotic drug or any psychotropic substance contrary to the provisions of the 1961 UN Single Convention on Narcotic Drugs, the 1971 UN Convention on Psychotropic Substances and the 1988 UN Convention Against Illicit Traffic in Narcotic Drugs and Psychotropic Substances

Memorandum of Understanding (MOU) - The term memorandum of understanding (MOU) is often used to denote a less formal international instrument than a typical treaty or international agreement. It often sets out operational arrangements under a framework international agreement. It is also used for the regulation of technical or detailed matters. An MOU typically consists of a single instrument and is entered into among States and/or international organizations.

Money Laundering - The conversion or transfer of property, knowing that such property is derived from serious crime, for the purpose of concealing or disguising the illicit origin of the property or of assisting any person who is involved in committing such an offence or offences to evade the legal consequences of his action

Multilateral treaty - A multilateral treaty is a treaty between more than two parties.

Mutual Legal Assistance- A process by which States seek and provide assistance in gathering evidence for use in criminal cases. Extradition is the formal process whereby a State requests the enforced return of a person accused or convicted of a crime to stand trial or serve a sentence in the requesting State²⁶

Narcotic Drugs – Any of the substances, natural or synthetic, in Schedules I and II of the Single Convention on Narcotic Drugs, 1961, and that Convention as amended by the 1972 Protocol Amending the Single Convention on Narcotic Drugs, 1961

Organized Crime – Organized crime is understood to be the large-scale and complex criminal activity carried on by groups of persons, however loosely or tightly organized, for the enrichment of those participating and at the expense of the community and its members. It is frequently accomplished through ruthless disregard of any law, including offences against the person, and frequently in connection with political corruption²⁷.

Organized Criminal Group – a group of three or more persons that was not randomly formed; existing for a period of time; acting in concert with the aim of committing at least one crime in order to obtain, directly or indirectly, a financial or other material benefit²⁸.

Party - A party to a treaty is a State or other entity with treaty-making capacity that has expressed its consent to be bound by that treaty by an act of ratification, acceptance, approval or accession, etc., where that treaty has entered into force for that particular State. This means that the State is bound by the treaty under international law.²⁹

Performance indicators - are the data, variables used to gauge progress and guide implementation of the specific objectives.

Precursor Chemical – Any substance which: can be used in any of the chemical processes involved in the production, manufacture or preparation of narcotic drugs, psychotropic

²⁶ UNODC Manual on Mutual Legal Assistance and Extradition p19.

²⁷ Fifth United Nations congress on the prevention of crime and the Treatment of Offenders, September 1975

²⁸ Article 2(a) of The United Nations Convention on Transnational Organized Crime

²⁹ See Article 2(1)(g) of the Vienna Convention 1969.

substances or substances having a similar effect; and incorporates its molecular structure into the final product making it essential for those processes;"³⁰

Proceeds – Any property derived from or obtained, directly or indirectly, through the commission of an offence established in accordance with Article 3, paragraph 1 of the United Nations Convention against Illicit Traffic in Narcotic Drugs and Psychotropic Substances (1988 Vienna Convention).

Property – Assets of every kind, whether corporeal or incorporeal, movable or immovable, tangible or intangible, and legal documents or instruments evidencing title to, or interest in such assets.

Protocol - A protocol, in the context of treaty law and practice, has the same legal characteristics as a treaty. The term protocol is often used to describe agreements of a less formal nature than that of a treaty or convention. Generally, a protocol amends, supplements or clarifies a multilateral treaty. A protocol is normally open to participation by the parties to the parent agreement. However, in recent times States have negotiated a number of protocols that do not follow this principle. The advantage of a protocol is that, while it is linked to the parent agreement, it can focus on a specific aspect of that agreement in greater detail.

Psychotropic substance – means any substance, natural or synthetic, or any natural material in Schedules I, II, III and IV of the Convention on Psychotropic Substances, 1971. They contain the properties of natural narcotics and are chemically manufactured in laboratories from chemically processed substances and preparations that are not obtained from natural sources or plants.³¹

Ratification, Acceptance, Approval - Ratification, acceptance and approval all refer to the act undertaken on the international plane, whereby a State establishes its consent to be bound by a treaty.

Serious Crime – Criminal acts constituting an offence punishable by a maximum deprivation of liberty of at least four years or a more serious penalty

Signature - Simple signature applies to most multilateral treaties. This means that when a State signs the treaty, the signature is subject to ratification, acceptance or approval. The State has not expressed its consent to be bound by the treaty until it ratifies, accepts or approves it. In that case, a State that signs a treaty is obliged to refrain, in good faith, from acts that would defeat the object and purpose of the treaty. Signature alone does not impose on the State obligations under the treaty.

Supply Reduction- A broad term used for a range of activities designed to stop the production, manufacture and distribution of illicit drugs. Production can be curtailed through crop eradication or through large programmes of alternative development. Production (illicit manufacture) is attacked directly through the suppression of illicit laboratories and/or the control of precursor chemicals, while distribution is reduced through police and customs and in some countries by military operations.³²

Synthetic Drugs – Artificially produced substances for the illicit market, which are almost wholly manufactured from chemical compounds in illicit laboratories (amphetamine, benzodiazepines).

Technical Assistance - The provision of technical expertise, which may take the forms of instruction, skills training, working knowledge, consulting services, and the transfer of technical

³⁰ Definition proposed by the OAS/CICAD during consultation on the review of the legal framework to control precursor chemicals. Based on the CICAD Model Regulations.

³¹ Article (1/r) of the United Nations Convention against Illicit trafficking in Narcotic Drugs and Psychotropic Substances, 1988, "

³² (http://www.unodc.org/pdf/report_2000-11-30_1.pdf)

data. Through technical assistance, countries are helped to increase the effectiveness of their measures to control the production, distribution and use of narcotic drugs, to reduce and eliminate drug addiction and to combat the illicit trafficking of narcotics.

Terrorism – The systematic use of terror or unpredictable violence against governments, publics, or individuals to attain a political objective.

Transnational Organized Crime-encompasses virtually all profit-motivated serious criminal activities with international implications³³

Transit State – A State through the territory of which illicit narcotic drugs, psychotropic substances and substances in Table I and Table II are being moved, which is neither the place of origin nor the place of ultimate destination thereof.

Treaty - Treaty is a generic term embracing all instruments binding under international law, regardless of their formal designation, concluded between two or more international juridical persons.

³³ http://www.unodc.org/unodc/en/organized-crime/index.html#what_organized_crime

List of Abbreviations

AML/CFT-Anti-Money Laundering Counter Financing of Terrorism
CARICOM – Caribbean Community
CARICOM IMPACS- Caribbean Community Implementation Agency for Crime and Security
CICAD – Inter American Drug Abuse Control Commission
CFATF - Caribbean Financial Action Task Force
FATF – Financial Action Task Force
GEG – Governmental Experts Group
MOU – Memorandum of Understanding
NADAPP – National Drug Abuse Prevention Programme
NDIS – National Drug Information System
NDOTT – National Drug Observatory of Trinidad and Tobago
SSA – Strategic Services Agency
TOC-Transnational Organized Crime
UNODC – United Nations Office on Drugs and Crime
UN – United Nations



APPENDIX I

MINISTRY OF NATIONAL SECURITY

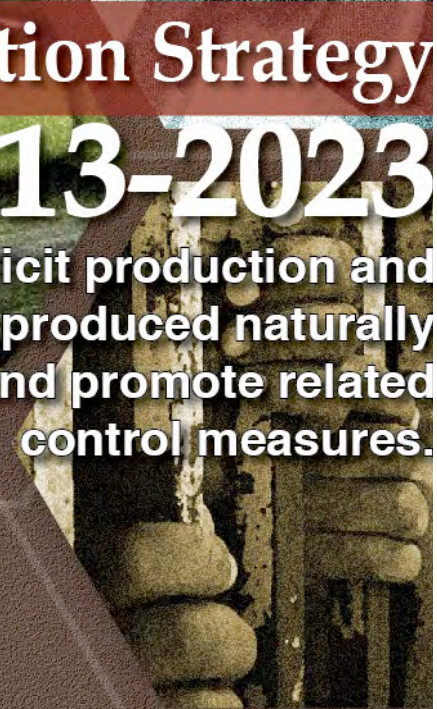
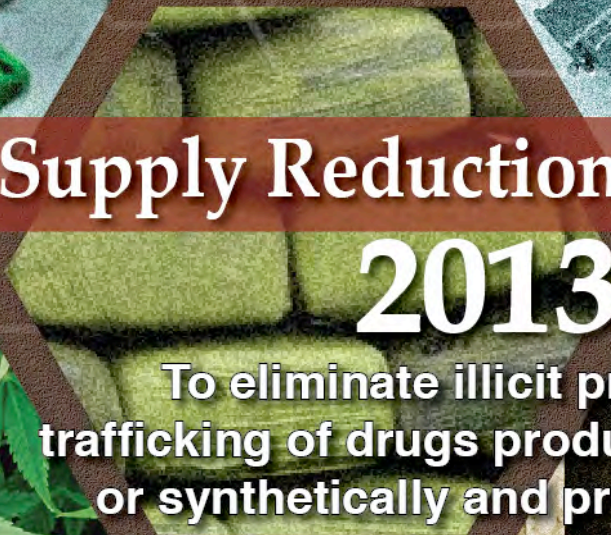
STRATEGIC SERVICES AGENCY



National Supply Reduction Strategy

2013-2023

To eliminate illicit production and trafficking of drugs produced naturally or synthetically and promote related control measures.



NOTES

Notes of Acknowledgement

The Strategic Services Agency wishes to extend appreciation to the following Stakeholders for their contribution to this document:

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Forensics Science Centre

Immigration Department

Ministry of Foreign Affairs

Ministry of Health

Chemistry Food & Drugs Division

Drugs Inspectorate

Ministry of National Security

National Drug Council

National Alcohol & Drug Abuse Prevention

Programme

Office of the Attorney General

Central Authority

Chief Parliamentary Council

Trinidad and Tobago Defence Force

Trinidad and Tobago Police Service

Organized Crime Narcotics & Firearms

Bureau

Crime and Problem Analysis Branch

Financial Investigations Bureau

Trinidad and Tobago Prison Service

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National Supply Reduction Strategy 2013-2023

Executive Summary

The Strategic Services Agency (the 'Agency' or 'SSA') by Act No. 24 of 1995 is mandated to prepare, monitor and implement a Drug Supply Reduction Strategy (Strategy), which is intended to provide strategic direction to Government.¹This mandate includes the development, interpretation, implementation, monitoring and evaluation of strategies aimed at eliminating the production, sale and movement of illicit drugs and the effects of related serious crime in accordance with the realities of the domestic situation.

The current Strategy which builds on The *National Strategy To Eliminate Illicit Production and Trafficking of Drugs Produced Naturally or Synthetically And To Promote Related Control Measure (2005-2009)* and its predecessor *Strategies*² attempts to address the drug problem through a multidisciplinary approach encompassing a wide spectrum of objectives and initiatives, to be coordinated and integrated into a singular comprehensive national effort.

In developing a new framework for the National Supply Reduction Strategy, the Agency is cognizant that proactive strategies that allow for the identification of new threats and their potential implications remain vitally important. While the purpose of the Strategy is fundamentally based on

the principles of supply reduction, a greater emphasis will be placed on the minimization of drug related harm.³

With this in mind, the National Supply Reduction Strategy 2013-2023 provides an overarching framework for setting priorities in response to the drug problem⁴ and its debilitating effects.

The framework, which is now divided into two consecutive five (5) year action plans, will translate objectives into actions and specific initiatives. It is intended to target all levels of the supply chain from illicit cultivation to the trafficking of drugs; prevent the diversion of precursors and drug related transnational organized crime through strengthened legal, institutional and law enforcement measures in accordance with the realities of the domestic situation and existing international instruments and frameworks⁵.

³ The Beckley Foundation Drug Policy Programme has argued that the ultimate objective of drug policy should be to minimize drug – related harm-specifically crime and public nuisance, deaths, health problems, mental health problems and addiction, social costs and environmental damage“(Monitoring Drug Policy Outcomes: The measurement of drug related harm: The Beckley Foundation Drug Policy Programme, Report 9, June 2006 p.1)

⁴The world drug problem is defined in the Political Declaration of the twentieth special session of the United Nations General Assembly (1998) and in the United Nations Commission on Narcotic Drugs Political Declaration on International Cooperation towards an Integrated and Balanced Strategy to Counter the World Drug Problem (2009), and includes the illicit cultivation, production, manufacture, sale, demand, trafficking and distribution of narcotics drugs and psychotropic substances, including amphetamine-type stimulants, the diversion of precursors and related criminal activities.

⁵UN Single Convention on Narcotic Drugs 1961; The Convention on Psychotropic Substances 1971; The Convention against the Illicit Traffic in Narcotic Drugs and Psychotropic Substance 1988; UN

¹Section 6 (1) c of Act No.24 of 1995

²Supply Reduction Strategy 2000-2004;

The rationale to implement a ten year National Supply Reduction Strategy is predicated on the fact that activities associated with the Strategy will be ongoing and, in most instances, roll-over into the next cycle. A ten-year Strategy therefore, will cater for this eventuality as well as provide for certainty of funding. This framework will better allow for plans to be undertaken within a realistic timeframe during the life span of the Strategy.

The overarching strategic objective of the National Supply Reduction Strategy is:

To provide the Government of Trinidad and Tobago with a framework for long-term strategic direction on drug supply and control measure interventions to attain a substantial improvement in the security of its citizens as well as ensure the social and economic development of the country.

In order to achieve this objective the Agency has developed seven (7) pillars. The Strategy is structured around three (3) main thematic areas and four (4) cross cutting themes:

Thematic Areas:

Pillar One: Supply Reduction

Pillar Two: Control Measures

Pillar Three: Transnational Organized Crime

Crosscutting Themes:

Pillar Four: Capacity Building

Pillar Five: Coordination and Cooperation

Pillar Six: Research

Political Declaration and Action Plan on International Cooperation towards an Integrated and Balanced Strategy to Counter the World Drug Problem.

Pillar Seven: Monitoring and Evaluation

These seven (7) pillars are underpinned by strong commitments to:

- Guiding policy for effective and efficient interventions and actions through the use of evidence –based⁶ and evidence-informed policies and practices;
- Better understanding of the problem through an evidence-based approach to research and performance measuring for effective implementation;
- Increasing law enforcement capacity to ensure enhanced responses;
- Building partnerships and promoting coordination across sectors at the national, regional and international level; and
- Reducing availability and supply of illicit drugs and the multi-faceted impact on the national community.

In relation to these commitments, the Supply Reduction Strategy 2013-2023 has designed a framework, which has under each pillar, a series of objectives and actions that will guide the initiatives of Departments and Agencies involved in combating illicit trafficking of drugs and their

⁶ Evidence-based policy has been defined as an approach that 'helps people make well informed decisions about policies, programmes and projects by putting the best available evidence from research at the heart of policy development and implementation'. This approach stands in contrast to opinion-based policy, which relies heavily on either the selective use of evidence (e.g. on single studies irrespective of quality) or on the untested views of individuals or groups, often inspired by ideological standpoints, prejudices, or speculative conjecture. **Source:** Davies, P., 2004 'Is evidence-based government possible?' Cited in Building a national drugs observatory: a joint handbook, *EMCDDA and CICAD-OAS, Lisbon, October 2010.*

related crimes. The Strategy, therefore, will be sustained on longstanding partnerships among health, law enforcement, education and the social sectors and will seek to engage all levels of government, the non-governmental sector and the community at large.

Overall Strategic Aims

The following are the *overall strategic aims* of the Strategy:

1. To vigorously disrupt and significantly reduce the illicit supply⁷ of drugs and prevent the emergence of new markets within and across Trinidad and Tobago's borders.
2. To promote effective legislative controls, institutional and law enforcement measures and policies to mitigate against illicit drug trafficking and its related crimes.
3. To promote a comprehensive approach to tackling transnational organized crime through robust legislative measures, strengthened institutional capacity, enhanced administrative controls and a proactive law enforcement approach.
4. To strengthen institutional and law enforcement's overall capacity to counter the illicit supply of drugs, reduce related transnational organized crime and to become more proactive in responding to the changing drug landscape.
5. To intensify partnerships between and among stakeholders, nationally, regionally and internationally using existing instruments and new frameworks to reduce the supply of

⁷ Supply pertains to all levels of the supply chain, which will include illicit cultivation, production, manufacturing, trafficking and distribution.

illicit drugs and related transnational organized crime.

6. To apply a systematic approach to research on the drug problem⁸ and its negative impact on society and promote the collection of valid, timely and comparable data with the aim of developing evidence-based policies.
7. To promote the implementation of a robust National Supply Reduction Strategy through on-going monitoring and evaluation of existing policies, initiatives and programmes.

Objectives

SUPPLY REDUCTION

Objectives:

1. Facilitate a significant reduction and subsequent elimination of illicit cultivation, supply and availability of drugs in communities
2. Prevent the entry and exit of illegal drugs across Trinidad and Tobago's territorial borders through strengthened detection and interception initiatives.
3. Facilitate the establishment of mechanisms to detect new trends and subsequently prevent the emergence of new markets and the expansion of existing markets for the supply of illicit drugs.

⁸The world drug problem is defined in the Political Declaration of the twentieth special session of the United Nations General Assembly (1998) and in the United Nations Commission on Narcotic Drugs Political Declaration on International Cooperation towards an Integrated and Balanced Strategy to Counter the World Drug Problem (2009), and includes the illicit cultivation, production, manufacture, sale, demand, trafficking and distribution of narcotics drugs and psychotropic substances, including amphetamine-type stimulants, the diversion of precursors and related criminal activities

CONTROL MEASURES

Objectives:

1. Strengthen control measures to prevent the diversion of precursor chemical substances for the illicit manufacture of synthetic and plant-based drugs and promote the monitoring of controlled drugs.
2. Strengthen control measures to reduce the incidence of money laundering through the detection, investigation and prosecution of money laundering.
3. Strengthen control measures to reduce the illicit manufacturing of and trafficking in firearms, ammunitions, explosives and other related materials associated with illicit drug trafficking, other related criminal activities and violence.

TRANSNATIONAL ORGANISED CRIME

Objectives:

1. To comprehensively understand and address the nexus between drug trafficking and all illicit activities related to transnational organized crime.
2. To implement the necessary legal, institutional and administrative measures to combat all forms of transnational organized crime.
3. To facilitate measures to detect and subsequently dismantle organized criminal groups and networks within Trinidad and Tobago.
4. To strengthen mechanisms to enhance legal, administrative and enforcement measures to reduce the incidence of corruption and corrupt practices that facilitate involvement in organized crime and illicit drug trafficking.

CAPACITY BUILDING

Objectives:

1. Source funding, technical assistance and training opportunities locally and internationally to advance Trinidad and Tobago's supply reduction programme.
2. Strengthen institutional capacity of agencies involved in the supply reduction strategy.
3. Strengthen the Criminal Justice System to adequately meet the needs of the current supply reduction strategy.

CO-ORDINATION AND CO-OPERATION

Objectives:

1. Strengthen relationships among local agencies and bodies to facilitate a systematic, coordinated national approach to implementing the supply reduction strategy.
2. Strengthen relationships with regional and international partner agencies and bodies to facilitate a coordinated national approach to implementing global strategies addressing the world drug problem.
3. Promote measures to facilitate judicial cooperation and mutual legal assistance in the field of drug trafficking and transnational organized crime.

RESEARCH

Objectives:

1. Promote a clinical, epidemiological and criminological approach to research to improve the knowledge base and knowledge infrastructure.
2. Strengthen research capabilities and establish information-gathering systems with common methodologies.

MONITORING AND EVALUATION

Objectives:

1. Conduct annual evaluations of the National Supply Reduction Strategy based on performance measures that would assess progress in disrupting the illicit supply of drugs and the minimization of drug related harm.
2. Facilitate the continuous fulfilment of Trinidad and Tobago's international and regional obligations as they relate to counterdrug and transnational organised crime matters.

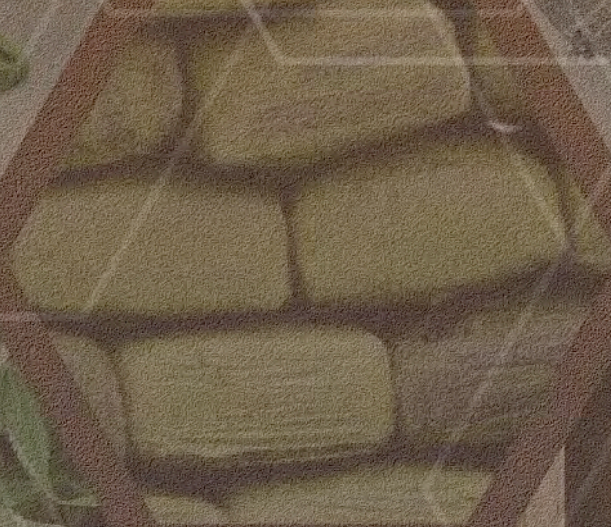
Key Performance Measurement

To evaluate whether the Strategy has met its objectives and goals it is important that a performance measurement framework be included. This framework will not only measure the effectiveness in reducing the supply of illicit drugs but also the effectiveness in reducing harm associated with drugs.

The Performance Measurement Framework involves a systematic process that will monitor and evaluate the impact of initiatives within the Strategy and the impact of the overall Strategy in the reduction of drug supply and subsequent harm. The performance measurement framework will therefore consist of indicators such as measures of scale and the reduction of harm. Such indicators will be consistent with the initiatives and actions identified within the strategy and will seek to establish the success of objectives or the reassessment of objectives and actions.

National Supply Reduction Strategy

Part 1



PART ONE

THE NATIONAL SUPPLY REDUCTION STRATEGY 2013-2023

Introduction

Drug trafficking and its related criminal activities, present one of the most powerful threats to the democracy, security, economic and social stability of Nation States around the world. Although the immediate effects of the drug problem are experienced at the national level, it is a global issue and requires a global response. This global response was first initiated with the adoption of the various United Nations Conventions⁹, which made it obligatory for Member States to regularly report on the drug problem as well as on counter-measures covering both supply and demand reduction. This approach has subsequently trickled down into hemispheric, regional and national responses as other international and regional organisations¹⁰ have developed a general framework in which the fight against drugs can be adequately addressed. These responses have progressively moved towards comprehensive strategies and action plans that are objective based, require reliable data to assess the ever changing drug situation and involve monitoring the implementation of measures.

The National Supply Reduction Strategy 2005-2009, which consisted of fifteen (15) objectives, described the core methods employed in developing mechanisms and initiatives aimed at reducing natural and synthetic drug production and trafficking and related crime. It also encompassed measures that provided guidance on the means to combat the dynamism and mobility of transnational organized crime arising from/ or fueling the illicit drug trade. These objectives sought to promote crop eradication, interdiction and border control; combat money laundering, corruption and trafficking of firearms, ammunition, explosives and other materials as well as promoting alternative development, while strengthening international cooperation mechanisms and building capacity.

Although overall progress in the fight against the illicit drug problem has been steady; significant reductions in drug use prevalence, availability of drugs and drug –related crime have been challenged due to the changing dynamics of the illicit markets. Despite successful efforts, drug trafficking and its related crimes continue to plague the society and the economy of Trinidad and Tobago. In light of this, the Agency considered the time opportune to review the Strategy to ensure its relevance in the current environment.

⁹ These are: the United Nations Single Convention on Narcotic Drugs, 1961; the United Nations Convention on Psychotropic Substances, 1971 and the United Nations Convention Against Illicit Traffic in Narcotic Drugs and Psychotropic Substances, 1988 (Vienna Convention) provides for a regime for establishing measures to combat illicit drug trafficking, including the control of precursors and related money-laundering, as well as strengthening the framework of international cooperation in criminal matters, including extradition and mutual legal assistance.

¹⁰ European Union's drugs strategies since the adoption of the first European Action Plan to Combat Drugs in December 1990 and In the Americas, with the establishment of the Inter-American Drug Abuse Control Commission (CICAD) by the General Assembly of the Organization of American States (OAS) in 1986 as the western hemisphere's policy forum on all aspects of the drug problem.

The National Supply Reduction Strategy 2013-2023 builds on the successes of the former Strategy and addresses its shortcomings and challenges. This framework is strongly guided by international best practices, commitments and Government's policy to ensure sustainable development within Trinidad and Tobago through the maintenance of law and order and the security of person and property. It is intended to provide a roadmap that will guide Trinidad and Tobago's efforts in combating the illicit production, trafficking and supply of drugs and related criminal activities and the promotion of related control measures.

The remit of the Agency, under the National Supply Reduction Strategy 2013-2023, will be to coordinate and integrate into a single comprehensive effort, initiatives which are critical to the implementation of the Strategy. This body of initiatives is summarized below:

- Actions aimed at all categories of psycho active drugs – drugs of natural origin, synthetic drugs, psychoactive pharmaceuticals which become illicit when diverted from their legitimate purposes;
- Pursuing alternative development to illicit production, sale and trafficking of drugs as a means of promoting lawful, viable and sustainable economic options;
- Promoting the dismantling of criminal organisations and their supportive networks and enforcing the law with respect to perpetrators and proceeds from criminal activities;
- Facilitating efforts in the areas of information-gathering, sharing, and exchange and gathering of evidence with full respect for due process of law;
- Development of national legal systems and adoption of legal mechanisms to harmonise laws as well as investigative and evidence-gathering procedures;
- Assisting in the developing of objective, reliable, and comparative information and research for the implementation of evidence-based drug policies and actions.
- Promotion of co-operation by subscribing to conventions, programmes, bilateral and multi-lateral agreements.
- Strengthening of legal administrative measures for controlling firearms, ammunition, and explosives to avoid their proliferation.

In framing this Strategy, the Agency was cognizant that it forms a critical component of Trinidad and Tobago's National Drug Policy and Operational Plan, which aims to pursue a structured approach when addressing the full spectrum of issues affecting both, supply of and demand for illegal drugs. The Strategy, therefore, is focused on enhancing cooperation and coordination of national, regional and international organizations to engage in information sharing, experiences, expertise, technical assistance and the promotion of an evidenced based approach.



Figure 1

Supply reduction is an essential component of a well-balanced strategic approach to drug control. The Supply Reduction Strategy is therefore a critical component of the National Drug Policy and its success is dependent on the continuous engagement of stakeholders from the following sectors; **law enforcement, defence, customs, immigration, foreign policy, health, education, social sector, finance, education, labour and energy.**

Where are we now?

The expansive nature of the harm done by the trade in illegal drugs has made illicit drugs and associated criminal activity critical problems. Today, traditional lines of demarcation, differentiating producer, transshipment and consumer States have been blurred, with countries in the Caribbean region no longer being only transit points, but consumers of drugs (although still at far lower per capita rates than the United States and Europe). As countries continue to grapple with the supply and demand of illicit drugs, organized crime has revolutionized, and is characterized by increasing violence, money laundering and corruption, delinquency and public nuisance, all of which undermine social stability, economic growth, public health and safety.

Trinidad and Tobago has seen a noticeable increase in the level of criminal activity both directly linked and as a consequence of the illicit drug trade. Crimes associated with the supply of drugs are characterised by violence in the acquisition of drugs or money, collusion, and the deterrence of new players in the market among local gangs. The consequence of this illicit drug market is the increase in the number of criminal offences, especially murders and gang related activity involving illegal firearms and a willingness by vulnerable persons to participate in other illegal activity.

THE CURRENT DRUG LANDSCAPE

Over the past seven years, Trinidad and Tobago has had varied success in stemming the illicit supply of narcotics drugs, with cocaine and marijuana being the two major types of drugs that continue to pose a serious threat. Data has shown that within the period, heroin has been intercepted sporadically while other types of narcotics, primarily pharmaceuticals, over the counter (OTCs) and synthetic drugs have not been targeted by local law enforcement authorities; however there is growing concern that access to such narcotics can lead to a problem of potential misuse.

Trinidad and Tobago as a transshipment point

Trinidad and Tobago has been traditionally identified as a transshipment point for illegal narcotics and other types of illicit substances. As part of the Eastern Caribbean Corridor for cocaine trafficking¹¹, the drug is transited from South America to Trinidad and Tobago moving north through the Leeward Islands towards North America and Europe. The majority of cocaine that is transshipped through the island is produced and exported from Colombia (frequently traversing Venezuela) and neighbouring Latin American countries. Emerging trends suggest that cocaine transshipment routes have expanded to China, Africa, Thailand, United Kingdom and Australia, while Europe, North America and other Caribbean islands remain popular destinations.

Although marijuana is cultivated in Trinidad and Tobago, there has been an increase in the importation of more potent strains from St. Vincent and the Grenadines, Jamaica, Venezuela, Colombia and the United States.

While drug traffickers use every means at their disposal to move drugs through the trafficking corridors, maritime transportation is commonly used in the Caribbean Basin. Traditionally, larger vessels, such as containerized cargo¹²; pirogues, 'go fast boats' as well as pleasure crafts (yachts) have been used as the main means by which illegal substances are transported between the South American continent and Trinidad and Tobago.

The islands' major ports of entry continue to be used as transit points with passenger and trading vessels and crafts being the main modes of transport. At the islands' major airports drugs have been concealed in luggage and other parcels as well as through the '*rip -on /rip off*'¹³ methods. Drug mules/ swallows continue to be utilized to transport illicit drugs

¹¹ Drugs departing South America through the Caribbean flow through three distinct corridors: 1) the Central Caribbean Corridor, which includes the islands of Jamaica, The Bahamas, Haiti the Dominican Republic and Cuban territorial waters; 2) the Eastern Caribbean Corridor which starts in Trinidad and Tobago and moves north through the Leeward Islands; and 3) the ABC Corridor which includes the islands of Aruba, Bonaire and Curacao.

¹² Utilization of methods such as: (i) opening of seal by drill machine; (ii) opening of case seal by ratcheting; (iii) opening of container door by drill bolt; (iv) concealment in hull or different compartments etc.; (v) various food items used to conceal drugs, particularly perishable goods.

¹³ Rip on - rip off: Illicit drugs shipped through airports using people as drug mules, or through airfreight, which is placed on aircraft by "rip-on" teams (e.g. baggage handlers, airport staff). The baggage bypasses custom and security checks and, on arrival, will be "ripped-off" using criminal organizations at the other end.

undetected from Trinidad and Tobago with the majority destined for Europe. Although there has been a remarkable decrease in this method within the latter half of the period, law enforcement officials have detected a shift in the type of drug concealed, from cocaine to marijuana pellets. As border initiatives stifle trafficking activities at these ports, trends have shifted to an increase in the use of airmail and courier services by foreign and local nationals residing in Trinidad and Tobago.

The abuse of legitimate commercial trade for the purposes of illicit drug trafficking and other organized crime activities such as money laundering and illicit firearms trafficking, continue to plague this country. While the majority of imports and exports are legitimate, a small number of air and sea cargo vessels, which have been used to tranship illicit drugs, have been intercepted both locally and internationally. Although interception tactics by law enforcement agencies have detected more illicit drugs concealed in air cargo, larger quantities of drugs have been found in sea cargo containers.

Local Production and Cultivation

Marijuana

Although marijuana is imported from external sources there is still the issue of local cultivation. Between 2005 and 2012 It is estimated that yearly, over 133 fields of marijuana have been detected and destroyed as a result of eradication exercises, with an average of over 13 hectares destroyed. Spatial analyses on the cultivation of marijuana revealed that cultivation has been concentrated in remote forested areas in the south and northeastern regions of Trinidad and the northern and eastern regions of Tobago. Such areas are more preferable for cultivation of large quantities due to the remoteness of location and fertility of the land. Although there have been sustained eradication exercises, over the years, potential replanting continues to be an area of concern.

Cocaine and Other Drugs

To date, there have been no reported cases of the production of cocaine and other types of drugs produced synthetically in Trinidad and Tobago. Nevertheless, there is a continuation of reported cases of imported cocaine in its hydrochloride form (powdered form) being transformed into 'crack'¹⁴ for retail sale and local consumption. This has marked a growing concern for local authorities as it poses a further threat to public health and security.

Moreover, given Trinidad and Tobago's large petrochemical sector and its location to cocaine producing countries, the diversion of precursor chemicals for the illicit manufacturing of narcotics is an important aspect that continues to be monitored. However, to date the authorities

¹⁴ Crack is a solid hard white rock or flaky material, smokeable form of cocaine. It is a freebase form of cocaine that can be made using baking soda (sodium bicarbonate) or sodium hydroxide, in a process to convert cocaine hydrochloride (powder cocaine) into freebase cocaine. Terminology and Information on Drugs, United Nations, Second Edition, 2003

have not uncovered any evidence to suggest attempts at the diversion of precursor chemicals or the operation of clandestine laboratories.

The Response

The previous strategy contained a number of reactive and proactive institutional, legislative and tactical/operational counter measures to reduce the illegal drug trade and its related activities. Some measures have been implemented, while others are on going.

Institutional Framework

Trinidad and Tobago's antidrug initiative relies heavily on a network of agencies, representing Government, law enforcement and civil society, with highly trained human resources, enhanced technical capabilities and a strong legislative framework.

At the policy level, the National Drug Council (NDC), the National Alcohol and Drug Abuse Prevention Programme (NADAPP) and the Strategic Services Agency (SSA), continue to monitor, evaluate and co-ordinate drug supply and demand programmes and initiatives. These agencies interface regularly and work hand in hand with primary and secondary drug control units, government ministries and NGO's.

At the operational level, agencies such as the Trinidad And Tobago Police Service (the Organized Crime, Narcotics and Firearms Bureau (OCNFB); the Trinidad and Tobago Coast Guard and Air Guard; the Customs and Excise Division and the Immigration Department continue to be responsible for the implementation of drug supply reduction programmes and initiatives. To support their activities, other key agencies¹⁵ have undergone capacity development; subsequently strengthening their countermeasures to adequately respond to challenges posed by illicit drug trafficking and related crime.

To further strengthen drug interdiction countermeasures, the Government established the Financial Intelligence Unit (FIU) of Trinidad and Tobago and the Financial Investigations Branch¹⁶. These institutions target the proceeds of crime and property used to commit crimes and effectively seek to disrupt organized crime. They have enhanced domestic measures to ensure that profits derived from these illicit activities do not serve to undermine legitimate businesses and financial and political institutions.

Legislation Enforcement and Control

A number of supplementary and substantive pieces of legislation have been amended and enacted to provide law enforcement with additional tools to combat illicit drug related activity. To

¹⁵ National Security Council; Criminal Tax Investigation Unit, Criminal Gang Intelligence Unit; Trinidad and Tobago Prisons Service, Forensic Science Centre, Airports Authority, Port Security, Central Authority, Judiciary

¹⁶ A specialised department within the Trinidad and Tobago Police Service mandated to investigate money laundering and the financing of terrorism.

ensure that institutions are not subject to dealing with dirty money Trinidad and Tobago strengthened its money-laundering regime with amendments to the Proceeds of Crime Legislation, the enactment of FIU Legislation and other legislative measures¹⁷.

To solicit further assistance in the fight against the societal ills associated with the drug trade, legislation has been enacted to treat with gangs and such criminal groups (Anti-Gang Act, 2011); and other forms of transnational organised crime such as the trafficking and smuggling of humans across borders (Trafficking in Persons Act, 2011).

To aid in the investigation of such complex crimes and assist in the process of justice to deal with all crime, other pieces of legislation have been instituted, such as, inter alia, the Interception of Communications Act 2010, the Administration of Justice Act 2011 and the Bail Amendment Act 2011.

Cooperation and Collaboration Regionally and Internationally

During the period of the life of the last Strategy, law enforcement has had successes, in particular, where activities included cooperation amongst agencies either locally or internationally.

Having ratified three United Nations Conventions relating to drugs; signatory to the United Nations Convention against Transnational Organized Crime and the Convention against Corruption, Trinidad and Tobago continues to work with international and regional law enforcement agencies in this regard.

Trinidad and Tobago continues to participate in the international fora, taking an active role in the United Nations, the Commission on Narcotic Drugs (CND) and other sub agencies that deal with drug trafficking and other transnational organized crime; Heads of National Drug Law Enforcement Agencies (HONLEA); and the European Union through the Coordination and Cooperation Mechanism on Drugs, Latin America and the Caribbean (CELAC)¹⁸. Moreover, the country's participation in the World Customs Organization (WCO) provides the Customs and Excise Division with the requisite expertise for coordination of international agreements with carriers and trade organizations, as well as technical assistance and training for member customs organizations.

On the regional front the country continues to cooperate and participate in activities, arising out of hemispheric agreements, actively participating in CICAD/OAS, CARICOM and CFATF.

This cooperation extends beyond joint operations and active participation in the international and regional fora. It includes mutual legal assistance in criminal matters, as well as training and resource development.

¹⁷ Financial Obligation Regulations (2010); Financial Obligation Terrorist Financing Regulations (2011); Financial Intelligence Unit 2009; Financial Intelligence Unit Regulations (2011); Anti-Terrorism Amendment Act 2011

¹⁸ The principal European Union forum dealing with illicit drug trafficking and related crimes in the bi-region.

CHALLENGES

Arising out of information gathered on achievements over the period: 2005 to 2012, and mapping the current drug landscape, a number of issues have emerged for consideration. During the period of the last strategy, despite the fact that a number of objectives were achieved, many challenges still remain:

1. Lack of coordination: Although there have been efforts to work at an interagency level to address common areas of concern, each agency continues to focus on the issues relevant to its own mandate. It is important to note, that while agencies address their own priorities, sufficient attention should be paid to coordination at the interagency level to ensure alignment with the overall strategy.
2. Porosity of borders: Although there have been a concerted effort to enhance the technical capabilities of border control officers as well as efforts to improve infrastructure, the nation's borders remain open to the movement of illicit goods.
3. Lapsed enforcement of legislation: Trinidad and Tobago has enacted robust legislation to treat with illicit drug trafficking and related criminal activities, however, there is the need for continuous enforcement of such legislation to ensure that criminal activities are curtailed.
4. New types of drugs and emerging trends: Although fairly unknown as to their impact nationally, newly expanding markets and new types of drugs such as synthetic drugs, require strengthening of the country's knowledge base and research capabilities to provide insight and development of proper policy responses.
5. Understanding the role of young persons in the drug trade: The level of involvement of young persons, specifically young males within the age group of 25-35 engaging in illicit activities, necessitate a proactive approach through the promotion of alternative activities for all young persons and "at risk groups".
6. Monitoring and control of precursor chemicals and controlled drugs: the continuous monitoring of international trends, consistency in training modules offered to relevant stakeholders and a robust legislative regime for the prevention of the diversion of precursors chemicals and monitoring of controlled drugs are key areas of deficiencies domestically. Furthermore, the monitoring and control processes across the relevant agencies for precursor chemicals and controlled drugs are not consolidated and therefore require a homogenous approach, inclusive of the utilization of relevant information systems across all key stakeholders to enhance current efforts.
7. Illegal firearms: impeding the flow of illegal firearms among criminal organizations involved in drug trafficking is essential to limiting the violence that affects the daily lives of citizens. This requires a number of control measures that, to date, have not been fully implemented or adopted.

Reviewing the past seven years and examining where we are now, has provided a platform for building a new Supply Reduction Strategy and re-engineering the approach to tackling the drugs problem in Trinidad and Tobago. It has also revealed the need for actions and initiatives to be evidence-based. Through continuous monitoring and evaluation, actions and initiatives will be redefined to ensure that supply reduction results in minimizing harm and limiting the problems arising from drug availability.

National Supply Reduction Strategy

Part 2



PART TWO

THE NATIONAL SUPPLY REDUCTION STRATEGY 2013-2023

This section of the document sets out in its entirety the objectives of the seven pillars and the actions that will guide Trinidad and Tobago's approach towards supply reduction.

The objectives under each pillar and actions highlighted therein are to provide all stakeholders with a clear rationalization of the actions necessary to fulfil the overarching objective of the Strategy.

Pillar One: Supply Reduction

The focus of this pillar is to provide action and initiatives to not only reduce the supply of illicit drugs but also to reduce the accessibility and availability within Trinidad and Tobago. In order to combat the supply of illicit drugs it is important to target all stages of the supply chain from actions aimed at preventing cultivation, production, transshipment and the point of supply to consumers and reducing its harmful effects within the community.

Reducing the supply of illegal drugs in Trinidad and Tobago requires protection at our borders to prevent and disrupt importation and exportation of illegal drugs as well as reducing their cultivation and distribution. While interdiction and border control at the national level remain vitally important in controlling the importation of illegal drugs, Trinidad and Tobago must continue to develop and maintain strong international partnerships which will assist in the enhancement of border management capabilities locally as well as regionally.

Since the illicit drug market is not constrained by these measures, information sharing and coordinated approaches are needed to stem emerging markets and detect new trends in the supply of illicit drugs at all stages of the supply chain targeting external suppliers, interception at the borders, investigation and prosecution of domestic producers, manufacturers and suppliers.

The supply reduction pillar forms a main facet of the supply reduction strategy. It is intended to describe the methods to be employed to develop mechanisms and implement initiatives aimed at disrupting and reducing the supply and availability of illicit drugs. This pillar is underpinned by the principles of coordination and cooperation, research and capacity building.

STRATEGIC AIM: To vigorously disrupt and significantly reduce the illicit supply¹⁹ of drugs and prevent the emergence of new markets within and across Trinidad and Tobago's borders.

Objective 1: Facilitate a significant reduction and subsequent elimination of illicit cultivation, supply and availability of drugs in communities through sustainable and effective action.

¹⁹ Supply pertains to all levels of the supply chain, which will include illicit cultivation, production, manufacturing, trafficking and distribution.

Actions:

- a. Conduct comprehensive surveys of domestic illicit drug production, manufacture, cultivation and supply with the objective of developing policy measures to guide law enforcement initiatives.
- b. Promote sustainable and effective measures to reduce illicit crop cultivation and drug production.
- c. Promote the implementation of alternative, integral and sustainable development policies and social sector programmes that will provide viable alternatives to “at risk population” involved in illicit activities.
- d. Tackle and reduce community drug problems through a co-ordinated, interagency approach.

Objective 2: *Prevent the entry and exit of illegal drugs across Trinidad and Tobago’s territorial borders through strengthened detection and interception initiatives.*

Actions:

- a. Encourage and participate in bilateral, regional and multilateral co-operation initiatives to improve intelligence and operational effectiveness.
- b. Strengthen powers of detection and interception at the nation’s borders (land, sea and air) through upgrading of equipment and technologies as well as promote specialized training initiatives among operational personnel in relation to the size and complexity of the problem.
- c. Enhance intelligence and analytical support for operational and intelligence arms with the aim of suppressing illicit drug trafficking.
- d. Increase and improve surveillance, monitoring and interdiction at the nation’s ports of entry.
- e. Conduct strategic assessments addressing the current and emerging routes and threats associated with drug trafficking and related criminal activity along Trinidad and Tobago’s borders and in the region.

Objective 3: *Facilitate the establishment of mechanisms to detect new trends and subsequently prevent the emergence of new markets and the expansion of existing markets for the supply of illicit drugs.*

Actions:

- a. Develop mechanisms that contribute to the early identification and monitoring of new and emerging trends in the illicit supply of drugs.
- b. Improve intelligence capacities among operational stakeholders to facilitate a comprehensive assessment of domestic drug threats, which could lead to predicting new trends and enabling early and timely reaction to new modalities of illegal drug trafficking.
- c. Promote the exchange of intelligence among national, regional and international stakeholders to address adequately the changing nature of illicit drug trafficking.

Pillar Two –Control Measures

Drug trafficking networks, once established, are not usually averse to profiting from activities such as arms trafficking and the diversion of precursor chemicals. The involvement in these activities creates another problem involving money laundering, as profits from criminal activity need to be carefully concealed.

Control Measures as a body of proactive, preventative and enforcement measures, are an extension of supply reduction where initiatives are designed to mitigate against all forms of criminal activities that may be linked to the illicit trafficking of narcotics and psychotropic substances.

Implementing a robust regime of control measures will assist in the prevention of the diversion of chemical substances in the manufacture of illegal drugs; the disruption of the financial activity of those involved in illicit drug trafficking and other related crime; and combatting the illicit trafficking of arms that perpetuate the violent crimes that are a consequence of and related to the illegal supply of drugs.

The implementation of control measures in Trinidad and Tobago will focus on legal, institutional, and operational/tactical measures which will assist in suppressing illicit drug trafficking and related crimes. This approach promotes interventions that will suppress illicit drug trafficking and related crimes, control of the laundering of proceeds of drug trafficking and prevent the access to firearms and reduce the incidences of violence and other criminal activities.

STRATEGIC AIM: Promote effective legislative controls, institutional and law enforcement measures and policy to mitigate against illicit drug trafficking and its related crimes.

Objective 1: Strengthen control measures to prevent the diversion of precursor chemical substances for the illicit manufacture of synthetic and plant based drugs and promote the monitoring of controlled drugs

Actions:

- a. Enact and reinforce legislative measures for the effective monitoring of precursor and chemical substances, pharmaceutical products with psychotropic properties, bearing in mind the use of new chemical substances for illicit drug manufacturing.
- b. Establish institutional measures for the effective monitoring of precursor and chemical substances, pharmaceutical products with psychotropic properties, bearing in mind the use of new chemical substances for illicit drug manufacturing.
- c. Promote the implementation of training programs on an on-going basis to enhance the capacities of persons responsible for the control and monitoring of precursor chemicals.
- d. Facilitate the timely exchange of information through the use of relevant information systems.
- e. Promote awareness and strengthen relationships among responsible agencies and public/national stakeholders in preventing the diversion of precursor chemicals.

Objective 2: Strengthen control measures to reduce the incidence of money laundering through the detection, investigation and prosecution of money laundering.

Support the primary agencies to ensure compliance with Financial Action Task Force and Caribbean Financial Action Task Force (CFATF) Recommendations to:

Actions:

- a. Reinforce legislative measures for the prevention and control of money laundering in a targeted way fully utilising the provisions that allow for the combating of money laundering.
- b. Strengthen institutional measures in matters of prevention, detection, investigation, prosecution and control of money laundering.
- c. Strengthen mechanisms for effective cooperation and exchange of information among anti-money laundering stakeholders locally and internationally.
- d. Promote the establishment of the relevant national agency to manage confiscation, forfeiture and disposal of assets utilized in illicit drug trafficking and money laundering.
- e. Promote awareness and strengthen relationships among responsible agencies and public/national stakeholders in preventing the incidence of money laundering.

Objective 3: Strengthen control measures to reduce the illicit manufacturing of and trafficking in firearms, ammunitions, explosives and other related materials associated with illicit drug trafficking, other related criminal activities and violence.

Actions:

- a. Review and implement domestic legislation and control measures to treat with the illicit manufacturing of and trafficking in firearms, ammunitions, explosives and other related materials.
- b. Promote the enforcement and compliance of international protocols and conventions to reduce the illicit manufacturing of and trafficking in firearms, ammunitions, explosives and other related materials.
- c. Strengthen national mechanisms which facilitate the tracing of illicitly trafficked, diverted and seized firearms that would include ballistics identification, with a view to promoting mechanisms for information exchange.
- d. Continue capacity building initiatives to enhance technical expertise through training of law enforcement personnel and others from responsible agencies in the areas of investigative techniques, concealment methods, identification and destruction of firearms and their component parts.
- e. Enhance operational and enforcement measures through collaborative initiatives with the relevant stakeholders to combat other illegal activities related to the illicit manufacturing of and trafficking in firearms.
- f. Increase coordination and collaboration among law enforcement agencies in order to identify and investigate possible links between criminal groups and networks involved in illicit trafficking of drugs and the illicit manufacturing of and trafficking in firearms.

- g. Promote Non-Governmental Organization's (NGO) cooperation and awareness in state-led initiatives regarding the combatting of the illicit manufacturing of and trafficking in firearms, ammunitions, explosives and other related materials.

Pillar Three- Transnational Organized Crime

Transnational Organized Crime exploits the interrelated nature of trading, transportation, and transactional systems that move people and commerce throughout the global economy and across its borders posing a threat to national security. Transnational organized crime involves essentially all profit-motivated criminal activities with universal implications. Illicit drug trafficking, illegal firearms trafficking, human trafficking and migrant smuggling, cybercrime, financial crimes, identity fraud and the illicit trade in counterfeit products are some of the ways in which transnational organized crime manifests itself within the hemisphere. Criminal networks involved in these types of crimes, have become more fluid, using increasingly sophisticated tactics to conduct their illicit activities, which thrive on instability, corruption and poor governance.

Drug trafficking and its linkages with other illegal activities must be understood and addressed from an integrated and comprehensive perspective in order to suppress and deprive organized crime networks of their enabling means and infrastructure and reduce the threat it poses to citizen safety, national security, and governance.

The inclusion of a transnational organized crime pillar is essential to the Strategy as transnational organized crime in all its manifestations is inextricably linked to illicit drug trafficking. The aim of this pillar, therefore, is twofold: firstly, understanding the link between transnational organized crime and the illicit trafficking of drugs locally, and secondly, to develop interventions that will deal with such connections giving the optimum results.

STRATEGIC AIM: Promote a comprehensive approach to tackling transnational organized crime through robust legislation, strengthened institutional capacity, enhanced administrative controls and a proactive law enforcement approach.

Objective 1: To comprehensively understand and address the nexus between drug trafficking and all illicit activities related to transnational organized crime

Actions:

- a. Improve the collection and analysis of information and data on the scope and magnitude of the linkages between illicit drug trafficking and transnational organized crime.
- b. Enhance intelligence collection, analysis, and intelligence exchange among law enforcement agencies to more readily identify the links between drug trafficking and others forms of transnational organized crime.

Objective 2: To implement the necessary legal, institutional and administrative measures to combat all forms of transnational organized crime

Actions:

- a. Review and implement domestic legislative measures and policies to align with the obligations in the Palermo Convention²⁰ and other related international instruments.
- b. Promote meetings between points of contact/ stakeholders/law enforcement and other agencies to continuously discuss topics and emerging trends related to transnational organized crime.
- c. Strengthen the institutional capacity of all relevant national stakeholders to combat all forms of transnational organized crime.

Objective 3: To facilitate measures to detect and subsequently dismantle organized criminal groups and networks within Trinidad and Tobago

Actions:

- a. Increase coordination and collaboration among law enforcement agencies in order to identify and investigate possible links between criminal groups and networks involved in illicit trafficking of drugs and all forms of transnational organized crime.
- b. Seek training opportunities to improve the skills and knowledge base of law enforcement personnel on the issues related to transnational organized crime.
- c. Develop greater synergies and evidence gathering capabilities among intelligence personnel ensuring their efforts directly support operational law enforcement needs.

Objective 4: To strengthen mechanisms to enhance legal, administrative and enforcement measures to reduce the incidence of corruption and corrupt practices that facilitate involvement in organized crime and illicit drug trafficking.

Actions:

- a. Formulate/ Review a National Anti- Corruption Strategy that will seek to re-evaluate the legislative and administrative framework within which corruption is fought.
- b. Fully implement the provisions of all relevant Anti-Corruption Conventions²¹.
- c. Develop mechanisms to prevent, detect and prosecute persons involved in criminal and other offences covered under the wide range of acts of corruption.
- d. Strengthen national agencies responsible for anti-corruption measures through the provision of specialist training, technical assistance and expertise.

²⁰The remit of the United Nations Convention against Transnational Organized Crime (Palermo Convention 2000) and its supporting Protocols (Protocol to Prevent, Suppress and Punish Trafficking in Persons, Especially Women and Children, supplementing the United Nations Convention against Transnational Organized Crime, Protocol against the Smuggling of Migrants by Land, Sea and Air, supplementing the United Nations Convention against Transnational Organized Crime, Protocol against the Illicit Manufacturing and Trafficking in Firearms, Their Parts and Components and Ammunition) as well as the Inter-American Convention against Terrorism subsumes a full gamut of countermeasures that cover money laundering, firearms control, border security, human trafficking ; areas that are no longer exclusive to drug trafficking itself.

²¹ United Nations Convention Against Corruption, United Nations Convention Against Transnational Organized Crime, Inter-American Convention Against Corruption.

Pillar Four -Capacity Building

The term capacity building refers to the means by which skills, experience, technical and management capacity are developed within an organizational structure (contractors, consultants or contracting agencies) - often through the provision of technical assistance, short/long-term training, and specialist inputs (e.g., computer systems). The process may involve the development of human, material and financial resources²².

Capacity building is one of the four crosscutting themes within the National Strategy. In order to reduce the cultivation, production, manufacture and supply of illicit drugs and to combat transnational organised crime in all its manifestations; it is necessary that all institutions and agencies are adequately resourced and have the requisite capacity.

STRATEGIC AIM: To strengthen institutional and law enforcement's overall capacity to counter the illicit supply of drugs, reduce related transnational organized crime and to become more proactive in responding to the changing drug landscape.

Objective 1: Source funding, technical assistance and training opportunities locally and internationally to advance Trinidad and Tobago's supply reduction programme

Actions:

- a. Conduct on going needs assessment to identify gaps and establish priorities in technical skills and assets within stakeholder and law enforcement agencies.
- b. Maintain an inventory of all training undertaken to assist in the evaluation of training and identification of opportunities for training among relevant stakeholders.
- c. Source funding and technical assistance from regional and international organizations, which will address gaps and institutional priorities.
- d. Promote training to ensure improved competence on the part of all stakeholders involved in the prevention and control of drug related problems.

Objective 2: Strengthen institutional capacity of agencies involved in the supply reduction strategy

Actions:

- a. Build capacity through the effective organization and understanding of roles and responsibilities of agencies involved in the supply reduction programme to remove duplication of efforts.
- b. Allocate appropriate resources towards the improvement of human resource development among all stakeholders.
- c. Ensure adequate appropriation of funds for activities associated with the supply reduction strategy.

²² OECD Glossary of statistical terms, Source: Employment-Intensive Investment Programme (EIIP), International Labour Organisation.

Objective 3: Strengthen the Criminal Justice System to adequately meet the needs of the current supply reduction strategy

Actions:

- a. Review and implement institutional, administrative and legislative measures to enhance the criminal justice system.
- b. Encourage specialized training among judicial and other criminal justice personnel in techniques for countering illicit drug trafficking, money laundering, corruption, precursor chemical diversion, and other illicit activities.
- c. Continue to improve technical and human resource capacities to promote the expeditious handling of cases.
- d. Promote the utilization of the Drug Treatment Court and alternative sentencing for the purposes of reducing the magnitude of drug offence cases and reducing the rate of recidivism among drug offenders.

Pillar Five- Co-ordination and Cooperation

Supply reduction has both domestic and international dimensions. At the domestic level controls include interdiction and border activities while internationally, supply reduction includes building consensus; strengthening bilateral, regional, and global relationships; coordinated investigations; interdiction; control of precursors; anti-money-laundering initiatives; illicit crop substitution and eradication; alternative development; strengthening public institutions and foreign assistance.

In order to obtain successful implementation of programmes and activities aimed at controlling illicit drug trafficking and the development of strong international partnerships, a coordinated and integrated approach is needed.

Trinidad and Tobago must pursue the implementation of its supply reduction strategy that is based on themes of cooperation and coordination amongst national agencies and its participation in international law enforcement activities, such as those coordinated by, inter alia, United Kingdom's Serious Organized Crime Agency (SOCA), United States' Drug Enforcement Agency (DEA) and United Nations Office on Drugs and Crime (UNODC).

Cooperation and Coordination is a cross cutting pillar within the Strategy. It is imperative to the success of any strategy.

STRATEGIC AIM: To intensify partnerships between and among stakeholders, nationally, regionally and internationally using existing instruments and new frameworks to reduce the supply of illicit drugs and related transnational organized crime.

Objective 1: Strengthen relationships among local agencies and bodies to facilitate a systematic coordinated national approach to implementing the supply reduction strategy.

Actions:

- a. Implement a structure that facilitates the exchange of information and intelligence and sharing of resources amongst national drug enforcement agencies.
- b. Strengthen law enforcement cooperation at the strategic and crime prevention levels, to enhance operational activities to counter illicit drug trafficking, money laundering, corruption, precursor chemical diversion, and other illicit activities.

Objective 2: Strengthen relationships with regional and international partner agencies and bodies to facilitate a coordinated national approach to implementing global strategies addressing the world drug problem.

Actions:

- a. Promote a more coordinated, effective and visible involvement in various international fora to enhance and promote a balanced approach to the drug problem.
- b. Strengthen relationships with regional and international law enforcement agencies to improve cooperation and operational activities.
- c. Promote and encourage the exchange of best practices and lessons learned to address the drug problem with respect to supply reduction and control measures and the nexus between illicit drug trafficking and transnational organized crime.
- d. Collaborate with international partners to strengthen counterdrug measures aimed at disrupting the illicit drug trade and related criminal activities.

Objective 3: Promote measures to facilitate judicial cooperation and mutual legal assistance in the field of drug trafficking and transnational organized crime.

Actions:

- a. Seek to rigorously adhere to the provisions of relevant bilateral, regional and international agreements on judicial cooperation.
- b. Enhance legislative measures nationally to permit judicial cooperation and mutual legal assistance in criminal matters (extradition, investigations, reciprocal judicial assistance).
- c. Continue and strengthen collaborative efforts with foreign law enforcement agencies using the existing and emerging legal tools to sustain and improve mutual legal assistance in the field of drug trafficking and related crimes.

Pillar Six-Research

The aim of the research pillar is to inform the approach to tackling the drug problem and related criminal activities. This pillar is underpinned by the principle that policy must be based upon rigorous evidence and data; which are undeniably relevant to developing and implementing sustainable and pertinent drug policy. This evidenced –based approach not only provides a basis for proper diagnosis, but a mechanism that will guide the continuation of policies and programmes that have been proven to be effective.

Identification of the scope and magnitude of the drug problem through the collection of timely and accurate data on various aspects of the drug problem, e.g. prevalence, populations affected, the latest drug trafficking trends, are critical to both policy formulation and policy implementation and evaluation.

This will include the conduct of robust independent and collaborative research on the following:

- Supply and abuse of drugs and their impact on society;
- The impact of national policies and programmes as they relate to the suppression of illicit drug trafficking and other related criminal activities;
- The emergence of new trends internationally and locally and the impact and applicability of countermeasures to these new trends; and
- Improving information systems and analytical methods geared towards utilizing relevant and critical indicators, which would produce accurate information for the development of appropriate policies.

STRATEGIC AIM: To apply a systematic approach to research on the drug problem and its negative impact on society and promote the collection of valid, timely and comparable data with the aim of developing evidence-based policies.

Objective 1: Promote a clinical, epidemiological and criminological approach to research to improve the knowledge base and knowledge infrastructure

Actions:

- a. Development of a research agenda identifying priorities for the Supply Reduction Programme.
- b. Source information from various stakeholders to assess the extent and scope of the drug problem.
- c. Collaborate research efforts among relevant stakeholders to identify priority areas for new research and studies that contribute to the identification and monitoring of emerging issues and trends.
- d. Promote the dissemination of findings that influence the creation of practical and evidenced-based policies and programmes to address the drug problem.

Objective 2: Strengthen research capabilities and establish information gathering systems with common methodologies

Actions:

- a. Improve (national and institutional) information systems and mechanisms for proper collection, analysis and dissemination of information on the drug problem.

Pillar Seven - Monitoring and Evaluation

The overarching objective of the Strategy is to provide long-term strategic direction on drug supply and control measure interventions to attain a substantial improvement in the security of its citizens as well as ensure the social and economic development of the country.

The evaluation of the National Supply Reduction Strategy 2013-2023 serves to ascertain the impact of measures/ actions, which are being carried out to achieve the objectives outlined. This should take the form of a constant monitoring and feedback process ensuring implementation, and adjustment where needed. Constant monitoring and evaluating will give indications about the appropriateness and efficacy of the Strategy and its related action plan. It is imperative therefore; that strong mechanisms be established to measure to what extent the activities identified are contributing to disrupting the supply of illegal drugs. This involves evaluating drug law enforcement efforts, their punitive results and their practical effects. It is also aimed at ensuring, through annual assessment, progress and maximum utilization of resources, both human and physical, at both the programme and strategic level.

STRATEGIC AIM: To promote the implementation of a robust National Supply Reduction Strategy through on-going monitoring and evaluations of existing policies, initiatives and programmes.

Objective 1: Promote annual evaluations of the National Supply Reduction Strategy based on performance measures that would indicate progress in disrupting the illicit supply of drugs and the minimization of drug related harm.

Actions:

- a. Design, develop and strengthen monitoring and evaluation mechanisms which indicate the progress and status of implementation of actions.
- b. Conduct needs assessments in order to inform the design, strengthening and updating of national policies that fall within the supply reduction strategy.
- c. Promote stakeholder participation in the evaluation process.
- d. Identify the roles and responsibilities of all stakeholders to ensure proper alignment of agency specific goals and initiatives with the strategic priorities of the supply reduction strategy.
- e. Promote continuous review and assessment of all counter drug measures and regular progress reporting to identify and address policy issues that impact the implementation of the Supply Reduction Strategy.

Objective 2: Facilitate the continuous fulfilment of Trinidad and Tobago’s regional and international obligations as they relate to counterdrug and transnational organised crime matters.

Actions:

- a. Monitor all international counterdrug and transnational organized crime conventions and protocols to which Trinidad and Tobago is obligated.
- b. Continuously review and update the necessary legislative instruments which seek to address newly introduced legal definitions and new forms of criminal activity and facilitate the prevention of illicit drug trafficking and transnational organized crime.
- c. Maintain an updated inventory of Trinidad and Tobago’s progress in compliance with all international counterdrug and transnational organized crime conventions and protocols.

National Supply Reduction Strategy

Part 3



PART THREE

P_{erformance} M_{easuring}

A major component of Monitoring and Evaluation is performance measurement which will be the tool used in developing a framework for the on going monitoring and evaluation of the overall Strategy.

Performance measurement will involve a systematic process of collecting, analysing, monitoring and/or reporting information regarding the performance of agencies/organizations, policy or programme accomplishments, particularly the level of progress towards pre-established goals.

The performance measurement framework of the Strategy provides a three-fold assessment²³:

- ✓ **Formative Evaluation**-which will assess how the strategy implementation is proceeding and identify where there are problems;
- ✓ **Process Evaluation**-which will ascertain whether the strategy is on track; and
- ✓ **Impact Evaluation** -which will measure whether an impact on the illicit drug trade is occurring.

To achieve identified objectives and to ensure the effective implementation of the Strategy, objectives are translated into performance indicators and assessment tools based on measures of scale (i.e. statistics on seizures, arrests and convictions etc.) and measures associated with the minimization of drug related harm and the negative impact of drug markets (i.e. drug-related crime, availability and ease of access, violence, reduced health and social harm etc.).

This three-fold evaluative approach is critical in moving away from the emphasis of simply reducing the production, supply and use of illicit drugs, to effectiveness in reducing the harm and negative impact of the supply of drugs thereby having a profound impact on the measurement of drug policy outcomes.

In strategic terms, the goal of this assessment is to guide law enforcement decision-making and government policy making with regard to current and emerging risks from illicit drug trafficking, related crimes and its effects, as well as to advise priority setting processes in relation to treating with these issues.

²³ The three types of evaluation are: Formative /developmental evaluation to optimize programme or intervention success; Process evaluation describing what is happening in the course and context of a programme; and Impact/Outcome evaluation to attribute changes in high-level outcomes (intended and unintended, positive and negative) to a particular programme or intervention. Duignan Paul. Evaluation types: Formative/developmental, process and impact/outcome: A topic article in the Outcomes Theory Knowledge Base [Internet]. Version 1. Outcomes Theory Knowledge Base. 2009 Sep 15. Available from: <http://outcomestheory.wordpress.com/article/evaluation-types-formative-2m7zd68aaz774-119/>.

How will this be done?

The performance measurement framework is broken into three key processes as described in the table below.

Table 1. Performance Measurement Framework Processes

Process	Description	Mechanism
Implementation	<p>This process will provide information on whether the actions are being implemented.</p> <ol style="list-style-type: none"> 1. Are the Strategy actions on track? 2. What inputs are Agencies contributing to the strategy? 3. Are financial and technical resources of Agencies aligned with actions in the strategy? Alignment of Agencies resources (human, financial or technical) to contribute towards the successful implementation of the Strategy 	<ol style="list-style-type: none"> 1. Quarterly meetings with relevant stakeholders/ working groups (to collect information on initiatives and actions, status of programmes implemented and to promote, dialogue and feedback)
Assessment and Evaluation	<p>This process will involve the measurement of the implemented actions/initiatives</p> <ol style="list-style-type: none"> 1. Have the implemented actions been meeting their targets and objectives? 2. Are we on track to meet the FY (future year) targets? 3. Why are we not meeting targets? 4. What corrective actions can and should be taken? 	<ol style="list-style-type: none"> 1. Monitoring the Strategy via the performance measurement system 2. Assess interagency progress in achieving these objectives 3. Evaluate contributions of supply programmes with corrective actions where targets (initiatives) were not met 4. Utilize feedback from stakeholder meetings to generate annual evaluation reports.
Data Assessments	<p>Assessment of adequacy of data sources and instruments.</p> <ol style="list-style-type: none"> 1. What specialised types of data are available and are they being 	<ol style="list-style-type: none"> 1. Evaluate and review data and data sources to determine whether the information captured is sufficient enough in

	<p>captured?</p> <p>2. Are available data adequate to fully understand the issue?</p> <p>3. Is data collected annually and representative of national trends?</p>	<p>meeting the objectives of the strategy.</p>

NEXT STEPS

In order to fully implement the strategy, the following activities are proposed for consideration:

- Engagement of stakeholders and key agencies to articulate the importance of the strategy in the context of tackling illicit drug trafficking and related criminal activities in Trinidad and Tobago;
- Facilitating stakeholders in aligning their organizational goals in conformity with the seven (7) Pillars as set out in the Strategy;
- Continuing to develop and promote an evidence -based approach.

The Strategic Services Agency is committed to supporting the efforts of the National Drug Council in the supply reduction and control measures component of the National Drug Policy and Operational Plan by coordinating counter drug initiatives among relevant enforcement, legal, regulatory and financial agencies of the stakeholder community. It is the goal of the SSA, in this regard, to continue to build capacity and consolidate relationships amongst stakeholders.

In accordance with the Strategic Services Act 1995, which mandates the SSA to prepare, monitor and implement a Drug Interdiction Strategy and coordinate all matters relating to a dangerous drugs supply reduction programme, the Agency hereby presents this document as the National Supply Reduction Strategy for the period: 2013-2023.

GLOSSARY OF TERMS

Ammunition – The complete round or its components, including cartridge cases, primers, propellant powder, bullets, or projectiles that are used in any firearm.

Alternative Development – A process to prevent and eliminate the illicit cultivation of plants containing narcotic drugs and psychotropic substances through specifically designed rural development measures in the context of sustained national economic growth and sustainable development efforts in countries taking action against drugs, recognising the particular socio-cultural characteristics of the target communities and groups, within the framework of a comprehensive and permanent solution to the problem of illicit drugs

Border security/ Border control – A term that describes how a country polices its borders.

Clandestine laboratory - Any makeshift laboratory used for the illicit production of any controlled substances.

Confiscation – which includes forfeiture where applicable, means the permanent deprivation of property by order of a court or other competent authority.

Control Measures: initiatives designed to mitigate against all forms of criminal activities that may be linked to illicit trafficking of narcotics and psychotropic substances. It includes preventative and enforcement measures to combat the furtherance of drug trafficking and its related illicit activities.

Controlled delivery – means the technique of allowing illicit or suspect consignments of narcotic drugs, psychotropic substances, substances in Table I and Table II annexed to the United Nations Convention against Illicit Traffic in Narcotic Drugs and Psychotropic Substances (1988 Vienna Convention), or substances substituted for them, to pass out of, through or into the territory of one or more countries, with the knowledge and under the supervision of their competent authorities, with a view to identifying persons involved in the commission of offences established in accordance with article 3, paragraph 1 of the Convention;

Convention - A general term which comprehends all kinds of contracts, treaties, pacts or agreements. It is defined to be the consent of two or more persons to form with each other an engagement, or to dissolve or change one which they had previously formed.

Crack -A solid hard white rock or flaky material, smokable form of cocaine. It is a freebase form of cocaine that can be made using baking soda (sodium bicarbonate) or sodium hydroxide, in a process to convert cocaine hydrochloride (powder cocaine) into freebase cocaine

Cybercrime- illegal activity committed via the Internet

Demand Reduction – This is a broad term used for a range of policies and programmes which seek a reduction of desire and of preparedness to obtain and use illegal drugs.

Evidenced -based policy- An approach that helps people make well informed decisions about policies, programmes and projects by putting the best available evidence from research at the heart of policy development and implementation

Freezing - This term refers to temporarily prohibiting the transfer, conversion, disposition or movement of property or temporarily assuming custody or control of property on the basis of an order issued by a court or a competent authority.

Harm minimization - strategies and actions that aim primarily to reduce the adverse health, social and economic consequences of the misuse of drugs

Initiatives: specific actions to be focused on specific programs performed at the programme level

Illicit traffic – The production, manufacture, extraction; preparation, offering, offering for sale, distribution, sale, delivery on any terms whatsoever, brokerage, dispatch, dispatch in transit, transport, importation or exportation of any narcotic drug or any psychotropic substance contrary to the provisions of the 1961 UN Single Convention on Narcotic Drugs, the 1971 UN Convention on Psychotropic Substances and the 1988 UN Convention Against Illicit Traffic in Narcotic Drugs and Psychotropic Substances

Memorandum of Understanding (MOU) - The term memorandum of understanding (MOU) is often used to denote a less formal international instrument than a typical treaty or international agreement. It often sets out operational arrangements under a framework international agreement. It is also used for the regulation of technical or detailed matters. An MOU typically consists of a single instrument and is entered into among States and/or international organizations.

Money Laundering - The conversion or transfer of property, knowing that such property is derived from serious crime, for the purpose of concealing or disguising the illicit origin of the property or of assisting any person who is involved in committing such an offence or offences to evade the legal consequences of his action

Multilateral treaty - A multilateral treaty is a treaty between more than two parties.

Mutual Legal Assistance- A process by which States seek and provide assistance in gathering evidence for use in criminal cases. Extradition is the formal process whereby a State requests the enforced return of a person accused or convicted of a crime to stand trial or serve a sentence in the requesting State²⁴

Narcotic Drugs – Any of the substances, natural or synthetic, in Schedules I and II of the Single Convention on Narcotic Drugs, 1961, and that Convention as amended by the 1972 Protocol Amending the Single Convention on Narcotic Drugs, 1961

²⁴ UNODC Manual on Mutual Legal Assistance and Extradition p19.

Organized Crime – Organized crime is understood to be the large-scale and complex criminal activity carried on by groups of persons, however loosely or tightly organized, for the enrichment of those participating and at the expense of the community and its members. It is frequently accomplished through ruthless disregard of any law, including offences against the person, and frequently in connection with political corruption. (United Nations 1975, 8)

Organized Criminal Group – a group of three or more persons that was not randomly formed; existing for a period of time; acting in concert with the aim of committing at least one crime in order to obtain, directly or indirectly, a financial or other material benefit²⁵.

Party - A party to a treaty is a State or other entity with treaty-making capacity that has expressed its consent to be bound by that treaty by an act of ratification, acceptance, approval or accession, etc., where that treaty has entered into force for that particular State. This means that the State is bound by the treaty under international law.²⁶

Performance indicators - are the data, variables used to gauge progress and guide implementation of the specific objectives.

Precursor Chemical – Any substance which: can be used in any of the chemical processes involved in the production, manufacture or preparation of narcotic drugs, psychotropic substances or substances having a similar effect; and incorporates its molecular structure into the final product making it essential for those processes;²⁷

Proceeds – Any property derived from or obtained, directly or indirectly, through the commission of an offence established in accordance with Article 3, paragraph 1 of the United Nations Convention against Illicit Traffic in Narcotic Drugs and Psychotropic Substances (1988 Vienna Convention).

Property – Assets of every kind, whether corporeal or incorporeal, movable or immovable, tangible or intangible, and legal documents or instruments evidencing title to, or interest in such assets.

Protocol - A protocol, in the context of treaty law and practice, has the same legal characteristics as a treaty. The term protocol is often used to describe agreements of a less formal nature than that of a treaty or convention. Generally, a protocol amends, supplements or clarifies a multilateral treaty. A protocol is normally open to participation by the parties to the parent agreement. However, in recent times States have negotiated a number of protocols that do not follow this principle. The advantage of a protocol is that, while it is linked to the parent agreement, it can focus on a specific aspect of that agreement in greater detail.

Psychotropic substance –means any substance, natural or synthetic, or any natural material in Schedules I, II, III and IV of the Convention on Psychotropic Substances, 1971. They contain the properties of natural narcotics and are chemically manufactured in laboratories from

²⁵ Article 2(a) of The United Nations Convention on Transnational Organized Crime

²⁶ See Article 2(1)(g) of the Vienna Convention 1969.

²⁷ Definition proposed by the OAS/CICAD during consultation on the review of the legal framework to control precursor chemicals. Based on the CICAD Model Regulations.

chemically processed substances and preparations that are not obtained from natural sources or plants.²⁸

Ratification, Acceptance, Approval - Ratification, acceptance and approval all refer to the act undertaken on the international plane, whereby a State establishes its consent to be bound by a treaty.

Serious Crime – Criminal acts constituting an offence punishable by a maximum deprivation of liberty of at least four years or a more serious penalty

Signature - Simple signature applies to most multilateral treaties. This means that when a State signs the treaty, the signature is subject to ratification, acceptance or approval. The State has not expressed its consent to be bound by the treaty until it ratifies, accepts or approves it. In that case, a State that signs a treaty is obliged to refrain, in good faith, from acts that would defeat the object and purpose of the treaty. Signature alone does not impose on the State obligations under the treaty.

Supply Reduction- A broad term used for a range of activities designed to stop the production, manufacture and distribution of illicit drugs. Production can be curtailed through crop eradication or through large programmes of alternative development. Production (illicit manufacture) is attacked directly through the suppression of illicit laboratories and/or the control of precursor chemicals, while distribution is reduced through police and customs and in some countries by military operations.²⁹

Synthetic Drugs – Artificially produced substances for the illicit market, which are almost wholly manufactured from chemical compounds in illicit laboratories (amphetamine, benzodiazepines).

Technical Assistance - The provision of technical expertise, which may take the forms of instruction, skills training, working knowledge, consulting services, and the transfer of technical data. Through technical assistance, countries are helped to increase the effectiveness of their measures to control the production, distribution and use of narcotic drugs, to reduce and eliminate drug addiction and to combat the illicit trafficking of narcotics.

Terrorism – The systematic use of terror or unpredictable violence against governments, publics, or individuals to attain a political objective.

Transnational Organized Crime-encompasses virtually all profit-motivated serious criminal activities with international implications³⁰

Transit State – A State through the territory of which illicit narcotic drugs, psychotropic substances and substances in Table I and Table II are being moved, which is neither the place of origin nor the place of ultimate destination thereof.

²⁸ Article (1/r) of the United Nations Convention against Illicit trafficking in Narcotic Drugs and Psychotropic Substances, 1988, "

²⁹ (http://www.unodc.org/pdf/report_2000-11-30_1.pdf)

³⁰ http://www.unodc.org/unodc/en/organized-crime/index.html#what_organized_crime

Treaty - Treaty is a generic term embracing all instruments binding under international law, regardless of their formal designation, concluded between two or more international juridical persons.

LIST OF ABBREVIATIONS

AML/CFT-Anti-Money Laundering Counter Financing of Terrorism

CARICOM – Caribbean Community

CARICOM IMPACS- Caribbean Community Implementation Agency for Crime and Security

CICAD – Inter American Drug Abuse Control Commission

CFATF - Caribbean Financial Action Task Force

FATF – Financial Action Task Force

GEG – Governmental Experts Group

MOU – Memorandum of Understanding

NADAPP – National Drug Abuse Prevention Programme

NDIS – National Drug Information System

NDOTT – National Drug Observatory of Trinidad and Tobago

SSA – Strategic Services Agency

TOC-Transnational Organized Crime

UNODC – United Nations Office of Drugs and Crime

UN – United Nations

APPENDIX II

ANNUAL WORK PLAN - DRUG STRATEGY DEPARTMENT

Year: 2013

Status of Work Completed in 2012	EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	COMMENTS	FINANCIAL CONSIDERATIONS
			Q1	Q2	Q3	Q4			
<p>Develop, monitor and implement a Dangerous Drugs Supply Reduction Programme.</p> <p><i>STATUS</i> <i>Reviewed Supply Reduction Strategy 2005-2009</i></p> <p><i>Reviewed Supply Reduction Component of the National Anti Drug Plan 2008-2012</i></p>	<p>Output 1: Development of a Dangerous Drugs Supply Reduction Programme 2013-2023</p>	<p>Develop and complete draft Supply Reduction Strategy 2013-2023</p>	√	√			<p>Analysts, Drug Strategy Department</p> <p>Development of the supply reduction strategy will require extensive consultation with strategic partners.</p> <p>An average of 4 meetings per month are envisaged to undertake this exercise</p>		
		<p>To hold consultations with local stakeholders to garner their input and endorsement of the draft strategy.</p>	√	√	√	√			
	<p>Cabinet Approved National Supply Reduction Strategy</p>	<p>To develop a Monitoring and Evaluation Framework for the Supply Reduction Strategy and drive its implementation.</p>		√	√	√	<p>Engage services of a Consultant</p>		

<p>Status Completed a Monitoring and Evaluation Matrix of Supply Reduction Component of National Anti-Drug Plan. Completed Matrix of achievements of the Supply Reduction Strategy.</p> <p>SSA led both the Working Group for the Supply Reduction Pillar and the Working Group for Control Measures to develop a strategic agenda and performance indicator matrix for the development of the National Drug Plan 2013-2017</p>	<p>Output 2: Completion of work in both Supply and Control Measures Pillars for the development of the National Drug Plan 2013-2017</p>	<p>SSA to convene stakeholder meetings for the relevant Pillars to complete both documents to submit to the NDC.</p>	<p>√</p>	<p>√</p>			<p>Drug Strategy Department</p>	<p>In 2013, the Working Groups led by the SSA will seek to operationalize these goals and objectives by way of several projects within the various thematic areas e.g money laundering, control of pharmaceuticals drugs etc.</p>	
<p>Negotiate Foreign Technical Assistance and access Training Opportunities for the dangerous drugs supply reduction programme.</p> <p>Status Acquired EDF funding (10,000 Euros) to facilitate training for OCNFB and border control officers on the theme of "Empowering Narcotic Law Enforcement Officers for 2012</p>	<p>Output 1: Increase in Capacity Building amongst stakeholders</p>	<p>To source EDF funding (10,000 Euros) to facilitate training for Customs and Excise officers in New Concealment Methods employed by drug traffickers.</p> <p>To identify training opportunities for border protection officials to improve detection and interception capabilities</p>	<p>√</p>	<p>√</p>			<p>Liaison, Public Policy and International Affairs ; Desk Officers responsible for Supply Reduction</p>	<p>Training programmes will be identified and/or designed after the conduct of a needs assessment of local key stakeholders</p>	<p>(\$80,000 TT)</p>

<i>and beyond".</i>									
<i>Signaled to European Commission, Trinidad and Tobago's interest in being part of the following projects: CORMS; AIRCOP, SEACOP and COPOLAD</i>		To follow-up with the European Commission re. the acquisition of funding for the projects identified.	√	√	√	√	Liaison, Public Policy and International Affairs ; Desk Officers responsible for Supply Reduction		
Monitor and Control the Diversion of Precursor Chemicals <u>Status</u> <i>Ongoing negotiations for development of precursor Chemicals bill</i>	Output: Agreement on a Precursor Chemical Bill	To continue to facilitate negotiations between the Ministry of National Security, the Ministry of Health and other relevant stakeholders	√	√	√	√	Analysts , Drug Strategy Department with responsibility for Precursor Chemicals and Synthetic Drugs		
The Prevention of the Diversion of Precursor Chemicals in the Latin America and the Caribbean Region (PRELAC) Trinidad and Tobago is in the	Output: Full implementation of the NDS	To ensure successful completion of PRELAC Phase II Activities To facilitate an evaluation of the project	√	√	√	√	Liaison, Public Policy and International Affairs; Desk Officers responsible for Precursor Chemicals	Draft Precursor Chemical Bill is currently engaging the attention of key stakeholders for resolution of some outstanding issues	

2 nd Phase of this Regional Project.		<p>To participate in training on dismantling of clandestine labs and training in the use of administrative controls to gather intelligence on precursor chemical diversion</p> <p>To design national programmes on all aspects of synthetic drug production/ manufacture and distribution to raise stakeholder awareness</p>						<p>It is envisaged that with passage of the bill and the full implementation of the National Drug Control System along with other control measures will contribute to more effective monitoring</p>	
Full Implementation of the Pre-Export Notification (PEN) Online System	Output: Full Implementation of the Pre-Export Notification (PEN) Online System	To forward proposal to the Ministry of National Security requesting the Chief Medical Officer to invoke the provisions of Article 12.	√	√	√	√	Liaison, Public Policy and International Affairs; Desk Officers responsible for Precursor Chemicals	<p>Implementation of the recommendations contained in the CICAD 2012 GoE Report particularly:</p> <p>Facilitation of a possible presentation by the United States to the relevant Standing Committees/CONSLE of CARICOM re: precursor chemical</p>	

								diversion; and Formalization of the mechanism for sharing of information contained in Pre-Export Notifications with the Ministry of Health (MoH) (<i>and by extension, the Customs and Excise Division</i>)	
'PRINCE2' Project <i>This project commenced in 2012.</i>	Output: trained and certified personnel in Prince 2 methodology and Advanced precursor chemicals control.	To pursue commencement of Prince 2 methodology Course and facilitate an evaluation of the course as it progresses	√	√	√	√	Liaison, Public Policy and International Affairs, Analysts responsible for Precursor Chemicals Desk		Implementation of the PRINCE2 Project [*Already paid* GORTT – USD \$71,305.31 and UNDP – USD \$40,113.18. Total Cost (incl. misc. costs) – USD \$119,217.78]
	Output: Technical Paper on Precursors Chemicals	To prepare a Technical Paper on precursor chemicals diversion in Trinidad and Tobago.	√	√	√	√	Analysts responsible for Precursor Chemicals Desk		

<p>Facilitate the reduction in the illicit trafficking in firearms, ammunition and their component parts.</p> <p><u>Status</u> Reports UNPOA Annual Report – 2011 UN Register on Conventional Arms – 2011 <i>Compiled, collated and transmitted/submitted to UNODA</i></p> <p>UN Military Expenditure - 2011 <i>Challenge: obtaining a point of contact</i> <i>Currently awaiting information from TTDF</i></p>	<p>Output: Transparency in the Acquisition of firearms, munitions, explosives and other related materials</p>	<p>Reports UNPOA Annual Report – 2012 UN Register on Conventional Arms – 2012 UN Military Expenditure - 2012</p>	√	√	√	√	Liaison, Public Policy and International Affairs ,Analysts responsible for Firearms Desk		
<p>Technical assistance <u>OAS</u></p> <p>Receipt of one (1) laser-marking machine to fulfill marking and tracing requirements</p>		No further action required						SSA successfully negotiated for machine. Machines was handed over and training conducted Currently operational at TTPS	
<p><u>UNPOA</u></p> <p>Computerization of a centralized firearms registry</p>	<p>Output: Computerization of a centralized firearms registry</p>	<p>To follow-up with UNODA on status of the project.</p> <p>To hold consultations with stakeholders to gain consensus</p>	√	√	√	√		At present, a project proposal has been submitted to the United Nations Office for Disarmament	

<p><i>Project proposal submitted to UNODA and published in United Nations Matching Needs Assessment publication for the attention of donor countries and agencies</i></p> <p><i>Project proposal included the conduct of a needs assessment of current firearms registry</i></p>		<p>on development of the Registry</p> <p>To make presentation to Heads of Security Forum to obtain feedback/ endorsement from Head of Security.</p>						<p>Affairs in New York for assistance to computerize a National Database of Firearms</p>	
<p>UNLIREC Stockpile Management & Firearms Destruction Package</p> <p><i>Firearms destruction and stockpile management activities ongoing.</i></p> <p><i>Review of Firearms Legislation ongoing.</i></p>	<p>Output: Successful completion of project</p>	<p>To facilitate the conduct of the activities associated with the project.</p> <p>To facilitate ongoing review of firearms legislation</p> <p>To conduct review of the project</p>	<p>√</p>	<p>√</p>	<p>√</p>	<p>√</p>		<p>Currently Generic Standards Operating procedures are being examined with key stakeholders with a view to proposing possible amendments to current Firearms legislation</p>	
<p>The Project to Strengthen National Observatories on Crime and Violence in the Caribbean Status</p> <p><i>The 13th United Nations Survey on Crime Trends and Operations of the Criminal Justice Systems was completed and submitted</i></p>	<p>Output 1: Submission of 14th UNCTS to United Nations /OAS</p>	<p>To compile and submit the 14th UNCTS to the UN and OAS</p>	<p>√</p>				<p>Information Aide /appointed PSODC</p>		

to the OAS and United Nations (UN). This involved a review of 2010. Needs assessment developed									
		To liaise with OAS for outstanding software.	√						
	Output: Enhanced capacity to collect, collate and disseminate information on crime and violence.	To discuss findings of the needs assessment to determine way forward. To examine existing systems to identify areas for collaboration	√	√				There has been an increase in the number of systems to centralize and share information, therefore there is need for rationalization to prevent duplication and wastage.	
	Output: National Victimization Survey.	To develop a National Victimization Survey.	√	√	√	√			
		To collect data required for the completion of the 15 th UNCTS(Review of 2012).				√			
Facilitate the strengthening of a National Drug Observatory.	Output: Strengthened and fully functioning	To continue participating in this exercise	√	√	√	√	IT, Analysts responsible for Supply		

Status <i>Ongoing.</i>	National Drug Observatory						Reduction, Statistical Analyst, Information Aide		
EU/CELAC <i>European Union /Community of Latin America and the Caribbean, Coordination and Cooperation Mechanism on Drugs,</i>	Output: Completion and submission of comments on Draft Declaration and Outcome Document.	To ensure that Trinidad and Tobago's interests are incorporated in the Outcome Document of the XV EU/CELAC Coordination and Cooperation Mechanism on Drugs	√	√			Liaison, Public Policy and International Affairs ; Desk Officers responsible for Precursor Chemicals		
Status <i>Participated and contributed to Outcome Declaration of XIV Meeting of Senior Officials of the EU/CELAC Coordination and Cooperation Mechanism on Drugs, June, 2012 in Brussels and final outcome Declaration Document of Second Conference of COPOLAD.</i>		To prepare and submit comments on the draft Declaration of the XV EU/CELAC Coordination and Cooperation Mechanism on Drugs.							
		To follow up on decisions arising out of the XV EU/CELAC Coordination and Cooperation Mechanism on Drugs			√	√	Liaison, Public Policy and International Affairs ; Desk Officers responsible for Precursor Chemicals		

Multilateral Evaluation Mechanism 5th Round <u>Status</u> <i>Preparing for the 6th round of the MEM.</i>	Trained personnel in new MEM instrument	Participate in training in preparation for 6 th Round		√			Director SSA		
	Submission to NDC of responses of the new MEM survey to submit to CICAD for first drafting session.	To facilitate and assist in the completion of the MEM 6 th round survey .		√	√		Analysts responsible for Supply Reduction and Heads of Desk.		
Heads of National Drug Law Enforcement Agencies , Latin America and the Caribbean (HONLEA) <u>Status</u> <i>Provided country status report and formed part of the Trinidad and Tobago delegation.</i>	OUTPUT; Cabinet approval for attendance at 23 rd HONLEA and approval to host 24 th HONLEA in 2014.	To submit Note to Cabinet on delegation to attend 23 rd HONLEA in 2013 and proposal to host 24 th HONLEA in 2014.	√				Liaison, Public Policy and International Affairs ; Desk Officer responsible for Supply Reduction		
	Output: Submission of completed	To meet with relevant stakeholders to garner inputs for questionnaire and report.			√				

	questionnaire to UNODC.	To complete Questionnaire on recommendations emanating out of 22 nd HONLEA			√				
		To draft Country Status Report for 23 rd HONLEA.			√				
						√			
									Approximately \$2,000,000.00 TT
Collation of data on drug supply and related criminal activities.	Output: Enhanced system for management and analysis of drug-related information.	To review and enhance drug strategy data management	√	√	√	√	Drug strategy department and other units within the SSA	Revise how /what data is collected, collated, and stored.	
Status <i>Ongoing development of drug data base</i>									
Development of Strategic	Output: Quarterly	To develop Strategic Analytical	√	√	√	√	Analyst	Quarterly Reports as	

Analytical Reports	Reports	Reports						well as strategic Reports highlighting emerging issues and trends	
Generate Briefs and Country Reports <u>Status</u> <i>Briefs and Country Status reports generated in 2012.</i>	Output: Briefs and Country Reports	To generate Briefs and Country Status Reports based on requests	√	√	√	√	Liaison, Public Policy and International Affairs Drug Strategy		
Critical Energy Infrastructure Policy <u>Status</u> <i>SSA contributed to the drafting of the policy document on the 500Meter zones.</i>	Output: Critical Energy Infrastructure Policy	To continue participation in PSWG. To contribute to the ongoing review of relevant documents pertaining to the ESSI	√	√	√	√			
				√	√	√			

Department Training	Output: Trained and Certified personnel in Drug Strategy Department	To facilitate training in the following areas: 1.Policy Writing 2.Analytical Writing 3.Report Writing 4.Cabinet Note Writing 5.Protocol Training 6.Negotiation 7.Public Speaking.	√	√	√	√			
		Intelligence and Analysis Course		√	√	√		REDTRAC, Jamaica	Approximately \$12,000 TT per person.
		Pre-cursor chemicals training		√	√	√		REDTRAC, Jamaica	Approximately \$12,000 TT per person.
		UNILREC-Firearms identification training.		√	√	√			
Co-operate with corresponding services in other countries to organize where appropriate, regional and international conferences and seminars to stimulate cooperation.	Output: Cooperation on mutual matters at regional and international level as well as greater awareness of	To facilitate attendance at relevant meetings/seminars/conferences including the following: Group of Experts (Precursor	√	√	√	√	Drug Strategy		

	regional and international issues	Chemicals); HONLEA; ATT; Commission on Narcotics Drugs; EU-CELAC							
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